



*An innovative, proactive organisation holding the police to account,
whilst demanding and delivering improvements in policing.*

THEME 1: SETTING STRATEGIC DIRECTION AND PRIORITIES

The Board will ensure that both it and the PSNI have the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public

Objective	Targets	Responsibility	Accountable Committee
1.1: Secure the strategic direction, finance and leadership of the PSNI and the Board by: <ul style="list-style-type: none"> • Agreeing an annual budget for policing by 31 March each year. • Appointing senior PSNI officers and staff. • Administering injury on duty and medical retirement applications. 	1.1.1 To develop and publish the 2012/13 Corporate Business Plan by 31 March 2012.	DW	CPPPC
	1.1.2 To assess Board Performance against the 2011/12 Corporate Business Plan and publish assessments in October 2011 and April 2012.	DW to co-ordinate	CPPPC
	1.1.3 To review and approve the PSNI's financial estimate for the 2012/13 financial year by 31 December 2011.	SH	R&I
	1.1.4 Prepare monthly Management Accounts for the Board's expenditure and monitor financial results against target.	SH	R&I
	1.1.5 To appoint senior police officers within 5 months of being made aware of the vacancy.	SH	CPPPC
	1.1.6 To implement the recommendations from the Organisational Review within agreed timescales.	CEO	CPPPC
	1.1.7 To manage the Board's contract for medical assessments through monthly meetings with the Selected Medical Practitioner and monthly reports to the Human Resources Committee meetings.	SH	HR
	1.1.8 To perform the Board's statutory role as pension administrator for the Police Officers' Pension Scheme in line with relevant legislation and statutory body notifications.	SH	R&I

Objective	Targets	Responsibility	Accountable Committee
	1.1.9 To prepare the Policing Board Annual Financial Statements and Remuneration Report to be included in the Annual Report and Accounts, in compliance with IFRS. To be produced in line with the DOJ timetable to have the Report and Accounts laid before the Assembly before the Assembly summer recess.	SH	R&I
1.2: Ensure the highest possible professional and ethical standards are set and maintained for the PSNI and the Board by: <ul style="list-style-type: none"> • Reducing the number of Incivility Complaints against the PSNI by 10% by 31 March 2014 (5% in Year 1). 	1.2.1 To keep under review and update where necessary corporate governance and risk management procedures in line with Internal Audit Report recommendations reporting quarterly to the Committee.	DW	A&RM
	1.2.2 To monitor performance against targets in the 2011-14 Policing Plan every 6 months to reduce incivility complaints against PSNI by 5% in 2011/12.	PG	HRPS
	1.2.3 To monitor PSNI compliance with the Code of Ethics and publish analysis in the Human Rights Annual Report by 31 December 2011.	PG	HRPS
	1.2.4 To meet with the Deputy Chief Constable and the Police Ombudsman every 6 months to discuss progress against targets set out in the Professional Standards Monitoring Framework and to monitor the PSNI Complaints Reduction Strategy.	PG	HRPS
	1.2.5 To produce the Board Equality Annual Progress Report in line with the target date set by the Equality Commission.	SH	CPPPC

NORTHERN IRELAND POLICING BOARD CORPORATE BUSINESS PLAN 2011/2012

Objective	Targets	Responsibility	Accountable Committee
	1.2.6 To provide the Board on an ongoing basis with a Human Resources service which is compliant with legislation, good practice and within agreed timeframes.	SH	CPPPC
	1.2.7 To ensure that Learning and Development (Board members, Corporate, Branch and Individual) continues to be undertaken in line with Board Priorities and Budgets.	SH	CPPPC
	1.2.8 To make arrangements for police appeals against conduct hearing sanctions to be processed in accordance with most recent regulations, including legislative timescales.	SH	HRPS
	1.2.9 To refer all complaints and recommendations for dismissal of senior PSNI officers to Committee within 1 month of receipt.	SH	CPPPC
1.3: Set clear and ambitious priorities for policing by: <ul style="list-style-type: none"> Publishing a Policing Plan which sets clear and ambitious priorities for policing by 31 March each year. 	1.3.1 To publish the 2012-2015 Policing Plan by 31 March 2012 setting clear and ambitious priorities for policing.	DW	CPPPC
1.4: Communicate in a timely manner which adds value to policing in Northern Ireland by: <ul style="list-style-type: none"> Publishing a Programme of Work each year by 31 March. 	1.4.1 To deliver a programme of communications activity through an agreed strategy and implementation plan by 31 March 2012.	DD	CPPPC
	1.4.2 To publish an Annual Report by 30 September 2011 outlining the Board's contribution to police accountability and the delivery of improvements to policing.	DD	CPPPC

