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

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# policing plan 2009 - 2012





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## The Policing Plan 2009 - 2012

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# foreword

by the Chairman of the  
Northern Ireland Policing Board



The Northern Ireland Policing Board (the Board) has a statutory duty to publish a Policing Plan each year and on behalf of the Board, I am pleased to present the 2009-2012 Northern Ireland Policing Plan.

The primary roles of the Board are; to secure the maintenance of the police in Northern Ireland; to support the PSNI towards the ends of effective, efficient and impartial policing, for example to ensure that the Chief Constable has the resources to do the job; to hold the PSNI to account through the Chief Constable for the delivery of effective, efficient and impartial policing, - in the main we do that by agreeing *objectives*, *performance indicators* and *targets* in the Northern Ireland Policing Plan and; by regularly monitoring performance against the agreed *performance indicators* and *targets*.

The Policing Plan provides a framework within which the PSNI operates, and a mechanism by which the PSNI can be held to account for performance through the Board to the Northern Ireland community. The Board and the PSNI Senior Command Team came together in October 2008 to discuss and agree the *objectives and performance indicators* which form the basis of this Policing Plan. *Targets* were then determined from the agreed *objectives and performance indicators*. By setting performance indicators and targets which are challenging yet achievable, the Board seeks to improve the overall performance of the PSNI.

The Board has moved to 4 *objectives* this year with *performance indicators* and *targets* set in the context of *safety in the community*, *confidence in policing*, *policing with the community* and *effectiveness and efficiency*. There are new *targets* in this Policing Plan including *handling of emergency and non-emergency calls* and around the implementation of the principles of *policing with the community* across all departments within PSNI.

During the year the Board will monitor and review PSNI's progress in meeting the *targets* set out in the Policing Plan. This oversight is conducted in part during the Board's monthly meetings in public, where the Chief Constable provides a progress report on *targets* and is questioned on a quarterly basis on performance against *targets*. Reports are also received by Board Committees on qualitative *targets* and major policing *strategies* at agreed timescales during the year. This process of accountability allows the Chief Constable to explain good practice which has resulted in improved performance and to outline remedial actions being taken to address underperformance. After the end of the financial year the Chief Constable submits an Annual Report on policing to the Board which is laid before Parliament. The Board also publishes an Annual Report which includes an assessment on the extent to which targets in the Policing Plan have been achieved.

Local people are an integral part of the policing structures in Northern Ireland through the District Policing Partnerships (DPPs). This Policing Plan has been developed in consultation with the community, and therefore addresses the issues that concern the community. The Board wishes to acknowledge the significant contribution that all DPP Members have made to policing in Northern Ireland. They continue to be invaluable in the process of setting *policing priorities* and are recognised as a model of best practice in local policing.

The year ahead will continue to bring many significant challenges for policing and policing structures in Northern Ireland, including the planned devolution of policing and justice powers to the Assembly. The Board will play a full part in preparing for, and implementing, the new arrangements. The Board also acknowledges the increased pressure on the PSNI's budget and the significant additional challenges in seeking to improve performance against this backdrop. The Board will continue to strive to ensure that the PSNI has the necessary funding required to provide a policing service to everyone in Northern Ireland which fully meets the expectations of the public. The Board will also continue to meet the challenge set by budgetary constraints to ensure that the front line policing service which is so important to the public is in no way diminished.

Within the context of delivering a front line policing service to the Northern Ireland public it would be totally remiss of me as Chairman of the Policing Board not to make reference to the recent tragic events in Antrim and Craigavon. These cold, callous and cowardly acts have been rightly condemned by every right thinking individual in Northern Ireland and wider afield, and our thoughts are with the bereaved families at this time. These criminal acts have undoubtedly made the Police Service's job more difficult and the aspiration of improving performance across all areas an even bigger challenge. The Policing Board acknowledges this. These events, however, have further galvanised the resolve of the PSNI and the Board to continue to improve performance and to provide the style of policing which the public

want and deserve and which is reflected in the 4 objectives outlined in Part 2 of this Policing Plan.

I would like to recognise and thank the staff within the Board for their contribution to the preparation of this Policing Plan. All Members of the Board are grateful for their professionalism and the support they give in this important area of work.

And on a final and very important note, the Board wishes to say thank you to Sir Hugh Orde, his Senior Command Team and all police officers and police staff. The PSNI are committed to making Northern Ireland a safer place to live and they strive continually to improve their performance and the service they deliver. The bravery and commitment of PSNI officers has been highlighted without exception in the past few weeks. The reality is that PSNI Officers live within the community which they have chosen to serve and protect and this is something we must never forget. May they continue to build on the good progress already achieved.

**Professor Sir Desmond Rea**

Chairman  
Northern Ireland Policing Board



# foreword

## by the Chief Constable



This is my seventh year as Chief Constable of the Police Service of Northern Ireland. During that period there have been many challenges and some difficult times. Perhaps the most difficult was in March when Constable Stephen Carroll was shot dead by terrorists.

Constable Carroll was supporting colleagues, who were attending a call for assistance from a vulnerable member of the community, when he was cruelly murdered. He, like the vast majority of officers in this organisation, joined the police service to serve the community here and deal with many of the issues that are raised as priorities in this policing plan.

Every day and night my officers respond to reports of burglary, domestic abuse, missing persons, vehicle theft, rape... the list goes on. Constable Carroll and his colleagues responded to a call for assistance fully aware of the threat that existed. However they did not stand back, they did not step back, they knew the person needed help, and mindful of the threat they responded.

Despite the threat that exists all of my officers remain committed to working with the community to providing the best possible policing service. We will continue to deliver that service regardless of the threat but mindful of it.

I firmly believe that the best way of honouring our colleague, and commemorating his professionalism and dedication, is to keep doing the job we believe in and to keep providing a professional policing service to all communities.

Huge strides have been made in building good relations with all communities and reducing crime, and that work will continue.

Confidence in policing continues to increase. At the same time crime across Northern Ireland continues to reduce. Reported crime in Northern Ireland is at its lowest level for nine years. There were fewer robberies, violent crimes and incidents of criminal damage reported in 2007/08 than in previous years. That is down to the determination of officers, working alongside local communities to prevent and reduce crime.

