

NORTHERN IRELAND POLICING BOARD CORPORATE BUSINESS PLAN 2011/2012 – 6 month assessment as at 30 September 2011

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	Lead Official	Accountable Committee	Progress Towards Achievement
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.	DJ	CPPPC	On Target Work on developing the 2012/13 Corporate Business Plan will commence in October 2011.
	1.1.2 To assess Board Performance against the 2011/12 Corporate Business Plan and publish assessments in October 2011 and April 2012.	DJ to co-ordinate	CPPPC	On Target Mid-year assessment due to be considered at CPPPC in October 2011.
	1.1.3 To review and approve the PSNI's financial estimate for the 2012/13 financial year by 31 December 2011.	DW	R&I	On Target PSNI's financial estimate for the 2012/13 financial year is to be reviewed and approved by 31 December 2011.
	1.1.4 Prepare monthly Management Accounts for the Board's expenditure and monitor financial results against target.	DW	R&I	On Target Monthly Management Accounts have been prepared for the Board's expenditure and the financial results have been monitored against target.
	1.1.5 To appoint senior police officers within 5 months of being made aware of the vacancy.	DW	CPPPC	In Progress The Board were made aware of the vacancy on 30 March 2011 with interviews taking place on 28 September 2011.

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	1.1.6 To implement the recommendations from the Organisational Review within agreed timescales.	CEO	CPPPC	On Target Substantial work has been done to implement recommendations and the Board is on target to implement the review as agreed.
	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.	PG	HR	On Target Monthly contract monitoring meetings are held with minutes and agenda. At the August 2011 meeting of the HR Committee, Members requested that in future reporting would be on a quarterly basis.
	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.	PG	R&I	On Target All matters in respect of the management of the scheme have been actioned.
	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.	DW	R&I	Achieved The Board's Annual Financial Statements and Remuneration Report were prepared in compliance with IFRS. In line with the DOJ timetable the Accounts were laid before the Assembly prior to summer recess.

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<p>1.2: Ensure the highest possible professional and ethical standards are set and maintained for the PSNI and the Board by:</p> <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). 	<p>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.</p>	<p>DW</p>	<p>A&RM</p>	<p>On Target Corporate governance, risk management and Internal Audit procedures considered at A&RM Committee in June and September.</p>
	<p>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.</p>	<p>PG</p>	<p>HRPS</p>	<p>On Target Included in Professional Standards Monitoring Framework report submitted to HRPS in September.</p>
	<p>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.</p>	<p>PG</p>	<p>HRPS</p>	<p>On Target First draft of Human Rights Annual report to be considered at December HRPS.</p>
	<p>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.</p>	<p>PG</p>	<p>HRPS</p>	<p>On Target DCC attended September HRPS Committee and is scheduled to attend again in November. OPONI will attend HRPS in November and March.</p>
	<p>1.2.5 To produce the Board Equality Annual Progress Report in line with the target date set by the Equality Commission.</p>	<p>CEO</p>	<p>CPPPC</p>	<p>COMPLETE Equality Annual Progress Report submitted to Equality Commission prior to completion date of 31 August.</p>

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	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.	DW	CPPPC	On Target A wide range of HR Services have been provided to the Board in compliance with Legislation, Best Practice and within agreed timeframes.
	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.	DW	CPPPC	On Target A wide range of Learning and Development continues to be undertaken in line with priorities and budgets
	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.	DW	HRPS	On Target Appeals being processed in accordance with regulations, including timescales.
	1.2.9 To refer all complaints and recommendations for dismissal of senior PSNI officers to Committee within 1 month of receipt.	DW	CPPPC	On Target No complaints received by Board in relation to Senior Officers
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.	DJ	CPPPC	On Target Policing Plan Strategy Event scheduled for 10 th November 2011.
1.4: Communicate in a timely manner which adds value to policing in Northern Ireland by:	1.4.1 To deliver a programme of communications activity through an agreed strategy and implementation plan by 31 March 2012.	CEO	CPPPC	On Target Wide range of activity taken forward to support Board business.

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<ul style="list-style-type: none"> Publishing a Programme of Work each year by 31 March. 	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.	CEO	CPPPC	Achieved Annual Report laid before NI Assembly on 21 June 2011 and published on Board's website.
	1.4.3 To agree and publish a Programme of Work (including implementation of Development Plans) for all Committees by 31 March 2012.	CEO	ALL	On Target Programmes of Work are either published or are in development.

