

The Northern Ireland Policing Board
and the Police Service of Northern Ireland

Policing Plan 2010 - 2013



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Part 1

Introduction by the Chairman of the Northern Ireland Policing Board

I am pleased to present the 2010-2013 Policing Plan.

Policing is an essential public service and in developing the objectives, performance indicators and targets for policing in the year ahead our focus has been on improving the service being provided to the community.

In Part 2 of this Policing Plan, entitled 'Policing with the Community 2010/11', there are 17 targets which align themselves to the vision and overarching objective of working with communities and partners to make Northern Ireland safe, confident and peaceful. There is a focus on a personal policing approach and increasing confidence in the reporting of crime and the fairness and effectiveness of the Criminal Justice System. The performance indicators and targets included fall under 3 policing objectives:

- Service Excellence;
- Tackling Serious Harm; and
- Personal Policing – Dealing with Local Concerns.

There is no doubt that the year ahead will continue to bring many new challenges for policing and policing structures in Northern Ireland. I look forward to the devolution of policing and justice powers to the Assembly and trust that the development of these new relationships will contribute to further build confidence in policing and indeed the wider criminal justice system.

Substantial progress has been made in policing in recent years and central to all of this is ensuring the delivery of an effective policing service to all communities in Northern Ireland.

Over the last number of months priority has been given to increasing police visibility in communities and this year an additional 600 officers will be out working in communities.

The Northern Ireland Policing Board (the Board) and the Police Service of Northern Ireland (the PSNI) have welcomed the certainty provided through the funding package secured for devolution but also recognise the potential for new pressures given the current economic climate. There are significant challenges faced in seeking to continually improve performance in this environment but the Board has given a commitment to ensure the resources available are used to best effect and deliver value for money.

We are also very mindful of the environment that policing operates in and the threat from those who want to bring destruction to our community. Their activities have deepened the resolve of both the Board and the PSNI to continually improve performance and provide the style of policing which the public want and deserve.

The PSNI are committed to making Northern Ireland a safer and more peaceful place to live and the Board will continue to oversee the PSNI as they strive to improve their performance and the service provided to the public.



Barry Gilligan

Chairman

Northern Ireland Policing Board

Introduction by the Chief Constable of the Police Service of Northern Ireland

In this, my first year as Chief Constable of the PSNI, I am pleased to welcome the 2010-2013 Policing Plan. I consider it a great personal and professional privilege to have been asked to lead the organisation and have received the warmest of welcomes from all corners of Northern Ireland.

I have already been tremendously impressed by the professionalism, courage and commitment of our officers and staff. The challenges of policing Northern Ireland are significant, but I am reassured that we have the right people to meet them head on. Our officers have faced attacks by terrorists over the past year, and yet continued to get on with providing an impartial and compassionate service to all communities. We will continue to invest considerable resources and effort into addressing the threat posed by dissident terrorists. But this will not divert us from moving forward with our intention to deliver the finest personal, protective and professional service in the world.

Every community I have visited have made it clear that they want and support visible, responsive and personal policing for their families and future well being. They want to be inspired by the courage and commitment of their police. This plan is about us delivering that ambition. We will address issues of serious harm and day to day excellence of service, with the overarching aim of improving public confidence. To support this we will develop a Policing with the Community commitment, that will outline in an unambiguous way what people can expect and demand from us in providing an excellent policing service. Indeed we have already begun to deliver what we have promised. Over the winter period we increased our presence on the streets, and in December 2009 and January 2010 we witnessed the lowest monthly recorded crime totals for 12 years.

Throughout the year we will move even more officers to front line policing, making sure that they are in the right places to make a difference. This is another sign of our commitment to personal policing. I welcome the oversight of the Policing Board in monitoring and holding us to account for progress.

In these uncertain economic times, it is more important than ever that we challenge everything we do, making sure that we are as effective and efficient as possible with taxpayer's money. Part 3 of this Plan outlines a number of vitally important improvement programmes that will improve our call handling, promise keeping, and remove delay and waste in the criminal justice system. These improvements will enable us to provide both a better response to peoples' needs, and speedier and proportionate justice. We will relentlessly pursue value for money whilst doing so.

We have set a really ambitious agenda for the year ahead, but I, the PSNI and the Board are committed to meeting this. We are a major part of the future well being of Northern Ireland and are determined to succeed.