In the year ahead officers will continue to police with the community. We will work to drive down crimes such as burglaries, criminal damage and thefts.

We are also determined to work with our colleagues in An Garda Síochána and the Security Service to disrupt and bring to justice those criminals who seek to visit harm not only on my officers but also on communities here.

There are opportunities for developing policing in the year ahead - not least the fact that we are moving towards the devolution of policing and justice. The progress that has been made to date is encouraging and it sends out a clear signal to those who want to destroy all that has been achieved, that Northern Ireland is moving forward and will not be dragged back.

Police officers carry out demanding and often dangerous jobs. They do so to serve the community, to protect people and prevent crime. We continue to look forward to support from the Policing Board, District Policing Partnerships, and the wider community as we work to make Northern Ireland safer for all.

**Sir Hugh Orde OBE**  
Chief Constable

# part one

## Introduction to the Policing Plan

### Introduction

**1.1** The Northern Ireland Policing Board considers the policing needs of the Northern Ireland public through consultation with the District Policing Partnerships (DPPs) and by survey. It also analyses crime patterns, emerging strategic issues, resources and police performance information before setting policing objectives. The Policing Board's identified objectives complement those set by the Secretary of State. Performance indicators and targets are used to measure the success of the Chief Constable in achieving the policing objectives. The Chief Constable presents a draft of the Policing Plan, outlining how he intends to deliver on those objectives, to the Policing Board, which publishes the Plan, following consultation with the Secretary of State.

**1.2** One of the key functions of the Policing Board is to ensure that the Police Service of Northern Ireland (PSNI) is effective and efficient. It does this by holding the Chief Constable to account for the performance of the Police Service, in achieving the Policing Plan targets.

**1.3** This Plan has five parts. Following this introduction, the objectives set by the Secretary of State and the Policing Board are contained in Part Two. It also describes the performance indicators and targets, relating to those objectives that are to be achieved by the Police.

**1.4** Local policing plans are drafted taking account of this Policing Plan using an integrated planning model. The National Intelligence Model business process has been incorporated into the planning process. This creates the opportunity for Police Commanders to consult with their respective DPPs, and others, to ensure that the Police are responsive to the local needs of communities. Local policing plans are published separately.

**1.5** Part Three outlines the Chief Constable's Strategic Plan for delivering and improving policing services. It highlights the key programmes and actions extending over the period of 2009-2012 that Chief Officers will undertake to ensure the delivery of progressive and professional policing at its best.

**1.6** Prudent use of the available financial resources is necessary if policing is to be delivered effectively within budgetary constraints. Part Four provides details of the financial arrangements for policing.

**1.7** The planned approach to continuous improvement is set out in Part Five of this Plan and has been designed to ensure that policing is delivered in a manner that secures continuous improvement while achieving economy, efficiency and effectiveness in the provision of services.

**1.8** Important information concerning how Police will deliver services and continue to develop staff, is included in the following appendices:

- Civilianisation (Appendix C)
- Assessing the Performance of Police Officers and Staff (Appendix D)
- Training Assessment for the Education of Police Officers and Staff (Appendix E)

**1.9** The accountability of public services to the public is crucial to democratic legitimacy, operational efficiency and effectiveness. The Policing Board holds the Chief Constable to account for the achievement of the policing objectives, performance indicators and targets contained in this Plan. The Chief Constable and the Deputy Chief Constable in turn hold their Assistant Chief Constables and Chief Officers to account ensuring that they are achieving the targets set out in this Plan and their respective internal business plans. The Assistant Chief Constables and Chief Officers, in addition, hold their Branch Heads to account for the delivery of their business plans. In a similar fashion the Regional Assistant Chief Constables, review the performance of Districts and District Commanders to make sure that the targets in this Plan and their respective local policing plans are being addressed. Finally, each of the local DPPs will monitor local police performance through DPP meetings in public.

**1.10** The Policing Board also monitors the Police Service for its compliance with the standards and principles of the Human Rights Act 1998. The Police Service has opened itself to the scrutiny of the Board's Human Rights Legal Advisers. Their testing inspections are a welcome challenge to the Service and have demonstrated the commitment the Service has for human rights-based policing. This important aspect of scrutiny and accountability is not dealt with in depth in this plan, but is subject to a separate detailed reporting system, which can be accessed both from the Police Service and the Policing Board.

**1.11** Please note that this Plan, or a summary, can be made available on request in alternative formats or languages. Requests for alternative formats should be made to The Policing Board, Waterside Tower, 31 Clarendon Road, Clarendon Dock, Belfast BT1 3BG. Telephone: 028 9040 8567, Minicom: 028 9040 8565 or e-mail: [information@nipolicingboard.org.uk](mailto:information@nipolicingboard.org.uk).

## The Chief Constable's statement of purpose, vision and values

**1.12** The purpose of the Police Service of Northern Ireland is: *'Making Northern Ireland safer for everyone through professional, progressive policing.'*

**1.13** The Chief Constable's vision is: *'A service everyone can be proud of because it provides policing at its best.'*

*We value honesty and openness; fairness and courtesy; partnerships, performance, professionalism; and respect for the rights of all.*

## The Northern Ireland Policing Board

**1.14** The Northern Ireland Policing Board was set up on 4 November 2001 as a result of the Police (Northern Ireland) Act 2000. It is an independent public body responsible for overseeing policing in Northern Ireland. The Northern Ireland Policing Board is made up of 19 Members and comprises Political Members and Independent Members who have been appointed by the Secretary of State for Northern Ireland. The Policing Board was reconstituted on the 1st April 2006 and again on the 22nd May 2007 after the restoration of the Northern Ireland Assembly.

**1.15** The primary role of the Policing Board is to ensure that the Police Service of Northern Ireland is effective and efficient. The Policing Board holds the Chief Constable to account for his actions and those of his staff. The Policing Board's powers are set out in the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003. The Policing Board is also responsible for negotiating the annual policing grant and reporting on how this money is spent.

