

THE NORTHERN IRELAND POLICING BOARD

CORPORATE PLAN

2005-2008

THE NORTHERN IRELAND POLICING BOARD

Our corporate vision

To ensure for all the people of Northern Ireland an effective, efficient, impartial and accountable police service which will secure the confidence of the whole community.



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INTRODUCTION BY THE CHAIRMAN



I am pleased to present this, the second Corporate Plan of the Northern Ireland Policing Board which sets out the strategic direction and work programme for the Board over the next 3 years.

The past 3 years has seen significant changes to the policing architecture of Northern Ireland and the delivery of a major change programme within the Police Service of Northern Ireland (PSNI) within a very short space of time. With the policing change programme came numerous challenges. When drawing up the work programme for the next 3 years, considerable thought has been given to lessons learnt in the early life of the Board which may have bearing on future work, the many new challenges ahead and issues likely to have a major impact on policing.

In developing the Plan, the Board has taken the opportunity to critically examine and assess all areas of its work in order to make sure that the processes, practices and organisational structure will allow the Board's statutory responsibilities to be fully delivered.

As a public service, the Board is accountable to the wider community and it is the Board's job to deliver an effective service in all that it does. Supporting the police towards the ends of effective, efficient and impartial policing and holding the Chief Constable to

account for the delivery of those ends will assist in gaining the confidence of the whole community. Since that is the twofold role of the Board it is therefore appropriate that the strategic focus of this new plan is centred around the 3 key areas of - Effectiveness, Efficiency and Public Confidence.

In delivering the objectives, performance indicators and targets set in this plan the Board remains committed to meeting the statutory responsibilities set for it and to ensure that the core values set out in this plan are fully integrated in all that it does.

Professor Desmond Rea
Chairman
Northern Ireland Policing Board

INTRODUCTION BY THE CHIEF EXECUTIVE



As Chief Executive of the Northern Ireland Policing Board, it is my job to oversee and manage the delivery of the objectives and targets set out in the Corporate Plan during the period 1st April 2005-31 March 2008.

The first Corporate Plan published has served the Board well and since my appointment as Chief Executive in January 2004 I have been assessing performance against initial targets set. There is no doubt that a substantial work programme has been delivered during the life of the first plan which provides a firm foundation on which to move forward.

The new Plan, which has been developed by the Board's Senior Management Team in full consultation with Board Members, Board staff and other interested stakeholders, therefore takes account of work to date and provides for new challenges ahead.

The objectives and targets set will provide strategic focus for work of the organisation over the next 3 years and are designed to make sure that all of the Board's current statutory responsibilities will be met. Each year, performance will be reviewed and a report on progress against achieving the objectives of the Corporate Plan will be published in the Board's Annual Report.

In order to meet the objectives set, I am responsible for leading a 60 strong team of staff who support Board Members and facilitate the smooth running of the Board. Each Director in the Senior Management

Team will also be responsible for developing and implementing annual work programmes to facilitate the delivery of the Corporate Plan.

As the Board's accounting officer, I must also make sure that the funds available to the Board are used in line with public spending and accounting guidelines. Pressure on the budget in the next few years, and a more general pressure on public services to deliver more from less resources, means effectiveness and efficiency must be further incorporated into all aspects of our work. This means ensuring that effective structures, processes and practice for delivering value for money and improving service delivery must underpin all that we do. Developing a culture of continuous improvement in exercising the functions of the Board and in overseeing the work of the PSNI is also a priority over the life of the Plan.

In anticipation I would express appreciation to the Board's staff in supporting the Board in achieving the challenging objectives set for the years ahead.

Trevor Reaney
Chief Executive
Northern Ireland Policing Board

KEY BOARD RESPONSIBILITIES

EFFECTIVENESS

- Monitor the performance of the police in carrying out its general duty under Section 32 of the Police (Northern Ireland) Act 2000.
- Assess the level of public satisfaction with the performance of the police and DPPs.
- Assess the effectiveness of DPPs in performing their functions.
- Set objectives and targets for policing (following consultation with the Chief Constable and the wider community), publish these in an annual Policing Plan and monitor the progress achieved.
- Monitor trends and patterns in the number and types of crime committed in Northern Ireland.
- Make arrangements for obtaining the co-operation of the public with the police in prevention of crime.
- Keep itself informed as to trends and patterns in police complaints.
- Ensure the preparation of annual accounts for the PSNI.
- Ensure best value for PSNI and within the Board.
- Review trends and patterns in recruitment to the PSNI and assess the effectiveness of measures taken to address the gender and religious imbalances in the Service.