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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	Progress Towards Achievement
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 	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.	DJ	Board	Partially Achieved First Quarter Policing Plan performance considered in private session of July 2011 Board meeting.
	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.	DJ to co-ordinate	All	Partially Achieved There are two reports outstanding due to deferment as a result of the staff re-organisation in the Board.
	2.1.3 To agree a refreshed PSNI Estate Strategy by 31 March 2012 and monitor implementation at least twice during 2011/12.	DJ	R&I	On Target Refreshed Strategy due to be presented to Committee in November 2011. PSNI due to provide a six monthly update on the 2008 Strategy in October 2011.
	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.	DJ	R&I	On Target PSNI ICT Strategy 2011 due to be considered by R&I in October 2011. NPIA Independent Validation scheduled for December 2011

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Objective	Targets	Lead Official	Accountable Committee	Progress Towards Achievement
deadline.	2.1.5 To agree and publish 3 thematic reviews by 31 March 2012.	PG	HRPS	On Target First draft of LGB&T thematic report to be submitted to November HRPS. Stop and Search thematic under amendment. One other thematic to be agreed by Committee.
	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.	DW	Board	On Target 2 Board meetings in public held to date (Sept). Board approval given for January 2012 meeting to meet target.
	2.1.7 To monitor the PSNI Financial Strategy through examination of monthly Management Accounts and other relevant reports to Committee each month.	DW	R&I	On Target PSNI's monthly management accounts have been presented to all scheduled R&I Committee meetings.
	2.1.8 To develop a monitoring framework for the Policing with the Community Strategy by 30 September 2011 and monitor implementation against targets by 31 March 2012.	DJ	CEC	On Target CEC agreed a framework for monitoring Policing With the Community at its meeting in July 2011
	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.	PG	HR	On Target PSNI People Strategy and Monitoring, 'At a Glance Dashboard' considered by HR Committee on 11 August 2011.

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	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.	PG	HR	On Target HR Committee deferred consideration of progress to its meeting to be held on 13 October 2011.
	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.	PG	HR	On Target HR Committee at its meeting held 11 August 2011 agreed Programme of Monitoring and considered progress at the meeting held on 8 September 2011.
	2.1.12 To agree and publish at least 1 Thematic Review on HR issues by 31 March 2012.	PG	HR	Partially Achieved HR Committee have begun to address their priorities and receive briefings from PSNI. Next stage is to agree on the topic for the thematic Review.
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. 	2.2.1 To implement the agreed elements of the Board's Continuous Improvement Implementation Plan by 31 March 2012.	DJ to co-ordinate	Leadership Group R&I/CPPPC	Partially Achieved Work in progress. A formal evaluation of implementation will be carried out by the Internal Auditor during November 2011.
	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.	DJ	R&I	On Target This will be done in line with the development of the Policing Plan 2012-2015

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<ul style="list-style-type: none"> 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. 	2.2.3 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.	DJ	R&I	On Target Mid-year progress report due to be considered by R&I in October 2011.
	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.	DJ	R&I	On Target Alongside development of the Corporate Business Plan 2012/13.
	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	On Target Paper submitted to September CPPPC.
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.	DJ	HRPS	On Target First quarter report provided to HRPS in September 2011.
	2.3.2 To develop and publish the 2011 Human Rights Annual Report by 31 December 2011.	PG	HRPS	On Target First draft to be submitted to January 2012 HRPS.
	2.3.3 To implement the agreed Programme of Work (and Development Plan) for 2011/12 by 31 March 2012.	PG	HRPS	On Target Programme of Work agreed by HRPS at September 2011 Committee.

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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	Progress Towards Achievement
3.1: Increase public confidence and satisfaction in the PSNI, the Board and District Policing Partnerships/Policing and Community Safety Partnerships by: <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. 	3.1.1 To commission an Omnibus Survey module in 2011/12 and publish the results within two months of receiving the data.	DJ	CPPPC	On Target CPPPC due to consider January 2012 Omnibus Survey questions in October 2011.
	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	On Target DPP Chair/VChair Briefing in June 11 / PSNI Serious Crime Events for DPP members' August 11 / Joint DPP/CSP managers' briefings June & July 11 / DPP managers' meeting April & September 11
	3.1.3 To assess and report on the effectiveness of DPPs during 2010/11 by 30 September 2011.	DJ	CEC	Partially Achieved An assessment of DPP performance for 2010/11 was provided to CEC at its meeting in September 2011. The Committee agreed to defer consideration of the issues in the paper until its meeting in October 2011.