**1.16** The Policing Board holds at least eight meetings in public each year. The purpose of these meetings is to receive a report on policing from the Chief Constable and to hold PSNI publicly to account for the delivery of policing. These meetings are advertised in advance in the press.

**1.17** The day-to-day work of the Policing Board is carried out through a number of Committees. Further information on the membership of the Policing Board and its Committees, the Policing Board's main responsibilities and how it carries out its business, can be found on the Policing Board's website at: [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

**1.18** The Policing Board, in accordance with the Police (Northern Ireland) Act 2000, is responsible for defining in the annual Policing Plan the priorities for policing and for publishing the Policing Plan each year. Information on how the annual Policing Plan process works is contained in Appendix B.

## Looking Ahead

1.19 Ongoing and emerging trends include:

- **Neighbourhood Policing**

One of our objectives is to ensure that Policing with the Community is at the core of our delivery of the policing service. Neighbourhood Policing is the highly visible, tactical approach of taking our Policing with the Community style and making it work practically, creating safer cities, towns and villages. Neighbourhoods and the people who live there are the starting point for the delivery of policing services. By using new and innovative methods of delivery, we will endeavour to reflect the needs and expectations of local communities in our decision-making, service delivery and practice. The focal point for this is the presence of a Neighbourhood Policing Team with a dedicated and identifiable officer to a specific geographic neighbourhood, who is well known, locally accountable and able to exercise visible control in their neighbourhood. Through Neighbourhood Policing we are committed to providing policing services at a neighbourhood level to the whole community through:

**Access** - to police through an identified officer.

**Influence** - over policing priorities to reflect problems in their neighbourhood.

**Interventions** - where community and partners identify, prioritise and agree actions to tackle local problems within their neighbourhood.

**Answers** - sustainable solutions and feedback on what has been and will be done.

By giving **access, influence, interventions** and **answers** we will put the right people, in the right place, at the right time to make neighbourhoods that are safe and feel safe.

- **Road Policing**

Northern Ireland continues to suffer an unacceptably high number of people being killed or seriously injured each year on our roads through poor road-user behaviour. Every time a person is killed or seriously injured, their family and the local community experience considerable suffering and loss. There are many factors that contribute to this carnage. The principal causes of death and injury on our roads are dangerous/careless driving, excess or inappropriate speed and drink/drugs-driving. In addition, while not wearing a seat belt in a vehicle does not cause collisions, seat belt wearing can mean the difference between sustaining a fatal injury and a slight injury for people involved in a collision. Of particular concern is the number of motorcyclists and pillion passengers killed on our roads in 2008. Making the roads safer is not only a priority for police. It is a matter in which the whole community can play a role and make a real difference. In an effort to encourage the safer use of our roads, police in partnership with others, will continue to target offenders, particularly in those areas with high levels of serious road traffic collisions. The effective deployment of Automatic Number Plate Recognition

systems provides significant opportunities to develop coherent intelligence-led strategies to deny criminals the use of the roads network in Northern Ireland.

- **Violent Crime**

Dealing effectively with violent crime is acknowledged as a public priority. The police are committed to a range of strategies designed to deal with different aspects of this problem. Police officers and staff are pushing forward the edges of policing to look at new and innovative ways of preventing and solving crime. There has been a decrease in the number of violent crimes committed this year. Improved investigation of violent crime, including sexual offences, are priority areas and reflect the impact such crimes have on the community. The Crime Operations Department Serious Crime Branch will continue to lead in relation to the structured investigation of homicide offences, the investigation and management of adult rape offences, major terrorist incidents and the investigation of all other 'complex and major' incidents. The Crime Operations Department Intelligence Branch will continue to support the organisation through the collection, assessment and dissemination of intelligence. Officers are trained to understand the requirements of Senior Investigating Officers. They provide intelligence products to service the needs of the organisation in relation to Serious and Organised Crime and Volume Crime. They also service the needs of other agencies including the Police Ombudsman, various Public Inquiries and the Historical Enquiries Team. Memorandums of Understanding and Service Level Agreements are in place, which govern these arrangements.

- **Hate Crime**

The term 'hate crime' encompasses any incident, which is perceived by the victim, or any other person, as being motivated by hate. This includes incidents or offences with a racial, homophobic, sectarian, religious or disability motivation. Following the expansion of the European Union, there has been a substantial increase in the number of migrant workers in Northern Ireland. This is most apparent in the food preparation and agriculture industries. This changing and diverse culture has created fresh challenges for society. Police are working to embrace this diversity with partner agencies.

- **Organised Crime**

Organised criminal gangs are engaged in a wide range of activity including the smuggling of fuel, tobacco and other commodities, counterfeiting, extortion, armed robbery, money laundering and illegal drugs. Police are wholly committed to working with partner agencies to tackle organised crime gangs at all levels and to make the most effective use of financial legislation to seize their criminal gains and to take the profit out of crime. Continued emphasis will be placed on tackling the drugs supply chain. Emerging issues include concerns around the trafficking of human beings into Northern Ireland and through Northern Ireland to the rest of the UK or the Republic of Ireland. Our Organised Crime Branch is carrying out various investigations to establish the full extent of any such problem and address it accordingly.

- **Child Protection**

This is a key area where police are working in partnership with other agencies to prevent child abuse in all its forms. A worrying proportion of all sex offences involve children under 18 and the percentage of children who are victims of domestic violence is increasing. Our Child Protection Policy outlines the requirements for information sharing and our procedures for dealing with children as victims of or witnesses to crime.

- **Domestic Burglary**

This remains an area which causes concern to the community and is therefore a key local crime issue. Improved security devices that make cars more difficult to steal have led to an increase in the proportion of domestic burglaries carried out in order to steal the keys. A range of initiatives has been designed to deal with this problem, including intelligence, prevention and enforcement work.

- **Anti-social Behaviour**

This continues to have an impact on public reassurance and quality of life. Anti-social behaviour covers a range of incidents and includes issues such as noisy neighbours, youths hanging around on the streets, speeding traffic, drug use, vandalism and people being drunk or rowdy in a public place. In the latest DPP survey under-age drinking was highlighted as the main issue for the community and we will be focusing on addressing this. Many of these issues show seasonal trends, often with an increase in the summer months when the school holidays occur and again at Christmas. A partnership approach to tackling particular issues, sharing of good practice and focused multi-agency action plans offer opportunities to tackle anti-social behaviour more effectively, thereby reducing community tensions and public concern.