Matt Baggott

Chief Constable

Police Service of Northern Ireland

Part 2

The Northern Ireland Policing Plan

2010/11

Policing with the Community

Policing Objectives, Performance Indicators and Targets for 2010/11

Introduction

2.1 This section contains the policing objectives set by the Secretary of State and the Board. It outlines the performance indicators and targets relating to those objectives to be achieved by the Chief Constable.

The Secretary of State's Policing Objectives

- 2.2 The following policing objectives have been set by the Secretary of State:
- Contribute to increasing public safety through reducing crime and the fear of crime, preventing re-offending and bringing those to justice who break the law;
 - Increase public confidence in the PSNI through effective, efficient, visible and accountable policing; and
 - Be an effective partner in working with criminal justice agencies, other partners and the whole community.

The Board has ensured that the policing objectives, performance indicators and targets contained in this plan take full account of, and are consistent with, the Secretary of State's policing objectives.

The Northern Ireland Policing Board's Performance Indicators and Targets

- 2.3 The Board, following consultation with the Chief Constable, District Policing Partnerships (DPPs) and the public has set the following performance indicators and targets for the period 2010-2011.

The setting of objectives and monitoring of performance against Policing Plan targets is used by the Board to monitor the performance of the police in carrying out the general duty under Section 32(1) of the Police (Northern Ireland) Act 2000 which states that "It shall be the general duty of police officers – to protect life and property; to preserve order; to prevent the commission of offences; and where an offence has been committed, to take measures to bring the offender to justice." This is expressed in the overarching objective of the PSNI:

To work with communities and partners to make Northern Ireland safe, confident and peaceful.

This objective is governed by the Strategic Principles below. On the following pages you will find the Performance Indicators and Targets which will enable the Board to hold the PSNI to account. This year, the plan is structured around three objectives: Service Excellence; Tackling Serious Harm; and Personal Policing – Dealing with Local Concerns.

The objectives, performance indicators and targets are reviewed annually to ensure that this part of the plan prioritises and focuses on the things that matter. It is a strategic document that reflects the totality of policing and provides clear direction to the PSNI. It is impossible, however, to detail all of the wide and varied activity that the police engage in everyday in Northern Ireland. Indeed there are a number of areas of police work which do not sit comfortably within a framework of performance indicators and targets. For example,

countering the threat posed by terrorism and maintaining the peace are examples of policing activities which are incredibly difficult to measure. The PSNI will continue to report to the Board on these areas and respond proportionately and appropriately, as circumstances dictate. In addition, a small number of targets have been removed from the plan as they are no longer considered a strategic priority, or the Board does not see the need for continued scrutiny.

- 2.4 As in previous policing plans, there are a small number of targets for which it is inappropriate to set a predetermined level of performance. The main reason for this is to make all targets realistic and achievable. Secondly, some performance indicators are dependent on the combined efforts of the PSNI and other agencies. For example, activity in relation to Organised Crime cannot be simply quantified in terms of the number of arrests or the amount of drugs seized. The real benefit to the community lies in the outcomes achieved in terms of the overall impact on organised crime. A number of agencies are involved in the fight against organised crime. The PSNI will report to the Board on their contribution alongside partner agencies.

Consultation with District Policing Partnerships

- 2.5 Following consultation with DPPs on the issues they felt should be reflected in the Northern Ireland Policing Plan, the following issues emerged as those causing most concern:
- Antisocial Behaviour;
 - Drugs;
 - Community/ Neighbourhood Policing;
 - Domestic Burglary and Theft;
 - Road Traffic Offences/Road safety;
 - Violent Crime; and
 - Domestic Abuse.

This plan has taken full account of these issues and you will find that they are reflected in the performance indicators detailed below.