EFFICIENCY

- Secure continuous improvement in the delivery of services by both the Board and the Chief Constable.
- Oversee how the Chief Constable deals with complaints made against traffic wardens.
- Secure an adequate financial grant for PSNI and the Board.
- Appoint and remove senior police officers and senior civilian employees of the PSNI.

PUBLIC CONFIDENCE

- Hold the Chief Constable to account for the exercise of his functions and those of the police, police support staff and traffic wardens.
- Issue and update the Code of Practice for DPPs.
- Monitor police compliance with the Human Rights Act 1998.
- Issue a Code of Ethics for the PSNI setting out the standards of conduct and practice required of police officers as well as making them aware of their responsibilities under Human Rights legislation. The Board must also assess the effectiveness of this Code and issue updates as required.
- Appoint and manage custody visitors who oversee the welfare of people detained by the police.
- Power to call for reports and initiate inquiries on any aspect of the activities of the PSNI.
- Monitor the number of women in the PSNI (i.e. police officers and police support staff) and produce, in association with the Chief Constable, an action plan for increasing numbers and retaining women in the Police Service.
- Establish and maintain arrangements for community oversight of agreed elements of the recruitment process.

PURPOSE AND CORE VALUES

STATEMENT OF PURPOSE

To secure an effective and efficient Police Service which gains the confidence of the whole community in policing.

OUR CORE VALUES

We are:

Accountable

The Board is accountable to the people of Northern Ireland. It will measure public satisfaction with work undertaken on an annual basis, as well as reporting performance achieved against targets set in its Annual Plan.

Accessible

The Board will be accessible to the Northern Ireland community. It will ensure that at least 8 meetings are held each year with the Chief Constable, these will be open to the public and 2 of the meetings will be held outside of the Belfast area. Details of these meetings will be published in the local press in advance, with minutes of the meeting subsequently placed on the Board's website.

Impartial

The Board will undertake its duties in a way that is free from bias or inequality.

Independent

The Board acts independently of the PSNI and Government. In its monitoring of policing matters, the Board will be independent, objective and balanced.

Responsive

The Board will be responsive to community views regarding policing matters. It will regularly assess public opinion on the adequacy of the policing services provided, and through the operation of DPPs will ensure that community priorities are reflected in the Annual Policing Plan.

We have:

Integrity

The Board will aim to act with integrity in all of its dealings with the PSNI, other statutory and voluntary agencies and the community.

Respect

The Board will ensure that, in all of its dealings with the PSNI, other statutory and voluntary agencies and the community, it shows respect for the individuals concerned.

We work:

In Partnership

The Board will seek to foster the development of partnership arrangements with the PSNI, Police and Civilian Staff Associations, Government and voluntary agencies and with the community. It will actively seek community views on the effectiveness and efficiency of the PSNI, the operation of the Board and DPPs.

THE CHALLENGES AHEAD

Moving into the second three year Corporate Planning period, many of the challenges facing the Board during the first three years of its existence remain. However, as expected new challenges have surfaced and the Board has examined both the old and new challenges in setting its Corporate objectives for the next three year period.

The main challenges facing the Board in the next three years relate to:

Devolution of Policing

Should the transfer of responsibility for policing matters take place during the life of this Corporate Plan, then Members of the Board will work with other interested parties to resolve any issues arising as a result of this change and will strive to maintain an effective and efficient Police Service.

Reconstitution of the Board

The Board is currently constituted on the basis of the original Northern Ireland Assembly elections in 1999. If devolution is restored within the period of this plan then the Board will be reconstituted in line with the current membership of the Assembly.

Review of Public Administration

The Government is currently undertaking a review of public administration within Northern Ireland. A major part of this review relates to the administration of local government and how this is structured. The Board has a close working relationship with the 26 DPPs which are established on local government boundaries. Any change to the organisation of local government in Northern Ireland will also impact on DPPs and District Command Units (DCUs). Should any change take place during the life of this Corporate Plan then the Board will work with Government, District Councils and PSNI to review and reorganise DPPs and DCUs.