- **Public Protection Arrangements Northern Ireland (PPANI)**

The protection of the public from the risk posed by sex offenders living in the community continues to be a high priority for the Police Service. Public Protection Teams have been implemented in each District. These have the management of the risk posed by sex offenders as their core function. In addition, the Police Service together with other statutory agencies (including the Northern Ireland Office) have established a co-located Multi-Agency Public Protection Team to manage high-risk sex offenders and violent persons within the community.

- **Domestic Abuse**

The Police Service continues its commitment to tackling domestic abuse. Public Protection Units in each District conduct robust investigation of incidents and improve communication regarding linked crimes such as sexual and child abuse. The Police Service is currently working towards province-wide implementation of the Multi Agency Risk Assessment Conferences (MARAC). Funding has been obtained for the appointment of eight administrators and one co-ordinator to assist in the management of this initiative within Public Protection Units. It is anticipated that appointments will be made by March 2009. In addition a pilot initiative is currently under

way in relation to the use of the UNOCINI (Understanding the needs of children in Northern Ireland) Assessment Framework. This will improve the quality of assessment within stakeholder agencies, assist in communicating the needs of children across agencies and assist in early identification of need and effective intervention.

- **Dealing with the Past**

The past is an important element of policing in Northern Ireland. It is important that we deal with it effectively and sensitively if we are to achieve a better future. We will do our part while others need to explore the wider and more comprehensive approach to dealing with this complicated and difficult issue. In order to meet our commitment to the Public Inquiries established by Government, we created the Crime Support Department headed by Assistant Chief Constable David Jones. This Department is the interface between the Police Service of Northern Ireland and the three Inquiries in Northern Ireland (Rosemary Nelson, Billy Wright and Robert Hamill) as well as a similar Inquiry in the Republic of Ireland (Smithwick Tribunal). In addition, Crime Support Department leads on a large number of controversial inquests into deaths that occurred in the past. And finally Crime Support has the Retrospective Murder Review Unit that reviews and, where possible, reinvestigates unsolved murders from 1968 to 2004.

# part two

## Policing Objectives, Performance Indicators and Targets for 2009 - 2012



### Introduction

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

### 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.
- Be an effective partner in working with criminal justice agencies, other partners and the whole community.

### Northern Ireland Policing Board's policing objectives, performance indicators and targets

**2.3** The Policing Board, following consultation with the Chief Constable, DPPs and the public has set the following policing objectives, performance indicators and targets for the period 2009-2012.

The setting of objectives and monitoring of performance against Policing Plan targets is the mechanism by which the Policing Board monitors 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."

**2.4** Following consultation with DPPs on the issues they felt should be reflected in the Northern Ireland Policing Plan, the following key issues emerged. This plan has sought to address many of the important issues raised by DPPs:

- Anti-social Behaviour
- Road Traffic Offences
- Domestic Burglary and Theft
- Increased Public Confidence in Policing
- Drugs
- Community/Neighbourhood Policing

**2.5** The Policing Board objectives relate to the Secretary of State's objectives or other matters, but in any event, are framed as to be consistent with those set by the Secretary of State.

**2.6** All targets are to be achieved by 31 March 2010 unless otherwise stated.

**2.7** The Objectives, Performance Indicators (PIs) and Targets are reviewed annually to ensure that Part 2 focuses on strategic and relevant policing priorities. Accordingly some PIs have been removed from this year's Plan. This does not mean that the issues concerned are not being addressed. Rather it reflects the desire to keep Part 2 focused on strategic policing issues. Some of these issues have been removed this year essentially for two main reasons - either the issue has not been identified as a current strategic priority or recent performance has been such that the Board does not see the need for continued scrutiny at this time. The removed PIs are as follows:

- Implementation of the Neighbourhood Policing Framework
- Reporting of Domestic Abuse
- The value of assets seized and recovered in accordance with the Proceeds of Crime Act
- Community Engagement Meetings

**2.8** As in previous Policing Plans, there are a small number of targets for which it is deemed inappropriate to set a specified level of performance. The main reason for this is the need to make all targets realistic and achievable. For example, in the case of some new targets, a lack of historical data on which to carry out time series analysis prevents the setting of meaningful specific targets. A further example relates to public perception targets where significant increases in recent years have led to a situation where further increases are encouraged but it is acknowledged that increases of a specific magnitude will be very difficult to achieve.

Objective	Performance Indicators	Targets
1. In partnership with the community and other agencies, to make communities and neighbourhoods safe and feel safe.	1.1 The number of recorded crimes.	1.1.1 To ensure that by 2010/2011, there are fewer than 100,000 crimes recorded. (1)
	1.2 The level of more serious violent crimes.	1.2.1 To reduce the level of more serious violent crime. (2,3)
	1.3 The number of domestic burglaries.	1.3.1 To ensure that by 2010/2011, there are fewer than 6,000 domestic burglaries recorded. (1)
	1.4 The availability of illegal drugs.	1.4.1 To increase the number of drugs supply gangs frustrated, disrupted or dismantled. (2,5)
	1.5 The number of incidents of anti-social behaviour.	1.5.1 To reduce the number of incidents of anti-social behaviour to ensure a 15% reduction by 31/3/2011. (4)
	1.6 The number of recorded incidents of criminal damage.	1.6.1 To ensure that by 2010/2011, there are fewer than 27,000 crimes of criminal damage recorded. (1)
	1.7 The number of people killed or seriously injured on the road.	1.7.1 To contribute to reducing the number of people killed or seriously injured on the road. (2)  1.7.2 To contribute to reducing the number of children killed or seriously injured on the road. (2,6)
	1.8 The percentage of people saying they feel safe in their local community.	1.8.1 To increase the percentage of people who say they feel safe. (7)