Public Confidence in Policing

- 2.6 In keeping with best practice and developments in policing at the national level, this plan is constructed around the central theme of public confidence in the police. It is important that the plan encourages the delivery of a personal and professional policing service to all the people of Northern Ireland, in a way which improves their quality of life and instils trust and confidence. To achieve this, the performance indicators and targets are designed to enable the Board to hold the Chief Constable to account for the responsiveness and accessibility of the PSNI and concentrate on the issues that really matter to local communities.
- 2.7 In an environment of increasing public confidence, we can expect more people to engage with the PSNI, reporting matters of concern to them, with the expectation of a high quality response and a resolution of their concern. As a consequence, we can predict an increase in the number of crimes reported to the police. In this context, it has been decided to concentrate on the level of public confidence in the police and how to improve public satisfaction with the service provided, with the acceptance that this may lead to a small increase in the numbers of recorded crime. The level of overall crime will continue to be recorded and monitored and the PSNI will report crime figures to the Board on request.
- 2.8 To ensure that Policing with the Community (PwC) is delivered consistently across every community in Northern Ireland, the PSNI will develop and deliver a series of PwC 'commitments' in 2010/11. These will be developed in close consultation with the Board, and will reflect the simple community expectations from their local policing service as articulated in DPP surveys over recent years. These PwC

commitments will deal, principally but not exclusively, with the accessibility of services and Neighbourhood Officers, how Neighbourhood Teams will work in partnership with local communities and how they will keep the public informed of what they are doing, and how we will keep victims of crime updated on the progression of their cases. These commitments will be about the tangible delivery of the ethos of PwC.

POLICING WITH THE COMMUNITY 2010/11

To work with communities and partners to make Northern Ireland safe, confident and peaceful

STRATEGIC PRINCIPLES

- Personal, impartial and accountable police officers and staff, present and influential in the heart of all communities, in the right numbers to make a difference.
- Responsive, flexible, 24/7 service; tailor made to the unique needs of the person or place, with a reputation for promise keeping and professionalism.
- Resources and time focused upon genuine operational delivery. Ensuring we have the right people in the right place to prevent harm, protect from danger and inspire confidence.
- Challenging the status quo, keeping red tape to a minimum, always at the forefront of value for money and effective practice.
- Partnership at the heart of our outlook and actions, sharing expertise, information and responsibility. Open and transparent in line with over-riding Human Rights or legal obligations.

To be the finest, personal, professional and protective police service in the world.

Objectives, Performance Indicators and Targets

SERVICE EXCELLENCE

PERFORMANCE INDICATORS	TARGETS
1. The amount of officers assigned to front line service delivery roles.	1.1 To increase the number of police officers assigned to neighbourhood and response policing roles by 600. ¹
2. The percentage of time spent by police officers on operational duty outside police stations.	2.1 To increase by the percentage of time spent by police officers on operational duty outside stations by 6% points. ²
3. The percentage of people who agree Police and other agencies are dealing with the antisocial behaviour and crime issues that matter in local areas.	3.1 To increase the percentage of people who agree Police and other agencies are dealing with the antisocial behaviour and crime issues that matter in local areas to 60% by 31 March 2012. ^{3, 4}
4. The proportion of crimes reported to the police.	4.1 To ensure that the proportion of crimes reported to the police reaches 50% by 31 March 2011. ⁴

¹ The bench mark for this target is 2,320, being the total number of officers assigned to neighbourhood and response duties at 1st June 2009.

² From 2009 Activity Analysis data. Bench mark figure is 39%.

³ Intermediate target is 49% by 31 March 2011.

⁴ Measured using data derived from the Northern Ireland Crime Survey.

PERFORMANCE INDICATORS	TARGETS
5. The level of confidence in the fairness and effectiveness of the criminal justice system.	<p>5.1 In partnership with other agencies, to increase the percentage of people confident in the fairness of the criminal justice system to 61% by 31 March 2011.⁴</p> <p>5.2 In partnership with other agencies, to increase the percentage of people confident in the effectiveness of the criminal justice system to 38% by 31 March 2011.⁴</p>

TACKLING SERIOUS HARM

PERFORMANCE INDICATORS	TARGETS
6. The impact on Organised Crime.	<p>6.1 To report four times per year on the number of organised crime gangs frustrated, disrupted and dismantled.</p> <p>6.2 To increase the number of PSNI interventions directed at criminal finances.⁵</p>

⁵ Target will be measured against performance achieved during 2009/10. The term 'Interventions' incorporates a variety of police activity including cash seizures, restraint orders, confiscation orders, referral to other law enforcement agencies, financial reporting orders and serious crime prevention orders.