Gershon Efficiency Review

The Gershon Review has set clear efficiency targets across the public sector. The Board is required to meet the target of 7.5% efficiency savings across the three year period to 2007/08. The purpose of the review is to release resources from back office

functions to front line services.

Due to the nature and work the Board carries out, all of its functions are designated as support functions and therefore the challenge to achieve these efficiency savings applies to all areas of the Board.

National Police Reform

The Government published a White Paper in November 2004 on Police Reform in England and Wales. The paper is titled "Building Communities, Beating Crime – A better police service for the 21st Century". The White Paper applies only to England and Wales, however the Board will consider any issues coming from the paper which may be of value for Northern Ireland.

Freedom of Information

The Freedom of Information Act 2000 gives a general right of access to all types of "recorded" information held by the Board. Subject to the exemptions, any person who makes a request for information, must be informed whether the Board holds that information and if so, that information must be supplied. The Board must also maintain its "Publication Scheme" which publishes the different classes of information it holds.

Oversight Commissioner

The Oversight Commissioner's term of office has been extended to 31st May 2007. The Board will continue to work along with the oversight mechanism and consider further changes as they arise.

CORPORATE OBJECTIVES 2005-2008

The Board has developed three overarching Corporate Objectives that will allow it to address the strategic challenges it faces in the next three years.

The three Objectives have been developed to reflect the direction the Board intends to take in the period covered by this plan.

Encouraging public confidence in policing in Northern Ireland is seen as a primary objective and the Board will seek to further this in the next three years, by developing and implementing appropriate planning and monitoring frameworks to ensure accountability and the delivery of effective and efficient policing. The effectiveness of the PSNI will be enhanced by the Board ensuring that PSNI has the necessary resources to deliver an effective Police Service and that the best use is made of those resources. The Board considers that the community has an important role to play in policing and will strive to promote and sustain community participation in local policing, notably through the DPPs. The objectives will be progressed through obtaining and using efficiently the resources needed to support the Board in carrying out its duties.

Performance Indicators

A Business Plan covering the work of each Directorate and Branch within the Board will be developed on an annual basis. The Business Plans will set detailed objectives and associated performance indicators which will assist in the measurement of the achievement of that particular objective. Taken together, the detailed objectives and performance indicators will assist in the achievement of the Corporate Objectives.

OBJECTIVE 1: PUBLIC CONFIDENCE "To Encourage Confidence in Policing"

Over the next 3 years the Board aims to:

1.1 inform the public and measure public awareness of and satisfaction with advances in policing by publishing:

- An Annual Report by 30 September each year
- An Annual Policing Plan by 31 March each year
- A Best Value Review Programme by 31 March each year
- The results of all public surveys and research within 3 months of the results being available

1.2 Develop, implement and review a Communications Strategy, which will develop the understanding of the public and inform them of the Board's work, by creating a constructive dialogue through outreach initiatives to a wide range of audiences across Northern Ireland. This will be reviewed on a quarterly basis.

1.3 Bi-annually monitor the PSNI Communication strategy through reviewing the results of relevant targets within the Annual Policing Plan.

1.4 Hold at least 8 meetings in public each year during which we will receive a report on policing from the Chief Constable, at least 2 of these meetings will be held at a location outside Belfast.

1.5 Support a DPP in each District Council area, and assess their effectiveness annually.

1.6 Develop a strategy by 30 September 2005 to encourage the public to actively engage in policing.

1.7 Establish a framework by 30 September 2005 for the ongoing relationship between DPPs, Community Safety Partnerships (CSP's), Community Beat Forums, and Neighbourhood Watch Initiatives.