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Objective	Targets	Lead Official	Accountable Committee	Progress Towards Achievement
<ul style="list-style-type: none"> Engaging, communicating and consulting with the Community. 	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	On Target CPPPC due to consider January 2012 Omnibus Survey questions in October 2011.
	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	On Target CPPPC due to consider January 2012 Omnibus Survey questions in October 2011.
	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	On Target CPPPC due to consider January 2012 Omnibus Survey questions in October 2011.
	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	On Target National baseline has been established and progress against schedule of engagement events is on target to allow comparisons.

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	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	On Target Report has been received and considered by CEC, PSNI have been asked to comment on the Report, a roundtable discussion of stakeholders is planned and engagement with the Republican and Loyalist communities will be the subject of the Board's public meeting in December.
	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	Progress This evaluation is pending advice from NPIA who are due to meet with officials in the Autumn
3.2: Secure improvements in policing and public safety through effective engagement and partnership working by: <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 	3.2.1 To refer to committee and monitor PSNI implementation of recommendations from all relevant CJINI inspection reports.	DJ to co-ordinate	All	Progress The following CJINI Report has been considered by Board Committees – Public Protection Arrangements NI. The following CJINI Reports have yet to be considered by Board Committees – PSNI Customer Service, Attendance at Court and CRJ (Ireland) Follow Up Report.

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Objective	Targets	Lead Official	Accountable Committee	Progress Towards Achievement
<p>engagement and partnership working.</p> <ul style="list-style-type: none"> 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. 	3.2.2 To refer to committee and monitor PSNI implementation of recommendations from all relevant HMIC inspection reports.	PG to co-ordinate	All	On Target HR Committee are monitoring the recommendation from CJINI on PSNI Training Inspection.
	3.2.3 To conduct a Board Stakeholder Survey during 2011/12.	DJ	CPPPC	COMPLETE Survey conducted during May/June 2011.
	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	COMPLETE A baseline of 59% was established from the 2011 Board Stakeholder Survey.
	3.2.5 To work with the Department of Justice and local government to fully implement the arrangements for PCSPs by 31 March 2012.	DJ	CEC	On Target Meetings of PCSP Project Board in which the Board is represented held on June, August September 2011
	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.	DJ	CEC	COMPLETE CEC agreed MOU and membership of Joint Committee at its meeting in July 11
	3.2.7 To appoint Independent Members to PCSPs by 31 March 2012.	DJ	CEC	On Target Work in progress.

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	3.2.8 To report on the implementation of recommendations arising from thematic reports as required.	PG	HRPS	<p>On Target PSNI has accepted 29 of 30 recommendations set out in the Children & Young People thematic and monitoring has commenced. Themed Board meeting on C&YP planned for October meeting. Domestic abuse follow up review reported good progress against implementation.</p>

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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	Progress Towards Achievement
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.	DJ	R&I	On Target All legal documents processed within four weeks and reported regularly to the Committee.
	4.1.2 To review and approve the PSNI's financial estimate for the 2012/13 financial year by 31 December 2011.	DW	R&I	On Target PSNI's financial estimate for the 2012/13 financial year is to be reviewed and approved by 31 December 2011.
	4.1.3 To scrutinise the PSNI's 2010/11 annual financial expenditure against budget by 31 July 2011.	DW	R&I	Partially Achieved PSNI's Financial Statements was presented to the September R&I Committee due to delays finalising the PSNI Report To Those Charged With Governance.
	4.1.4 Secure adequate resources throughout the year by negotiating budget changes with DOJ, through the budget process and In-Year Monitoring Rounds.	DW	R&I	On Target This work has been undertaken for two monitoring rounds (June and October) by negotiating with DoJ.

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	4.1.5 Review the PSNI's monthly Management Accounts and report results at R&I Committee each month.	DW	R&I	On Target PSNI's monthly management accounts have been presented to all scheduled R&I Committee meetings.
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.	DJ	CEC	On Target A meeting of Joint Committee in shadow form in Autumn 2011
	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	On Target CPPPC due to consider January 2012 Omnibus Survey questions in October 2011
	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	COMPLETE Baselines were established from the 2011 Board Stakeholder Survey. 54% of respondents stated the Board is focused on outcomes and 65% stated the Board adds value to policing.

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.

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