PERFORMANCE INDICATORS	TARGETS
7. The level of violence with injury.	7.1 To reduce the number of non-domestic violence with injury crimes by 5%. ⁶
8. The detection rate for violence with injury	8.1 To increase the detection rate for violence with injury crimes by 10% points. ⁷
9. The number of people killed or seriously injured on the road.	<p>9.1 In partnership with other agencies, to contribute to reducing the number of people killed or seriously injured on the road.⁸</p> <p>9.2 In partnership with other agencies, to contribute to reducing the number of children killed or seriously injured on the road.⁹</p>

⁶ Non-domestic violence with injury crimes are defined as offences of murder, manslaughter, infanticide, child destruction, attempted murder, causing death/Grievous Bodily Harm (GBH) by dangerous driving /aggravated vehicle taking, wounding/GBH with intent, firearms/explosives offences endangering life, administering poison, wounding/GBH and Assault Occasioning Actual Bodily Harm (AOABH) - which do not have a domestic motivation attributed to them. Domestic abuse is an under-reported crime. Measures will be taken by the PSNI to increase and encourage reporting of domestic violence with injury by providing victims with the confidence to make a report to police. Police will continue to seek to improve clearance rates for domestic violence with injury crime (see target 10.1).

⁷ Violence with Injury crimes are defined as offences of murder, manslaughter, infanticide, child destruction, attempted murder, causing death/GBH by dangerous driving /aggravated vehicle taking, wounding/GBH with intent, firearms/explosives offences endangering life, administering poison, wounding/GBH and AOABH.

⁸ Targets will be measured against performance achieved during 2009/10.

⁹ 'Children' refers to those under 16 years of age in accordance with the approach adopted in England and Wales in respect to Road Safety.

PERFORMANCE INDICATORS	TARGETS
10. The percentage of recorded crimes detected.	10.1 To increase the detection rate for: <ul style="list-style-type: none"> • Domestic violence with injury crimes¹⁰ by 10% points. • Most serious sexual crime¹¹ by 5% points. • Sectarian crime by 5% points. • Racist crime by 5% points. • Homophobic crime by 10% points. • Robbery by 5% points.

PERSONAL POLICING – DEALING WITH LOCAL CONCERNS

PERFORMANCE INDICATORS	TARGETS
11. The number of incidents of antisocial behaviour.	11.1 To reduce the number of incidents of antisocial behaviour to ensure a 15% reduction by 31 March 2011. ¹²

¹⁰ Domestic violence with injury crimes are defined as offences of murder, manslaughter, infanticide, child destruction, attempted murder, causing death/GBH by dangerous driving /aggravated vehicle taking, wounding/GBH with intent, firearms/explosives offences endangering life, administering poison, wounding/GBH and AOABH – which have a domestic motivation attributed to them.

¹¹ Most Serious Sexual Crime is defined as rape, sexual assault, sexual activity, abuse of children through prostitution and pornography and trafficking for sexual exploitation

¹² Target measured against 2007/08 data. This is consistent with Key Performance Indicator 3 of the Northern Ireland Office’s Public Service Agreement, ‘Make Communities Safer’.

PERFORMANCE INDICATORS	TARGETS
12. The number of burglaries.	12.1 To reduce the number of domestic burglaries by 5%. ¹³ 12.2 To reduce the number of non-domestic burglaries by 5%.
13. The detection rate for burglary.	13.1 To increase the detection rate for burglary by 5% points.

¹³ Targets will be measured against performance achieved during 2009/10.

Part 3

The Continuous Improvement Performance Plan

Introduction

This section sets out how the Chief Constable and his Senior Command Team intend to deliver policing services and improve performance. The strategies and programmes set out below highlight the major areas of work being undertaken by the various Programme Boards to achieve the targets contained in Part 2 of this plan. Each Programme Board will provide interim reports at six monthly intervals, with a final report submitted at the end of the financial year.

Background

Part V of the Police (NI) Act 2000, states:

“The Board shall make arrangements to secure continuous improvement in the way its functions, and those of the Chief Constable, are exercised, having regards to a combination of economy, efficiency and effectiveness”.

Each financial year the Board, in consultation with the Chief Constable, is required to publish a Continuous Improvement Plan covering a range of key points:

- How arrangements for continuous improvement are being implemented;
- The continuous improvement projects for review;
- Results of previous reviews; and
- Milestones against which progress can be measured.

As sub accounting officers, the Board’s Chief Executive and the Chief Constable have responsibility to ensure that the resources for which they are

responsible are effectively, efficiently and economically used. The Continuous Improvement Strategy ensures that this is achieved.