Objective	Performance Indicators	Targets
2. To continue to build, broaden and sustain confidence in the police.	2.1 The percentage of people who are confident in the police service's ability to provide a professional day-to-day policing service for all the people of Northern Ireland.	2.1.1 To increase the percentage of people who are confident in the police service's ability to provide an ordinary day-to-day policing service for all the people of Northern Ireland. (8)
	2.2 The percentage of crime victims satisfied that they have been kept informed regarding their case.	2.2.1 To increase the percentage of crime victims satisfied that they have been kept informed regarding their case. (9)
	2.3 The percentage of people who think that the police are doing a good job in their area.	2.3.1 To increase the percentage of people who think that the police are doing a good job in their area. (10)
	2.4 The percentage of recorded crimes cleared.	2.4.1 To increase the clearance rate by 3% pts. (2)
		2.4.2 To increase the clearance rate for racist crimes. (2)
2.4.3 To increase the clearance rate for homophobic crimes. (2)		
2.4.4 To increase the clearance rate for sectarian crimes. (2)		
2.5 The percentage of emergency and non-emergency calls answered in line with National Call Handling Standards.	2.5.1 To achieve the National Minimum Standard of 90% of emergency (999) calls answered within 10 seconds.	
	2.5.2 To achieve the National Minimum Standard of 90% of non-emergency calls answered within 30 seconds.	

Objective	Performance Indicators	Targets
3. To ensure that Policing with the Community is at the core of delivery of the policing service.	3.1 Implementation of the five principles of Policing with the Community: <ul style="list-style-type: none"> <li>• Service delivery</li> <li>• Partnership</li> <li>• Problem solving</li> <li>• Empowerment</li> <li>• Accountability</li> </ul>	3.1.1 To refresh the Policing with the Community Strategy by 30 June 2009 and publish by 30 September 2009.  3.1.2 Chief Officers and Heads of Department to report six monthly to the Policing Board on progress in each of the five key areas.  3.1.3 To ensure that Neighbourhood Officers work at least 80% of their duty hours on neighbourhood policing duties.

Objective	Performance Indicators	Targets
4. To improve effectiveness and efficiency.	4.1 The average working days lost through sickness for police officers and staff.	4.1.1 To reduce the average sickness levels to 5 days for police officers and police staff by March 2010.
	4.2 The percentage of prosecution cases processed to the required standard within administrative time limits.	4.2.1 To increase the percentage of custody cases processed within administrative time limits. (2,11)
4.2.2 To increase the percentage of bail cases processed within administrative time limits. (2,11)		
4.2.3 To process 80% of indictable reported cases within administrative time limits. (11)		
4.2.4 To process 70% of summary reported cases within administrative time limits. (11)		

## Footnotes

(1) The annual milestone for this indicator will be confirmed when the 2008/09 crime statistics are released in May 2009.

(2) Targets will be measured against performance achieved during 2008/09.

(3) 'More serious crime' includes 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 and wounding/GBH. This is consistent with Key Performance Indicator 1 of the Northern Ireland Office's Public Service Agreement, "Make Communities Safer".

(4) 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".

(5)

	FRUSTRATE	DISRUPT	DISMANTLE
<b>CRITERIA ONE</b>	One or more significant seizures <b>OR</b> One or more significant arrests <b>OR</b> Seizure of assets.	One or more significant arrests <b>AND</b> One or more significant seizures <b>AND</b> Seizure of assets.	One or more significant seizures <b>AND</b> Two or more significant arrests <b>AND</b> Seizure of assets.
<b>CRITERIA TWO</b>		Two or more significant arrests (without seizure of drugs or seizure of assets).	
<b>CRITERIA THREE</b>		Two or more significant seizures (without arrests or seizure of assets).	

### A significant arrest is an arrest of either:

- a major importer of drugs into NI
- a major supplier of drugs throughout NI
- a local strategic dealer.

An arrest **must** be followed by a charge of at least possession with intent to supply.

### A "significant" seizure is defined as the following:

Cocaine	Cannabis	Heroin
<b>Level One</b> in Excess of 100g	<b>Level One</b> in Excess of 100g	<b>Level One</b> in Excess of 5g
<b>Level Two</b> in Excess of 500g	<b>Level Two</b> in Excess of 1 kilo	<b>Level Two</b> in Excess of 50g
<b>Level Three</b> in Excess of 1 kilo	<b>Level Three</b> in Excess of 5 kilos	<b>Level Three</b> in Excess of 500g

Ecstasy	Amphetamine	Cash
<b>Level One</b> in Excess of 100 tablets	<b>Level One</b> in Excess of 100g	<b>Level One</b> in Excess of £1,000
<b>Level Two</b> in Excess of 1000 tablets	<b>Level Two</b> in Excess of 500g	<b>Level Two</b> in Excess of £10,000
<b>Level Three</b> in Excess of 10,000 tablets	<b>Level Three</b> in Excess of 1 kilo	<b>Level Three</b> in Excess of £20,000

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

(7) The baseline is 93% as identified in the September 2008 Northern Ireland Omnibus Survey.

(8) The baseline is 86% as identified in the September 2008 Northern Ireland Omnibus Survey.

(9) Victims' group includes violent crime, domestic burglary, vehicle crime, racial incidents and those involved in injury road traffic collisions. The baseline is 70% as identified in the PSNI/NIPB Quality of Service Survey of Victims 2007/2008.

(10) The baseline is 62% as identified in the September 2008 Northern Ireland Omnibus Survey.

(11) The relevant administrative time limits for each case type are as follows:

<b>Custody cases</b>		<b>90 days</b>
<b>Bail cases</b>		<b>110 days</b>
<b>Indictable reported cases</b>	<b>Adult</b>	<b>91 days</b>
	<b>Youth</b>	<b>75 days</b>
<b>Summary reported cases</b>	<b>Adult</b>	<b>49 days</b>
	<b>Youth</b>	<b>35 days</b>

# part three

## The Plan for Delivering Policing Services



### Introduction

**3.1** This section sets out how the Chief Constable and his senior officer team intend to deliver policing services and improve policing performance. The strategies and programmes set out in the actions below highlight the major areas of work being undertaken by Chief Officers to achieve the Objectives and Targets contained in Part Two of this Plan. The Lead Officer for each action will ensure that Heads of Headquarters Departments and Regional Assistant Chief Constables work together to improve the delivery of policing services.

