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CORPORATE PLAN

2011-2014

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1. EXECUTIVE SUMMARY

In developing the Themes and Objectives contained in this Corporate Plan 2011-2014, the focus has been on contributing to the Vision of the Northern Ireland Policing Board (the Board). It is the Board's ambition to be:

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

Four Themes have been adopted which focus on the Board's role to scrutinise and ensure continuous improvement in the Police Service of Northern Ireland (PSNI), and to add value to policing in Northern Ireland by ensuring that the Board is an innovative and proactive organisation. The four Themes are as follows:

- Setting strategic direction and priorities;
- Scrutinising performance outcomes;
- Achieving results through community engagement and partnerships; and
- Ensuring value for money and productivity.

Eleven Objectives have been developed under the overarching Themes which will direct the Board's performance to achieve the four Themes. In conjunction with this Plan, the Board has also published its Annual Corporate Business Plan. The targets contained in the Annual Corporate Business Plan provide further details on how the Board will deliver the Vision, Themes and Objectives set out in this Corporate Plan.

2. FOREWORD BY ACTING CHAIRMAN

I am pleased to present the Northern Ireland Policing Board's fourth Corporate Plan which sets out our plans and priorities for the next three years.

Over the last 10 years, significant changes have been delivered to policing and policing oversight and accountability arrangements in Northern Ireland.

In developing this Plan, we have drawn on the experiences and lessons learnt during this time to refocus priorities and strategies to ensure our work continues to deliver improvements to the policing service for the benefit of the community.

Our corporate vision to be **'an innovative proactive organisation, holding the police to account, whilst demanding and delivering improvements in policing'** clearly sets out an ambition to achieve that.

This latest Corporate Plan is structured around four themes:

- Setting strategic direction and priorities;
- Scrutinising performance outcomes;
- Achieving results through community engagement and partnerships; and
- Ensuring value for money and productivity.

Individually and collectively these themes drive our commitment to building confidence and public satisfaction in policing structures, finding new ways to engage with communities across Northern Ireland and ensuring value for money across all aspects of our business and that of policing. At the heart of our work is ensuring that policing is accountable to the community and that the service provided meets community need.

In looking forward we know there will be challenging issues to manage and resources will be an area of ongoing priority. Devolution of policing and justice has delivered a new era of accountability and provides new opportunities for the Board to ensure that it continues to deliver on its important independent oversight responsibilities in shaping the future of policing for the benefit of the whole community.

Brian Rea
Acting Chairman

3. INTRODUCTION BY ACTING CHIEF EXECUTIVE

The Board's Chief Executive is responsible for managing the delivery of the objectives and targets set in this 2011-2014 Corporate Plan.

In developing the new organisational vision, objectives and targets for the next three years, the focus has been on ensuring the Board fully meets its statutory and legislative functions, whilst continuing to deliver tangible outcomes and improvements for policing within available resources.

We have consulted with and listened to the views of our stakeholders in this process; and have also taken account of some of the key challenges facing policing over the next number of years. The strategic focus set out in this Corporate Plan will provide the framework for our Annual Business Planning process, performance monitoring and ensuring that governance and risk management arrangements are maintained. As a public body we are accountable to the community, and will ensure that we continue to engage and report back to the community on the delivery of our work and that of the policing service in a timely way.

Board Members and staff have an important job to do in delivering the programme of work that supports this Plan. It is their professionalism and commitment which will ensure that through working together the objectives and targets set in this Corporate Plan are achieved.

Dr Debbie Donnelly
Acting Chief Executive

4. PURPOSE, VISION AND VALUES

Purpose

The Board was established on 4 November 2001 under the Police (Northern Ireland) Act 2000. It is the role of the Board to secure the delivery of an effective, efficient and impartial policing service for the entire community in Northern Ireland and to hold the Chief Constable to account for the exercise of his functions and those of the police service in an open and transparent manner.

The work of the Board is wide ranging in respect of its statutory duties which include measures to ensure effective oversight and monitoring of the work of the police and encouraging the engagement of the community with the police. For example through:

- > the development and monitoring of the Annual Policing Plan, which is the key document for policing in Northern Ireland setting the objectives, performance indicators and targets for an effective and efficient police service;
- > monitoring police performance in delivering key strategies – including Human Resources (Recruitment and Composition; Training and Development and Diversity); Finance; Information and Communication Systems; the Police Estate; Policing with the Community; and Community Engagement;
- > monitoring the compliance of the police with the Human Rights Act, which includes the development and monitoring of the Code of Ethics which governs the conduct of police officers;
- > negotiating the annual budget for policing and scrutinising expenditure;
- > oversight of the implementation of the remaining Patten recommendations;
- > assessing the level of public satisfaction with the performance of the police and improving the performance of and assessing public satisfaction with DPPs, or with Policing and Community Safety Partnerships (PCSPs);
- > making arrangements to gain the co-operation of the public with the police in preventing crime; and
- > ensuring arrangements are in place to secure continuous improvement within PSNI and the Board.