1.8 Monitor quarterly the implementation of the PSNI strategy on Policing with the Community.

**OBJECTIVE 2:
EFFECTIVENESS**
"To Ensure the Delivery of an
Effective Police Service"

Over the next 3 years the Board will:

For the Police Service of Northern Ireland

- 2.1 Annually review and approve the yearly financial budgets for PSNI, and bi-monthly hold PSNI to account for their spending throughout the period.
- 2.2 Ensure that PSNI operate within the financial approvals and baselines set by the NIO, and they achieve maximum efficiency and effectiveness in the use of resources.
- 2.3 Agree an annual PSNI Best Value Review Programme and monitor progress on the programme quarterly through the appropriate Board Committee.
- 2.4 Undertake the necessary arrangements relating to the appointment of Senior Police Officers and investigate appeals against appointment boards. Also investigate and rule on complaints against senior officers referred to the Board by the Police Ombudsman.

For the Northern Ireland Policing Board

- 2.5 Measure public satisfaction with the Board and DPPs by conducting research including at least two public surveys per annum.
- 2.6 Operate within the financial baselines set by the NIO and achieve maximum efficiency and effectiveness in the use of financial resources.
- 2.7 Retain the Investors in People status of the Board and work on a yearly plan of continuous improvement.
- 2.8 Administer Injury on Duty and Medical Retirement pension applications from serving and ex police officers, within agreed timescales.
- 2.9 Fully meet the requirements of:
 - 1 Freedom of Information by replying to requests within the agreed timescales.
 - 1 Equality legislation, and annually report to the Equality Commission
 - 1 Data protection legislation

1 Human Rights legislation

- 2.10 Develop and integrate effective Corporate Governance and risk management procedures into the functions of the Board and to maintain and update these throughout the period.
- 2.11 Agree and implement an Annual Best Value Review Programme for the Board, and report and implement the results of the reviews.
- 2.12 To actively undertake the Board's role in progressing the Public Service Agreement (Objective 2) set for the Northern Ireland Office.
("To build and sustain confidence in the effectiveness, efficiency and capability of the Police Service and police oversight and accountability arrangements in Northern Ireland" (PSA Objective 2))

**OBJECTIVE 3:
EFFICIENCY**
"To Ensure the Delivery of an
Efficient Police Service"

Over the next 3 years the Board will:

- 3.1 Develop approve and publish the Northern Ireland Annual Policing Plan by 31 March each year.
- 3.2 Hold the PSNI to account by monitoring performance on a quarterly basis against the Northern Ireland Annual Policing Plan.
- 3.3 Monitoring trends and patterns in complaints made against the PSNI every three months.
- 3.4 Monitoring trends and patterns in crime quarterly at the public session of the Board.
- 3.5 Monitor the implementation of major PSNI strategies by reviewing regular progress reports on:
 - 1 Human Rights (Annually)
 - 1 Human Resources (Four Monthly)
 - 1 Training, Education and Development (Quarterly)
 - 1 Information, Communications (Quarterly)
 - 1 Estates (Quarterly)
- 3.6 Maintain the Community oversight of policing through the Custody Visiting Scheme and the Independent Community Observer Scheme and monitor performance monthly.
- 3.7 To consider HMIC reports and oversee the

implementation of relevant recommendations.