The Planned Approach to Continuous Improvement in the Police Service of Northern Ireland

Following on from the success of the 2009/10 Continuous Improvement Strategy, the PSNI will continue with the three stranded approach to this process:

Strand 1: Improvement Projects

This strand will identify the main improvement projects being undertaken and implemented by the PSNI. It will focus on service delivery improvements which will ultimately benefit the people we serve within our community.

The projects will be delivered by various Programme Boards within the Corporate Governance Structure as outlined below:

Programme Board	Project	Scope
Procurement, Estates & Transport	Review of Transport	<p>The review will include the examination of transport processes across PSNI.</p> <p>The full range of functions will be considered, including transport workshops, and Districts and Departments across the PSNI.</p> <p>Options for alternative methods of service provision and processes giving rise to costs savings and/or improved service provision to be considered. For example – new processes, new information and reporting, use of hire vehicles, leasing etc.</p>

Programme Board	Project	Scope
Local Crime and Justice	Justice Streamlining	<p>To develop both internal and partnership initiatives with a view to improving the end to end delivery of an effective criminal justice system.</p> <p>To provide corporacy and consistency to crime investigations throughout the organisation, and to improve the quality of investigations at a local level in order to reduce harm to society and build local confidence and satisfaction.</p>
Service Excellence	Contact Management	<p>Through implementation of the target operating model and revised PwC Strategy, this project will provide corporacy and consistency to contact management structures across the organisation. It will also facilitate greater operational front line capacity following 'resource to risk' realignments in order to provide both greater visible policing linked to community confidence, and resources to deal with the threats of serious harm.</p>
Resource	Workforce Modernisation / Sustainable 600 posts to operational policing	All employees of PSNI and engagement with key internal/external stakeholders.
Security and Serious Harm	Automatic Number Plate Recognition (ANPR) upgrade	Provide a new ANPR platform which complements the existing camera systems thus improving road and public safety.

Programme Board	Project	Scope
Leadership and Training	Annual Performance Review (APR) Process	<p>The APR is one element of the PSNI performance management processes. This project will deliver an electronic APR process that provides a framework to monitor the contributions of individuals to the performance of PSNI and how the policing promises are delivered.</p> <p>The project will also deliver a communication, training and implementation plan.</p>

In addition, the Board will continue to monitor the development and implementation of key strategies and initiatives in the following areas:

- **The PSNI Connect Strategy**
- **The Estate Strategy**
- **The Communications Strategy**
- **The People Strategy for Policing (including Diversity)**
- **The Policing with the Community Strategy**
- **Professional Standards, Integrity and Ethics**
- **Human Rights Compliance (including Public Inquiries and Legacy Inquests)**
- **Police Response to the Threat of Terrorism**
- **Police contribution to the Public Protection Arrangements (Northern Ireland) (PPANI), including the Multi-Agency Risk Assessment Conference (MARAC) arrangements**

The PSNI will report twice yearly to the Board on progress made.

Given the central importance of the PwC Strategy, the PSNI will report quarterly to the Board.

Strand 2: External Inspection Programme

This strand will consist of an agreed programme of inspections being conducted on the PSNI by independent oversight bodies such as Her Majesty's Inspectorate of Constabulary and the Criminal Justice Inspection Northern Ireland. This strand will ensure that the PSNI is benchmarked against national best practice.

Strand 3: Internal Inspection Programme

This Strand will deliver a programme of follow – up inspections to ensure that strategic decisions have been implemented (e.g. the outcome of the implementation of the workforce modernisation decisions).

All recommendations issued to or initiated by the PSNI, will be managed through the Overview database which ensures that recommendations are monitored from initial assignation through to agreed discharge by the relevant oversight body.

Performance on the delivery of the overall Continuous Improvement Strategy will be achieved through regular reporting to the relevant Corporate Governance Committee for both the Board and the PSNI.

Part 4

Paying for the Plan

(Statement of Grant)

Introduction

The Chief Constable has a responsibility to manage resources within the available budget and to deliver the agreed efficiency programme.

As a result, the Director of Finance and Support Services issues monthly financial reports to the Chief Officer Group and the Board to monitor progress throughout the year.

Available Funding

The most recent Comprehensive Spending Review settlement (CSR07) established the available funding for the PSNI for the 3 year period from 2008/09 to 2010/11.