**3.2** The Lead Officer will be accountable to the Board for the purposes of demonstrating progress towards achievement of the action. An organisational structure illustrating the Chief Officers' areas of responsibility can be found at Appendix A. (Please note that this part of the report does not contain all matters that are dealt with at Headquarters and Regional level)

**3.3** Interim reports will be provided to the Board at six monthly intervals, unless otherwise stated, and final reports will be provided at the end of the financial year. Normally, reports to the Board shall be in writing.

### Policing Objectives 2009-2012

1. In partnership with the community and other agencies, to make communities and neighbourhoods safe and feel safe.
2. To continue to build, broaden and sustain confidence in the police.
3. To ensure that Policing with the Community is at the core of delivery of the policing service.
4. To improve effectiveness and efficiency.

Objective(s)	Action	Lead Officer	Accountability
2	To progress the implementation of recommendations issued to the service by oversight and inspection bodies.	Deputy Chief Constable.	To demonstrate progress on implementation by reporting to Policing Board every six months.
All Objectives	To ensure the Police Service is delivering a policing service that takes account of the needs of all communities in Northern Ireland, irrespective of difference.	Deputy Chief Constable.	Implementation of the Policing a Shared Future Strategy.
All Objectives	To comply with the statutory requirements of the Public Protection Arrangements Northern Ireland as contained within the Secretary of State's Guidelines 2008.	ACC Criminal Justice.	To co-operate with the other agencies in complying with the Secretary of State's Guidelines for PPANI.
All Objectives	Develop and implement a Communications Strategy which will raise awareness and understanding about the service we deliver, promote corporate objectives and achievements, and provide a comprehensive media service.	Head of Media & PR.	To report to the Policing Board every six months.
2	To promote the integrity of the Police Service through the prevention and detection of corrupt, dishonest or unethical behaviour.	Deputy Chief Constable.	To demonstrate commitment to professional standards through education, prevention and enforcement, reporting to the Policing Board every six months.
2	To comply with our legal obligations to meet the requirements of Public Inquiries and legacy inquests.	ACC Crime Support.	To report to the Policing Board every six months.
All Objectives	To further develop police plans for responding to the threat from terrorism.	ACC Crime Support.	To implement and update the strategy to respond to the threat from terrorism.

Objective(s)	Action	Lead Officer	Accountability
All Objectives	To work in partnership with other agencies to tackle crime, including: <ul style="list-style-type: none"> <li>• Drugs crime</li> <li>• Business crime</li> <li>• Organised crime</li> <li>• Domestic abuse</li> <li>• Alcohol related crime</li> <li>• Knife crime</li> <li>• Anti-social behaviour</li> <li>• Crimes against vulnerable people</li> </ul> and to deliver this in line with the five principles of Policing with the Community.	ACC Criminal Justice.	All chief officers to report progress to the Board every six months.
4	To support the implementation of the People Strategy for Policing.	Director of Human Resources.	To achieve the targets and/or actions within the time scales of the People Strategy for Policing. Reporting progress to the Policing Board every six months.
2	In partnership with the Northern Ireland Policing Board, deliver a medium term Resource Plan within available funding.	Director of Finance and Support Services.	Issue Resource Plan within available funding for 2010/11, 2011/2012 and 2012/2013 by 31 March 2010.
4	Improve the utilisation of the police estate by implementing the updated Estate Strategy.	Director of Finance and Support Services.	Reporting to the Policing Board every six months.
4	To implement the Claims Management Strategy.	Deputy Chief Constable.	Progress to be demonstrated in monthly reports to the Chief Constable's Forum and the Policing Board.
2	To implement the Training and Development Strategy.	Director of Human Resources.	Reporting to the Policing Board every six months.
4	To deliver a programme of change management to implement a new Headquarters and Regional structure.	ACC Operational Support.	Reporting to the Policing Board every six months.

Objective(s)	Action	Lead Officer	Accountability
4	As part of the Information Systems (IS) Strategy, deliver the 09/10 elements of Project Unity and Project Horizon.	ACC Operational Support.	Throughout 2009-2010 implement the delivery of these Projects within timescales and budget. Reporting to the Policing Board on the overall progress of the IS Strategy every six months.
1 and 2	Implement Police Service of Northern Ireland Firearms Policy in light of HMIC recommendations and the ACPO Firearms Manual.	ACC Operational Support.	Report to the Policing Board every six months.
All Objectives	Progress the provision of a new Public Service College, in partnership with the Fire and Rescue Service and the Northern Ireland Prison Service.	Deputy Chief Constable.	Progress design and develop a Business Case. Attain joint Business Case approval by May 2009 and target construction commencement January 2010.



# part four

## Paying for the Plan



### Introduction

The Chief Constable has a responsibility to ensure that target efficiency savings are achieved and resource expenditure is managed within available funding. During the year to 31 March 2010, the Director of Finance and Support Services will issue monthly expenditure against budget reports to the Chief Constable's Forum and the Policing Board.

### Available Funding

The most recent Comprehensive Spending Review settlement (CSR 07) established the available funding for the Police Service for the 3 year period from 2008/09 to 2010/11.