NORTHERN IRELAND POLICING BOARD CORPORATE BUSINESS PLAN 2011/2012

Objective	Targets	Responsibility	Accountable Committee
	1.4.3 To agree and publish a Programme of Work (including implementation of Development Plans) for all Committees by 31 March 2012.	ALL	ALL

THEME 2: SCRUTINISING PERFORMANCE OUTCOMES

The Board will ensure that it is effective in scrutinising and ensuring that the PSNI delivers the priority services that matter to local people

Objective	Targets	Lead Official	Accountable Committee
2.1: Hold the Chief Constable to account and effectively scrutinise the performance of the PSNI by: <ul style="list-style-type: none"> Facilitating engagement between communities, the Board and the PSNI by carrying out themed scrutiny reviews on priority issues raised by the community, which evaluate police policy and strategy and make recommendations where appropriate. Scrutinising the performance of the PSNI throughout the reporting year. Annually approve the PSNI financial records and accounts before the Assembly Summer recess deadline. 	2.1.1 To scrutinise PSNI Performance against 2011/14 Policing Plan targets quarterly in public and publish a full assessment in the Board's Annual Report by 30 June 2012.	DW	Board
	2.1.2 To ensure PSNI supporting strategies listed in the 2011-14 Policing Plan are received and expedited at the intervals agreed in Part 3 of the Policing Plan.	DW to co-ordinate	All
	2.1.3 To agree a refreshed PSNI Estate Strategy by 31 March 2012 and monitor implementation at least twice during 2011/12.	DW	R&I
	2.1.4 To agree a refreshed PSNI IT Strategy by 31 December 2011 and monitor implementation using NPIA for independent validation once in 2011/12.	DW	R&I
	2.1.5 To agree and publish 3 thematic reviews by 31 March 2012.	PG	HRPS
	2.1.6 To hold at least 8 Board meetings in public during 2011/12, for the purpose of receiving a report from the Chief Constable and hold Board Committee meetings in line with a published schedule.	SH	Board
	2.1.7 To monitor the PSNI Financial Strategy through examination of monthly Management Accounts and other relevant reports to Committee each month.	SH	R&I
	2.1.8 To develop and monitoring framework for the Policing with the Community Strategy by 30 September 2011 and monitor implementation against targets by 31 March 2012.	DD	CEC

Objective	Targets	Lead Official	Accountable Committee
	2.1.9 Implement an Agreed Programme of Monitoring the PSNI People Strategy including R2R and R4, reporting progress to the Human Resources Committee at 6 monthly intervals.	DD	HR
	2.1.10 Implement an Agreed Programme of Monitoring the PSNI Training and Development Strategy reporting progress to the Human Resources Committee at 6 monthly intervals.	DD	HR
	2.1.11 Implement an Agreed Programme of Monitoring the PSNI Equality and Diversity Strategy reporting progress to the Human Resources Committee at 6 monthly intervals.	DD	HR
	2.1.12 To agree and publish at least 1 Thematic Review on HR issues by 31 March 2012.	DD	HR
2.2: Ensure continuous improvement of the PSNI and the Board through focus on strategic issues and outcomes by: <ul style="list-style-type: none"> • Implementing the agreed Board's Continuous Improvement Implementation Plan by 31 March 2014. • Publishing the PSNI Continuous Improvement arrangements by 31 March each year and ensure measurable improvements and outcomes which are reported in the Board's Annual Report. 	2.2.1 To implement the agreed elements of the Board's Continuous Improvement Implementation Plan by 31 March 2012.	DW to co-ordinate	Leadership Group R&I/CPPPC
	2.2.2 To approve and publish the PSNI Continuous Improvement arrangements for 2012/13 by 31 March 2012 clearly showing the improvements and efficiencies to be secured.	DW	R&I
	2.2.3 To monitor the implementation of the PSNI Continuous Improvement Strategy at least twice during 2011/12 and publish a full assessment in the Board's Annual Report by 30 September 2012.	DW	R&I