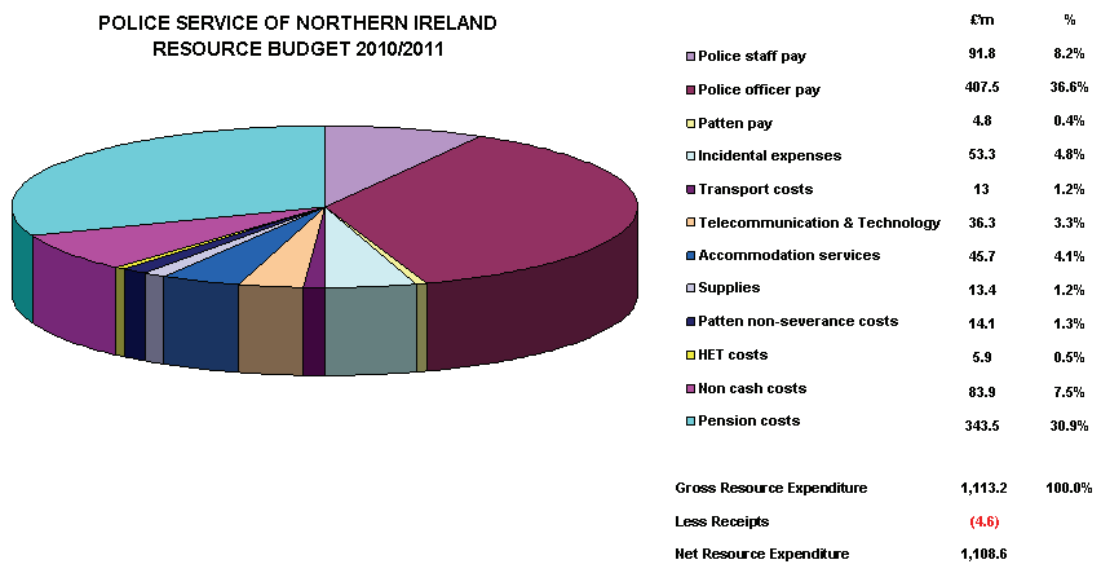
The budget for 2010/11¹⁴ is shown below:

	2010/11 £'m
Resource:	
DEL (Departmental Expenditure Limit)	832.2
AME (Annually Managed Expenditure)	276.4
Total Resource	1,108.6
Capital (net of receipts):	78.4
Total available funding	1,187.0

¹⁴ The above analysis is draft and based on the information available as of 1 March 2010.

Resource expenditure

An analysis of the resource budget for 2010/11 is shown in the chart below:



Payroll costs

The total payroll budget is **£504.1m**. This is based on an average strength of 7,260 Regular Police Officers, 223 Full Time Reserve Officers (until June 2010) and 690 Part Time Reserve Officers, supported by 2,601 Police Staff.

It is projected that during 2010/11, 425 Regular Police Officers and 293 Full Time Reserve Officers would leave the PSNI under the severance schemes. This is in addition to the anticipated 127 normal leavers.

Other programme costs

The budget allocation for other programme costs (net of receipts) is **£177.1m**. These costs include incidental expenses, transport costs, telecommunications & technology, accommodation services, supplies, Patten non-severance costs and Historical Enquiries Team (HET).

Non cash costs

The budget for non cash costs is **£83.9m**. These costs include depreciation, capital charges, impairment costs, injury awards, compensation and other costs.

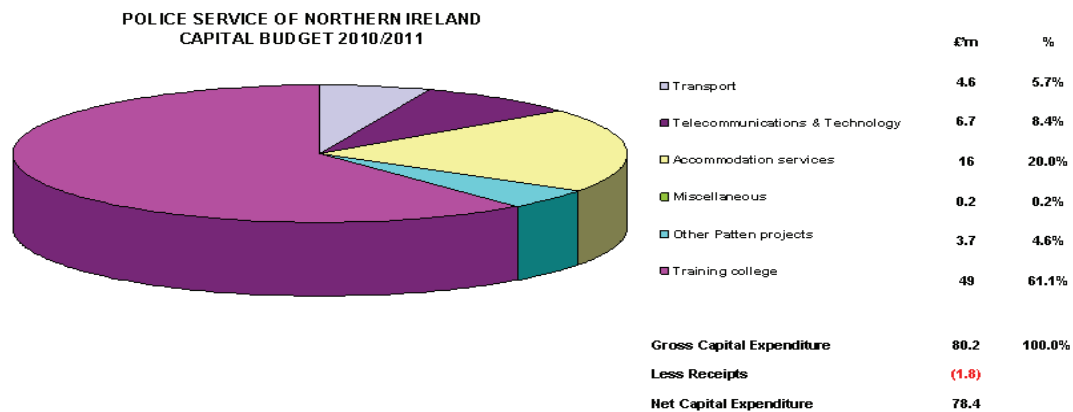
Pension costs

The cost of Police Officer pensions is estimated at **£343.5m**.