2005-2008

NORTHERN IRELAND POLICING BOARD ESTIMATED FUNDING REQUIREMENTS

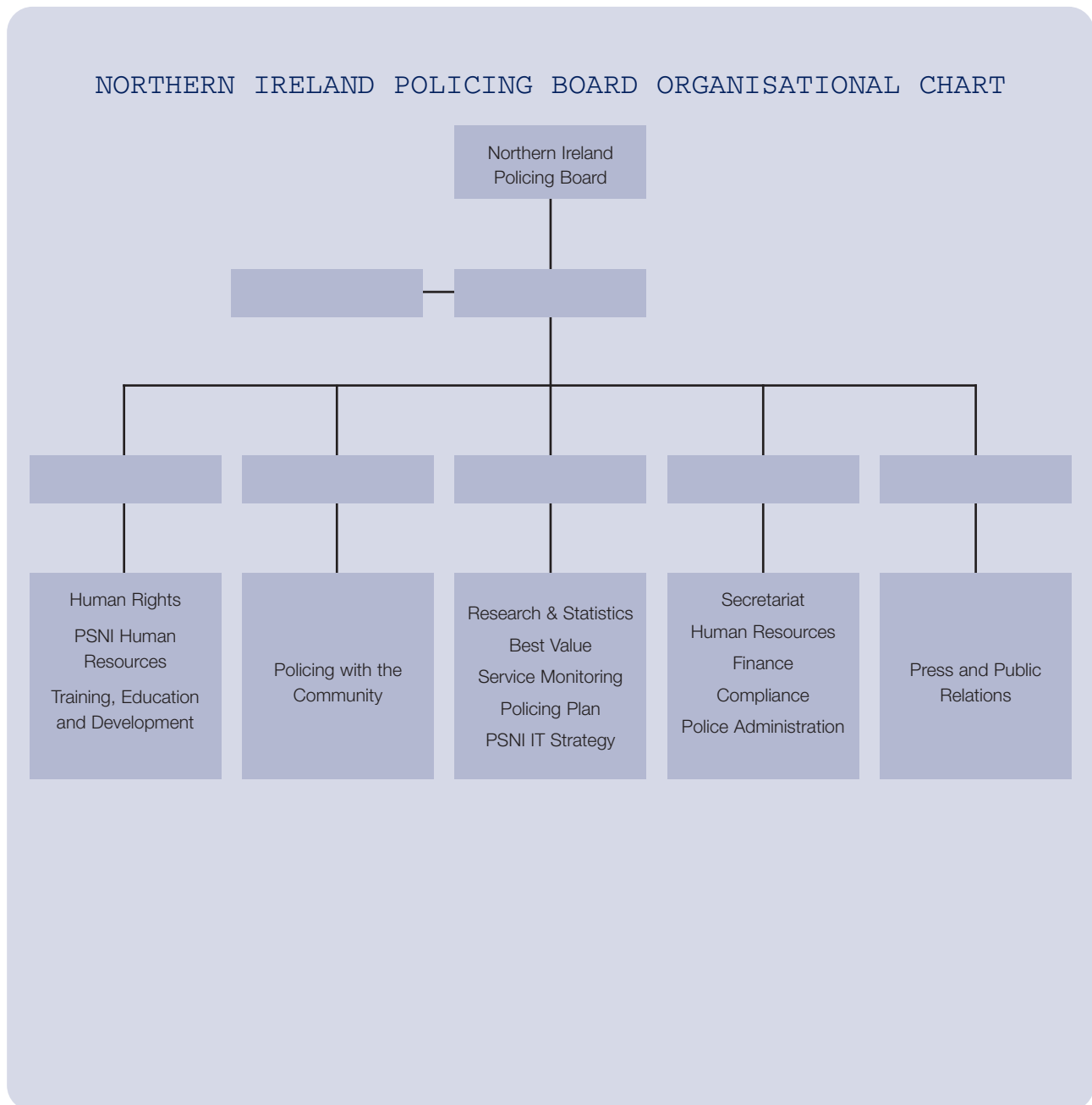
Total Estimated Annual Output Costs
2005 / 2008

	2005 / 2006 £'000	2006 / 2007 £'000	2007 / 2008 £'000
Payroll	2,474	2,535	2,600
Other	2,334	2,394	2,452
DPPs	3,877	3,424	3,513
TOTAL	8,685	8,353	8,565