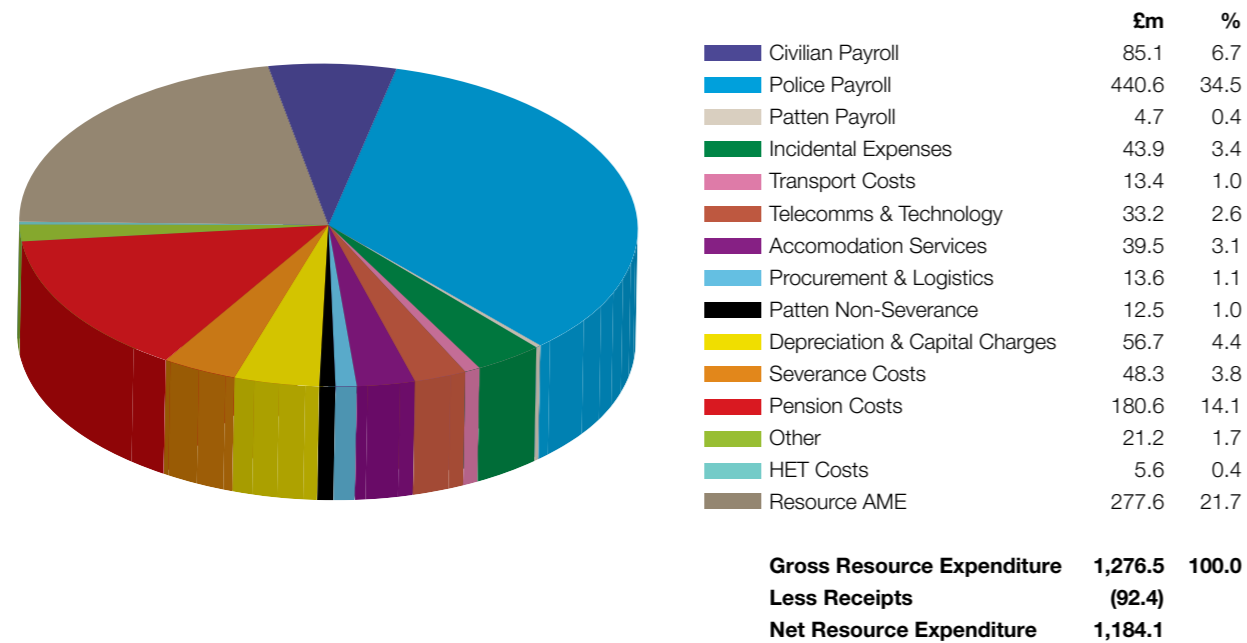
The budget for 2009/10 is shown below:

	2009/10 £'m
<b>Resource:</b>	
DEL (Departmental Expenditure Limit)	906.5
AME (Annually Managed Expenditure)	277.6
<b>Total Resource (DEL &amp; AME)</b>	<b>1,184.1</b>
<b>Capital (net of receipts):</b>	<b>48.35</b>
<b>Total available funding:</b>	<b>1,232.45</b>

**Resource DEL & AME**

An analysis of the Total Resource budget at the time of the CSR bid (including numbers of police officers and staff) is shown in the chart below:

**Police Service of Northern Ireland Resource Budgets 2009/10**



**Payroll costs**

The total payroll allocation is **£530.4m**. This was based on an average strength of 7,500 Regular Police Officers, 331 Full Time Reserve Officers and 845 Part Time Reserve Officers, supported by 2,780 Police Staff.

It is projected that during 2009/10, 350 Regular Police Officers and 240 Full Time Reserve Officers would leave the Service under the severance schemes. This is in addition to the anticipated 90 normal leavers.

**Other programme costs**

The allocation for other programme costs is **£156.1m**, including £12.5m relating to Patten Non-Severance. These costs include Incidental Expenses, Transport Costs, Telecoms & Technology, Accommodation Services and Procurement & Logistics.

**Other resource costs**

The allocation for other resource costs is **£312.4m**. These costs include depreciation & capital charges, severance costs, pension costs, injury awards, compensation and costs related to HET.

**AME**

The **£277.6m** reflects the estimated interest on pension scheme liabilities.

**Receipts**

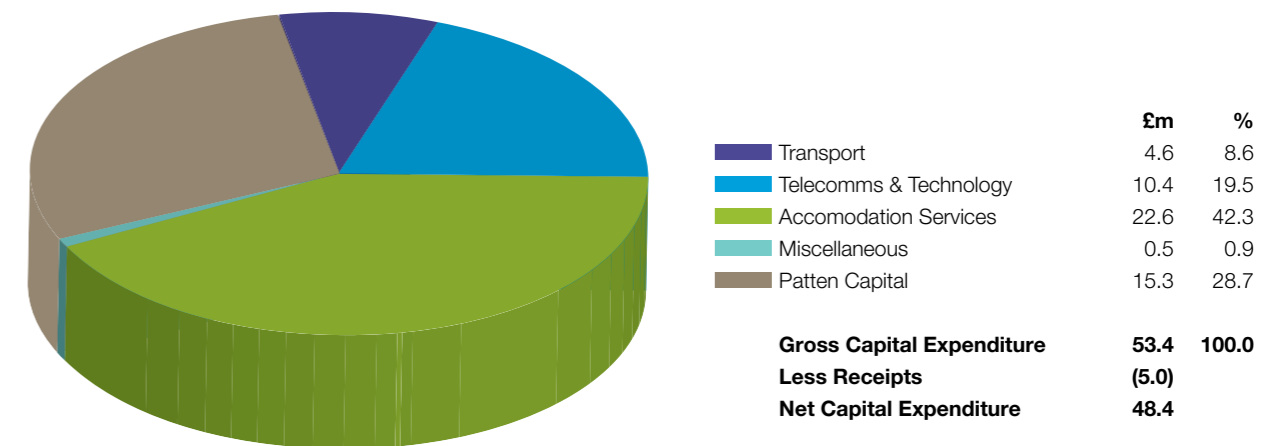
The projected receipts for 2009/10 is **£92.4m**, comprising £88.6m pension contributions and £3.8m other resource receipts.

**Capital**

The net capital allocation is **£48.35m**. This includes £38.35m for capital programmes in Transport, Telecoms & Technology and Accommodation Services and £5m capital receipts. In addition, a further £15m Patten funding is available for the new Training College.

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

**Police Service of Northern Ireland Capital Budget 2009/10**



**Funding Pressures**

Subsequent to the CSR settlement being agreed, a number of new pressures have emerged which are largely legacy costs or driven by factors outside the control of the Police Service. As a result, the Police Service faces a significant funding gap in 2009/10 and beyond. Work is currently underway to address this gap.

**Annual Report & Accounts**

The aim is to have the audited Annual Report & Accounts for the year ended 31 March 2009 published by 30 June 2009.