Vision

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

Values

The Board has adopted the following core values to underpin all its work:

- > **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 Corporate Plan.
- > **Inclusive** – The Board will undertake its duties in a manner that is free from bias or inequality, and which demonstrates an approach to conducting its business which is fair, recognises our increasingly diverse society and is human rights compliant. The Board is committed to meeting all of its responsibilities under Section 75 of the Northern Ireland Act 1998. While carrying out its functions, the Board will have due regard to the need to promote equality of opportunity within the nine Section 75 categories. It will also have regard to the desirability of promoting good relations between people of different religious beliefs, political opinions, or racial groups.
- > **Independent** – The Board acts independently of the police and government. In its monitoring of policing matters the Board will be independent, objective and balanced.
- > **Innovative** – The Board will be innovative in its approach to its duties of holding the Chief Constable to account for the delivery of policing in Northern Ireland and in the manner it encourages wider community engagement with the police in preventing crime and promoting community safety. The Board will also seek to learn from national and international best practice in the field.
- > **Integrity** – The Board will act with integrity in all of its dealings with the police, other statutory and voluntary agencies and the community.
- > **Openness & Transparency** – The Board will discharge its duties in a manner which is open and transparent and demonstrates to the community how it is fulfilling its role of monitoring police performance.
- > **Proactive Engagement** – The Board will proactively engage with a diverse audience in order to communicate its message and to encourage the wider participation of society with the police in preventing crime. In promoting this engagement the Board is mindful of the specific needs of victims and vulnerable groups.
- > **Respectful** – The Board will ensure that, in all of its dealings with the police, other statutory and voluntary agencies and the community, it shows respect for the individuals concerned.
- > **Work in Partnership** – The Board will foster the development of partnership arrangements with the police, police & police support staff associations, central and local Government, voluntary agencies and with the community. It will actively seek community views on the effectiveness and efficiency of the police, the operation of the Board and those of the DPPs.

5. REVIEW OF PERFORMANCE/ACHIEVEMENTS

Measuring and reviewing performance against the Corporate Plan is fully integrated into governance arrangements within the Board. Through the Board and its Committees, regular reports on progress against key elements of business are scrutinised with a formal assessment of each Annual Corporate Business Plan published in the Board's Annual Report. In addition to the detailed review of progress against the Objectives, the Annual Report also sets out in some detail how other areas of work have been taken forward during the period.

The public have a right to know how the Board is performing and the Board undertakes a wide range of communications and community engagement activity to ensure the public have the opportunity to find out how the Board is delivering its statutory responsibilities.

More information on the Board's work can be found online at www.nipolicingboard.org.uk, www.facebook.com/policingboard or by contacting the Board at 028 9040 8500.

6. KEY CHALLENGES

In setting out the strategic priorities for the next three years, the Board has considered in some detail, the key challenges faced in achieving the objectives and overall ambition of the Plan.

Funding and Resources

The last number of years have brought a much sharper focus to the allocation and use of public funding and resources. Resources made available to the PSNI in order to deliver the policing service, and the resources available to the Board to ensure that its important police accountability and oversight responsibilities are met, will continue to come under increasing scrutiny.

Over the lifetime of this Plan there will be short, medium and longer term issues for the Board and PSNI to consider to ensure that effective resource planning realises and delivers the savings and efficiencies required by the Executive with minimal impact on both organisational and operational effectiveness.

Leadership

The Board has been instrumental in the delivery of the policing change programme over the last 10 years and, in setting this Corporate Plan, priorities have been reviewed and refocused to make sure that clear direction and leadership is provided by the Board for the future.

The Board and its staff are committed to realising the vision of this Corporate Plan and recognise the challenges within that.

Partnership working

The Board has placed a strong emphasis on engagement and partnership working within its own remit and that of the PSNI.

With the introduction of the Justice Bill and the new Policing and Community Safety Partnerships significant changes will be brought forward to partnership working with the community, with policing and with other statutory and voluntary agencies. These new arrangements are designed to bring improvements to current structures so that the community can continue to have a say on policing issues and be part of solutions to improve public safety within their area. The Board will work to develop and support effective partnerships within the new structures.