NORTHERN IRELAND POLICING BOARD ORGANISATIONAL CHART

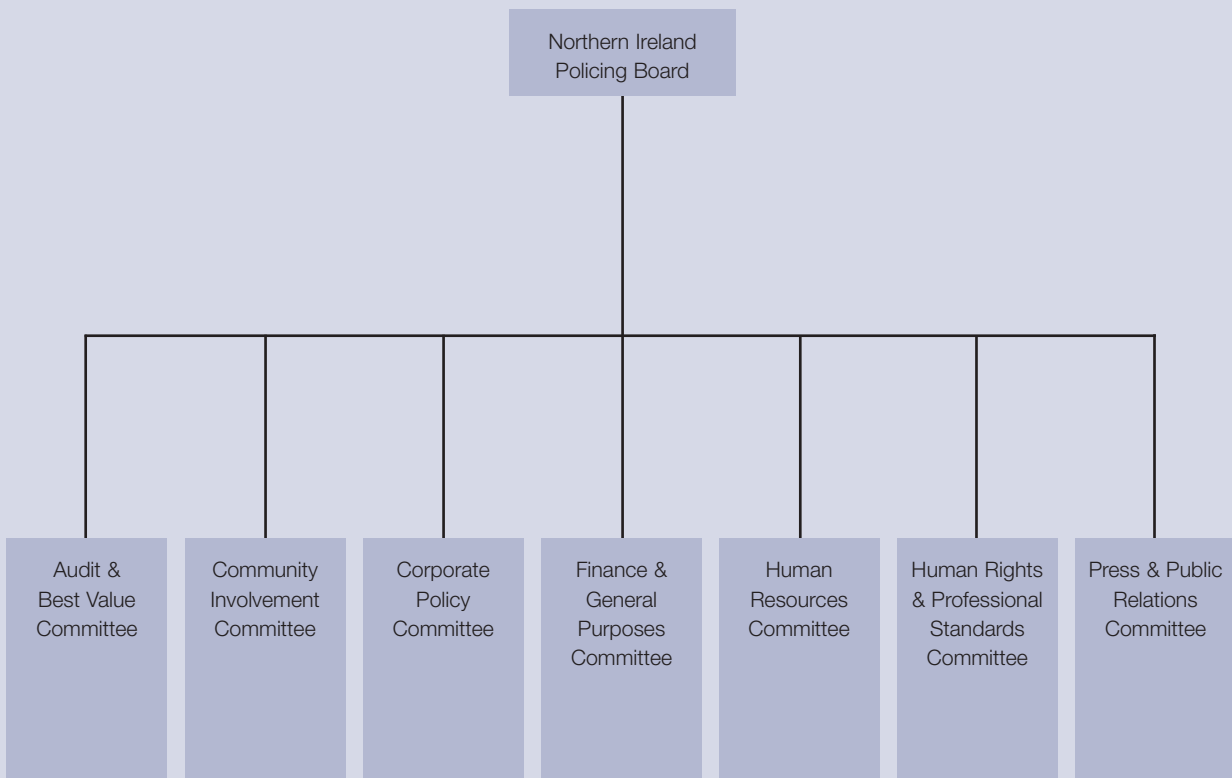
The Policing Board is made up of nineteen Members, ten of whom are political representatives and nine of whom are independent Members appointed by the

Secretary of State following an open competition. The Board is supported by a staff of approximately 60 headed by a Chief Executive and organised into a number of Directorates and Branches as follows:



NORTHERN IRELAND POLICING BOARD COMMITTEE STRUCTURES

NORTHERN IRELAND POLICING BOARD COMMITTEES



BEST VALUE METHODOLOGY AND PROGRAMME

The Police (Northern Ireland) Act 2000 (Part V) requires the Board to make arrangements to secure continuous improvement in the way in which it functions, having regard to a combination of economy, efficiency and effectiveness.

The Board has adopted a Best Value approach to advance continuous improvement and undertakes a five stage methodology in its Best Value reviews, the stages are:

1. Desk Research And Defining Scope

Where the scope of the review is defined, and performance is compared to other similar areas.

2. Initial Assessment

Assessing the strengths and weaknesses of the area.

3. Evaluation And Proposals

The views of informed users and stakeholders of the Service are gathered and used to develop proposals for improvement.

4. Proposal Assessment

Proposals for improvement are either adopted or rejected by the Finance and General Purposes Committee. Adopted proposals will lead to improved performance.

5. Implementation And Assessment

Agreed proposals will become a detailed implementation plan outlining key stages, milestones and timelines, monitored monthly. An evaluation of the review is also carried out to determine the effectiveness of the methodology and areas for improvement.

The Finance and General Purposes Committee will have final scrutiny of the outcomes before submission to the Board who will agree or reject the final recommendations.

The Audit Committee will monitor reports from the National Audit Office and HMIC on the Continuous Improvement and Best value regime.

KEY TERMS

Community Safety Partnerships	CSPs
District Command Units	DCUs
District Policing Partnerships	DPPs
Her Majesty's Inspector of Constabulary	HMIC
Northern Ireland Office	NIO
Police Service of Northern Ireland	PSNI
Public Service Agreement	PSA

Find out more

To find out more about the work of the Northern Ireland Policing Board

visit our website at www.nipolicingboard.org.uk



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