Capital expenditure

The net capital budget is **£78.4m**. This budget includes £49.0m ring fenced funding for the new Training College but it is anticipated that only £15.0m of this funding will be required in 2010/11, with the balance in future years. The remaining £29.4m is for capital programmes in Transport, Telecommunications & Technology, Accommodation services and Patten projects.

An analysis of the capital budget is shown in the chart below:



Security Funding

Following deterioration in the security environment, the Government has agreed to provide additional security related funding to the PSNI. This funding is excluded from the analysis above.

Annual Report & Accounts

The audited Annual Report & Accounts for the year ended 31 March 2010 will be published by 30 June 2010.

Part 5

Training Assessment for Police Officers and Staff

Training Strategy

Introduction

The Policing Plan has set out the future direction for policing. The challenge for Training and Development is to ensure that all staff and officers at whatever grade or level and in whatever deployment, are equipped with the skills and learning that they need to deliver our vision and promises to our communities. While the core technical skills of policing may not be significantly different in the future, we must now address its wider training and development needs to ensure that our officers and staff at all levels have the necessary skills and are empowered to deliver a quality service, which maintains and builds public trust and confidence.

At present the majority of training is based around technical skills and competencies. We will always need to deliver functional and practical training that meets operational needs, but the growing emphasis has to be on how operational responsibilities are performed and delivered in a way that lets communities know we are on their side and working hard to address their local needs/concerns as well.

A significant priority for training is therefore to develop leadership and managerial skills at all levels, to ensure our staff are effective and efficient within their specialism. The biggest hurdle is to influence both the internal culture as well as the public mindset. This will place the purpose and commitment of the organisation clearly at the heart of every development interaction and intervention.

Training & Development Purpose

The three year Training and Development Strategy (the Strategy) outlines how the PSNI Training and Development Department will ensure the best use of its resources to support operational delivery.

An important element of the Strategy is that we develop throughout PSNI a culture of personal responsibility for learning and development among all staff and that we use different ways of delivering and supporting learning in and away from the workplace.

As an organisation, the issues of quality of service and of personal service delivery continue to develop. Training has a significant role in ensuring our workforce has the skills and experience necessary to deliver on key performance issues and to assist in the development of a personal style of policing, which improves quality of life within our communities. For example, the First Line Supervisors Development Programme and Citizen Focus Courses provide a platform for officers and staff to receive a clear road map of where the service is going over the coming months and years. It will be a key objective that we build on these to develop the supervisory, management and leadership skills at all levels necessary to complement technical skills and competencies.

When operating within an environment where resources are finite, the prioritisation of training is critically important. With fewer training resources available, the reality is, less will be done with less. To ensure officers and staff are trained effectively and efficiently, the PSNI as a whole must also increase the level of talent management it undertakes, particularly around senior and middle management levels. Decisions on the type and volume of training must be based upon organisational need and return on investment. The 2009 Criminal Justice Inspection Report highlighted the need for sound training governance and linking of training and development to organisational priorities, as well as to strategic threat and risk assessments. Given the level of time and resources devoted to Training and Development across the organisation, we must show a profitable return on that investment. Training

providers will therefore be asked to assess and evaluate the contribution their training has had back in the workplace. Again, the Criminal Justice Inspection of 2009 and the recommendation of the Board is that all Departments and Districts plan the expenditure of their training budget allocation and assess its impact and contribution to policing aims and objectives. The Training and Development Department will work with Districts and Departments to develop this over the coming year.

Finally, the migration to the new College at Desertcreat is a significant opportunity to examine how and to whom we train as well as to look at the integration issues which will deliver joined up public service and efficiencies.