NORTHERN IRELAND POLICING BOARD CORPORATE BUSINESS PLAN 2011/2012

Objective	Targets	Lead Official	Accountable Committee
	2.2.4 To agree and publish the Board's Continuous Improvement arrangements for 2012/13 by 31 March 2012 clearly showing the improvements and efficiencies to be secured.	DW	R&I
	2.2.5 To agree a monitoring framework for Protective Services by 30 September 2011 and monitor implementation against targets by 31 March 2012.	PG	HRPS
2.3: Ensure compliance with Human Rights legislation to secure improvements in policing by: <ul style="list-style-type: none"> • Scrutinising PSNI compliance with the Human Rights Act 1998, publishing an Annual Human Rights Report and Thematic reports by 31 December each year. 	2.3.1 To deliver all aspects of the operation of the Independent Custody Visiting Scheme, reporting quarterly to HRPS Committee and annually in a Custody Visiting Annual Report by 30 June 2012.	DW	HRPS
	2.3.2 To develop and publish the 2011 Human Rights Annual Report by 31 December 2011.	PG	HRPS
	2.3.3 To implement the agreed Programme of Work (and Development Plan) for 2011/12 by 31 March 2012.	PG	HRPS

THEME 3: ACHIEVING RESULTS THROUGH COMMUNITY ENGAGEMENT AND PARTNERSHIPS

The Board will achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities

Objective	Targets	Lead Official	Accountable Committee
<p>3.1: Increase public confidence and satisfaction in the PSNI, the Board and District Policing Partnerships/ Policing and Community Safety Partnerships by:</p> <ul style="list-style-type: none"> Increasing the percentage of people who think that the police do a good job in Northern Ireland as a whole by 7% points. Increasing the percentage of people who think that the Board is working well by 7% points. Increasing the percentage of people who feel that their local DPP/PCSP has helped to improve policing in their local area by 2% points. Engaging, communicating and consulting with the Community. 	3.1.1 To commission an Omnibus Survey module in 2011/12 and publish the results within two months of receiving the data.	DW	CPPPC
	3.1.2 To maintain and support DPPs/PCSPs in carrying out their statutory functions through agreed programmes of work and in line with agreed timescales.	ALL	CEC
	3.1.3 To assess and report on the effectiveness of DPPs during 2010/11 by 30 September 2011.	DD	CEC
	3.1.4 To increase the percentage of people who think that the police do a good job in Northern Ireland as a whole by 2% points by 31 March 2012	CEO	CPPPC
	3.1.5 To increase the percentage of people who think that the Board is working well by 2% points by 31 March 2012.	CEO	CPPPC
	3.1.6 To increase the percentage of people who feel that their local DPP/PCSP has helped to improve policing in their local area by 2% points by 31 March 2012.	CEO	CPPPC
	3.1.7 To organise and deliver by 31 March 2012 a programme of engagement with those communities deemed to be vulnerable or distanced from policing and to assess its effectiveness.	DJ	CEC