Public Confidence

Continuing to build confidence in and awareness of the policing structures remains a challenge for the Board. The public rightly expect a good policing service and service delivery is a key element of confidence building.

Public viewpoints and perceptions of policing are shaped by experience and events and whilst many of these are out with the direct control of the Board, through its accountability role, there is a challenge to ensure that information is provided to communities in a timely way which contributes to confidence building in policing.

The Board is also mindful of the environment within which policing operates and that there are communities where relationships with, and confidence in, policing are still growing.

Some people are also intent on destroying the progress being made and this threat has simply deepened the resolve and commitment of both the Board and the PSNI to ensure the delivery of effective, efficient and impartial policing to all communities in Northern Ireland.

The Board places significant emphasis on community engagement, consultation and communication so that communities can access and find out more information about policing.

7. THEMES & OBJECTIVES

The following section details the Themes and Objectives on which the Board will focus for the period 2011-2014.

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 1.1: Secure the strategic direction, finance and leadership of the PSNI and the Board by:

- > 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.

OBJECTIVE 1.2: Ensure the highest possible professional and ethical standards are set and maintained for the PSNI and the Board by:

- > Reducing the number of Incivility Complaints against the PSNI by 10% by 31 March 2014 (5% in 2011/12).

OBJECTIVE 1.3: Set clear and ambitious priorities for policing by:

- > Publishing a Policing Plan which sets clear and ambitious priorities for policing by 31 March each year.

OBJECTIVE 1.4: Communicate in a timely manner which adds value to policing in Northern Ireland by:

- > Publishing a Programme of Work each year by 31 March.

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 2.1: Hold the Chief Constable to account and effectively scrutinise the performance of the PSNI by:

- > 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 financial year.
- > Annually approving the PSNI financial records and accounts before the Assembly Summer recess deadline.

OBJECTIVE 2.2: Ensure continuous improvement of the PSNI and the Board through focus on strategic issues and outcomes by:

- > Implementing the agreed Policing Board Continuous Improvement Implementation Plan by 31 March 2014.
- > Publishing the PSNI Continuous Improvement arrangements by 31 March each year securing measurable improvements and outcomes which are reported in the Board's Annual Report.

OBJECTIVE 2.3: Ensure compliance with Human Rights legislation to secure improvements in policing by:

- > Scrutinising PSNI compliance with the Human Rights Act 1998, publishing an Annual Human Rights Report by 31 December each year and publishing Thematic Reports.

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 3.1: Increase public confidence and satisfaction in the PSNI, the Board and District Policing Partnerships/Policing and Community Safety Partnerships by:

- > Increasing the percentage of people who think that the police do a good job in Northern Ireland as a whole by 7% points¹.
- > Increasing the percentage of people who think that the Board is working well/very well by 7% points¹.
- > Increasing the percentage of people who feel that their local DPP/PCSP has helped to improve policing in their local area by 2% points^{1,2}.
- > Engaging, communicating and consulting with the Community.

OBJECTIVE 3.2: Secure improvements in policing and public safety through effective engagement and partnership working by:

- > 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 working³.
- > 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 secure improvements in policing.

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 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:

- > Securing optimum resources throughout the year by negotiating budget changes with the Department of Justice, through the budget process and In Year Monitoring Rounds.
- > Conducting a value for money assessment on how resources are utilised.

OBJECTIVE 4.2: Ensure the Board is outcome focused to add value to policing by:

- > Increasing the percentage of people who think that the Board helps to ensure that the PSNI do a good job by 7% points¹.
- > Increasing by 5% points the percentage of stakeholders who think that the Board is outcome focused and adds value to policing³.

1. The baseline is the September 2010 Omnibus Survey.

2. A baseline will be established in 2012/13 in order to set satisfaction targets for the new PCSPs.

3. A baseline will be established in 2011/12 upon which the 5% points increase by the end of 2013/14 will be measured.

8. BUDGET PLANNING/FINANCIAL REPORTS

The recent Comprehensive Spending Review settlement established the available funding for the Policing Board over the period of this plan as:

	2011/12 £000	2012/13 £000	2013/14 £000
Resource:			
Programme Unringfenced (Payroll, DPPs/PCSPs and other costs)	8,359	7,733	7,667
Programme Ringfenced (Depreciation)	110	146	146
Total Resource	8,469	7,879	7,813
Capital Expenditure	1,500	0	0

Significant savings are required throughout the plan period and a detailed operational budget has been agreed for 2011/12. A number of exercises have been carried out to establish how savings can be achieved for the following two years and these will be agreed closer to the relevant dates.

The budgets are monitored through monthly financial reports which are provided to the Board and the Senior Management Team.

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