Training and Development Strategy

Vision: *To be recognised worldwide as the foremost provider of police training and development.*

Purpose: *Improve public confidence and satisfaction by providing training and development when needed at a quality expected and providing value for money to support operational policing delivery in a challenging and changing environment.*

- To develop an Integrated Planning Process to include all Districts and Departments.
- To provide PSNI with training and development needed to achieve the targets in the Northern Ireland Policing Plan.
- To support the delivery of the Service Strategic Principles.
- To prioritise the allocation of resources to meet organisational needs.
- To maximise productivity by ensuring all training is delivered efficiently using an optimum level of resources.

Partnerships

The training providers within PSNI will continue to develop both national and local contacts to assist in the achievement of training strategic objectives.

Business Planning Process

The Training and Development Strategy is reflective of training undertaken in the wider organisation. It is essential that all training supports the achievement of the Strategic Principles and Policing with the Community.

Districts and Departments have their own Training Budget Allocations. Each District and Department will have a Training Co-ordinator, who will act as the single point of contact for training matters and liaison with the PSNI College.

Each District / Department will submit its own training and development business plan to the Leadership and Training Board chaired by the Director of Human Resources, for approval and prioritisation. The Leadership and Training Board will be responsible for setting training priorities and for resolving conflicts of priorities within training.

Governance

Governance structures for the Training and Development Strategy are in place and these necessitate the strategy progressing through a number of forums. These include the College Senior Management Team (SMT), Leadership and Training Board (which replaces the Training Strategic Steering Group (TSSG)), and Finance Personnel and Training (FPT) Committee, before passing to the Board's Human Resources Committee for approval. Governance continues with reporting to the Leadership and Training Board bi-monthly and the Board twice yearly on progress.

Part 6

Proposals for Civilianisation

1. The Patten Report indicated a desire to see police being released from roles that did not specifically require the use of police powers or experience. Since then there have been many posts civilianised. Progress has slowed, however, since 2007 because of the lack of further funding, increased demands on the service to deliver policing against a reducing budget and the reduction of about 17.5% in staff posts during the Comprehensive Spending Review 2007 cycle.
2. A major review was launched in November 2009 with the goal of defining the HR Distribution Plan for 1 April 2011 and beyond. The intention is to maximise the number of officers in front line roles and to have staff deployed in greater numbers in service delivery roles, direct or indirect. To achieve these two objectives, there will be a reduction in the number of staff in roles which service the needs of the organisation (organisational support roles) and the removal of officers from such roles, other than by approved exception.
3. This shift has only been possible because of the removal of the fixed number of officers. In future, there will be a single budget, which will allow the optimum mix across all staffing groups. Such an approach should increase visibility, improve performance and ensure greater value for money.
4. The changes to the staffing mix will be undertaken during 2010/11 and continue thereafter, as required.

Part 7

Arrangements for Assessing the Performance of Officers

1. The PSNI reviews the performance of all officers and staff on an annual basis. The review cycle commences in April (or upon appointment to a specific role) and consists of the following process:

- Objective setting (cascaded from the organisational objectives in the policing plan)
- Personal Development Plan Identification
- Ongoing informal review of performance against plan
- Formal mid year self assessment reviewed by line manager
- End of year assessment of performance against outcomes and how these have been achieved
- Identify any training/development requirements
- Quality assurance of the performance rating and assessment process by countersigning manager. (* new 2010/11)

This process is known as the Annual Performance Review (APR).

2. The PSNI APR is predicated upon the use of SMART (Specific, Measurable, Attainable, Relevant, Time bound) objectives that relate to outcomes.

3. In the 2010/11 year the PSNI APR documentation and process will be amended to make it easier for line managers to set SMART objectives and to more clearly hold all staff to account for delivery of the Chief Constable's five

strategic principles and also the PwC commitments which will be developed and introduced during 2010/11.

4. In 2010/11 the role of the countersigning manager will be revised to introduce a quality assurance role in terms of ensuring that SMART principles are used in objective setting, that the ratings of individuals officers and staff are a reflection of the units' performance overall and to monitor the distribution of ratings. This does not, however, extend to implementing a forced rating distribution as this is regarded as unnecessary at this stage.

5. The Personal Development plan is a key component of the PSNI APR process and is used to document specific development actions that will enhance the performance of the current role. In 2010/11 this will also be extended to document development aspirations for other roles. It envisaged that this change will assist in succession planning and career development activities.



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