Objective	Targets	Lead Official	Accountable Committee
	3.1.8 By 31 March 2012 to report on the action taken in relation to recommendations from the 'Consortium Report' in order to build and sustain confidence in policing with the Republican and Loyalist communities.	DJ	CEC
	3.1.9 In conjunction with NPIA by 31 March 2012 to have undertaken an assessment as to the extent to which actions taken as a result of the engagement strategy have impacted on community confidence in policing?	DJ	CEC
<p>3.2: Secure improvements in policing and public safety through effective engagement and partnership working by:</p> <ul style="list-style-type: none"> Increasing by 5% points the percentage of stakeholders who think that the Board secures improvements in policing and public safety through effective engagement and partnership working. Advocating on behalf of the community and the PSNI on policing matters. Working in partnership with communities, the PSNI, the Department of Justice, local government, local partnerships and other key stakeholders to add value to local communities. 	3.2.1 To refer to committee and monitor PSNI implementation of recommendations from all relevant CJINI inspection reports.	DW to co-ordinate	All
	3.2.2 To refer to committee and monitor PSNI implementation of recommendations from all relevant HMIC inspection reports.	PG to co-ordinate	All
	3.2.3 To conduct a Board Stakeholder Survey during 2011/12.	DW	CPPPC
	3.2.4 To establish a baseline by 31 March 2012 of the percentage of stakeholders who think that the Board secures improvements in policing and public safety through effective engagement and partnership working.	CEO	CPPPC
	3.2.5 To work with the Department of Justice and local government to fully implement the arrangements for PCSPs by 31 March 2012.	DD	CEC

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Objective	Targets	Lead Official	Accountable Committee
	3.2.6 To develop and agree a Memorandum of Understanding with the Department of Justice on the operation of the Joint Committee by 30 September 2011.	DD	CEC
	3.2.7 To appoint Independent Members to PCSPs by 31 March 2012.	DD	CEC
	3.2.8 To report on the implementation of recommendations arising from thematic reports as required.	PG	HRPS

THEME 4: ENSURING VALUE FOR MONEY AND PRODUCTIVITY

The Board will ensure a clear and sustained focus on value for money to secure a good deal for the public

Objective	Targets	Lead Official	Accountable Committee
4.1: Secure and ensure that there is robust and cost effective management of the human, financial and physical resources of the PSNI and the Board by: <ul style="list-style-type: none"> • Securing optimum resources throughout the year by negotiating budget changes with DOJ, through the budget process and In Year Monitoring Rounds. • Conducting a value for money assessment on how resources are utilised. 	4.1.1 To exercise the Board's duties as owner of the police estate and process all legal documents within four weeks of receiving requests.	DW	R&I
	4.1.2 To review and approve the PSNI's financial estimate for the 2012/13 financial year by 31 December 2011.	SH	R&I
	4.1.3 To scrutinise the PSNI's 2010/11 annual financial expenditure against budget by 31 July 2011.	SH	R&I
	4.1.4 Secure adequate resources throughout the year by negotiating budget changes with DOJ, through the budget process and In-Year Monitoring Rounds.	SH	R&I
	4.1.5 Review the PSNI's monthly Management Accounts and report results at R&I Committee each month.	SH	R&I
4.2: Ensure the Board is outcome focused to add value to policing by: <ul style="list-style-type: none"> • Increasing the percentage of people who think that the Board helps to ensure that the PSNI do a good job by 7% points. • Increasing by 5% points the percentage of stakeholders who think that the Board is outcome focused and adds value to policing.¹ 	4.2.1 To agree with the Joint Committee ² (DOJ & Board) strategic outcomes for PCSPs by 31 March 2012.	DD to co-ordinate	CEC
	4.2.2 To increase the percentage of people who think that the Board helps to ensure that the PSNI do a good job by 2% points by 31 March 2012	CEO	CPPPC
	4.2.3 To establish a baseline by 31 March 2012 of the percentage of stakeholders who think that the Board is outcome focused and adds value to policing.	CEO	CPPPC

¹ A new survey will be conducted, setting a baseline in 2011/12, followed by improvement targets at years 2 and 3.

² The Joint Committee is a statutory Committee under the Justice Act 2011 comprising Board and DoJ.