# part five

## Continuous Improvement Performance Plan



### Background

Part V of the Police (Northern Ireland) 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 regard to a combination of economy, efficiency and effectiveness.”*

Each financial year, the Northern Ireland Policing 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 programmes for review
- Results of previous reviews
- Performance indicators against which progress can be measured

As accounting officers, the 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

From 2009/10 onwards, the Police Service of Northern Ireland will adopt a new approach to continuous improvement, building upon past successes achieved through the Best Value process.

The new approach is divided into three main strands of work:

#### Strand 1: Improvement Initiatives

This strand within the Strategy will document the main improvement initiatives being undertaken by the Service. This strand will focus on service delivery improvements to our front-end customers. Strand 1 not only identifies but also implements improvements across the Service.

**Strand 2: External Inspection Programme**

This strand within the Strategy will document the areas selected for external inspection by independent bodies including Her Majesty's Inspector of Constabulary and Criminal Justice Inspection Northern Ireland. Strand 2 ensures that the Service is benchmarked against national best practice.

**Strand 3: Compliance Programme**

This strand within the Strategy identifies key areas from policy and oversight reports, which the Service needs to comply with. The programme is designed to inspect and report upon the level of organisational compliance with these key areas. Strand 3 ensures that the Service realises the predicted benefits accrued from improvement activities, by measuring compliance with changed Policy and Procedure.

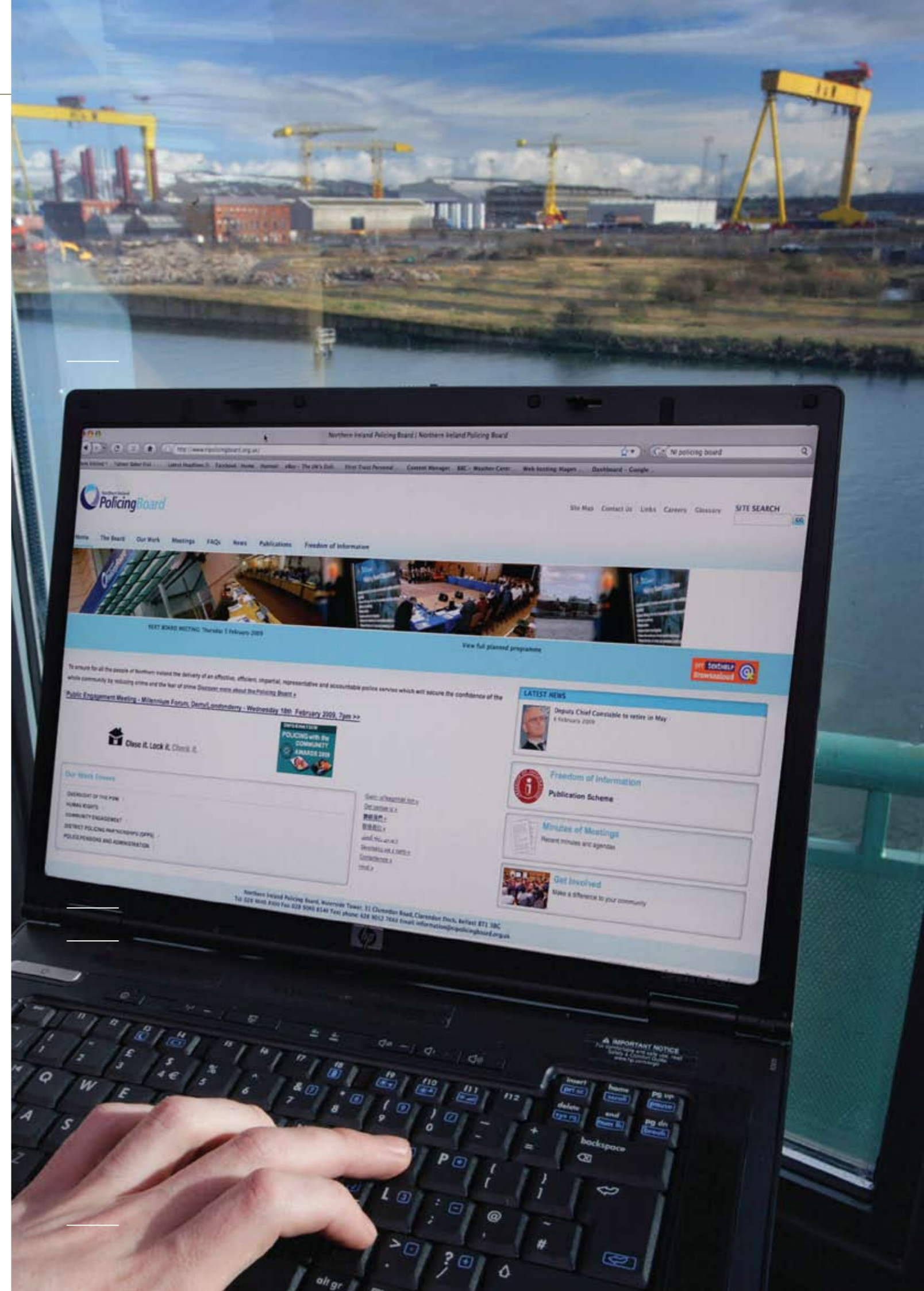
Improvement recommendations issued to or initiated by the Service, will be managed through the Service Overview Tool, which tracks recommendations from issue to ultimate discharge.

Reporting on the Continuous Improvement Strategy will be conducted through the established corporate governance frameworks of both the Board and the Service.

**The planned approach to Continuous Improvement in the Northern Ireland Policing Board (NIPB)**

Part V of the Police (Northern Ireland) Act 2000 also requires the Policing Board to make arrangements to secure continuous improvement in the way its functions are exercised. The planned approach to achieve this requirement involves the following elements:

1. The continued development and implementation of a centralised database coordinating the implementation of recommendations made in respect of NIPB.
2. The continued implementation of previous Best Value Review recommendations and a monitoring of these through Post Implementation Reviews carried out by an independent assessor.
3. Continued oversight through the NIPB Committee structure of all Part Three Policing Plan actions (in respect of PSNI) and implementation and achievement of NIPB Corporate and Business Plan objectives.





POLICE

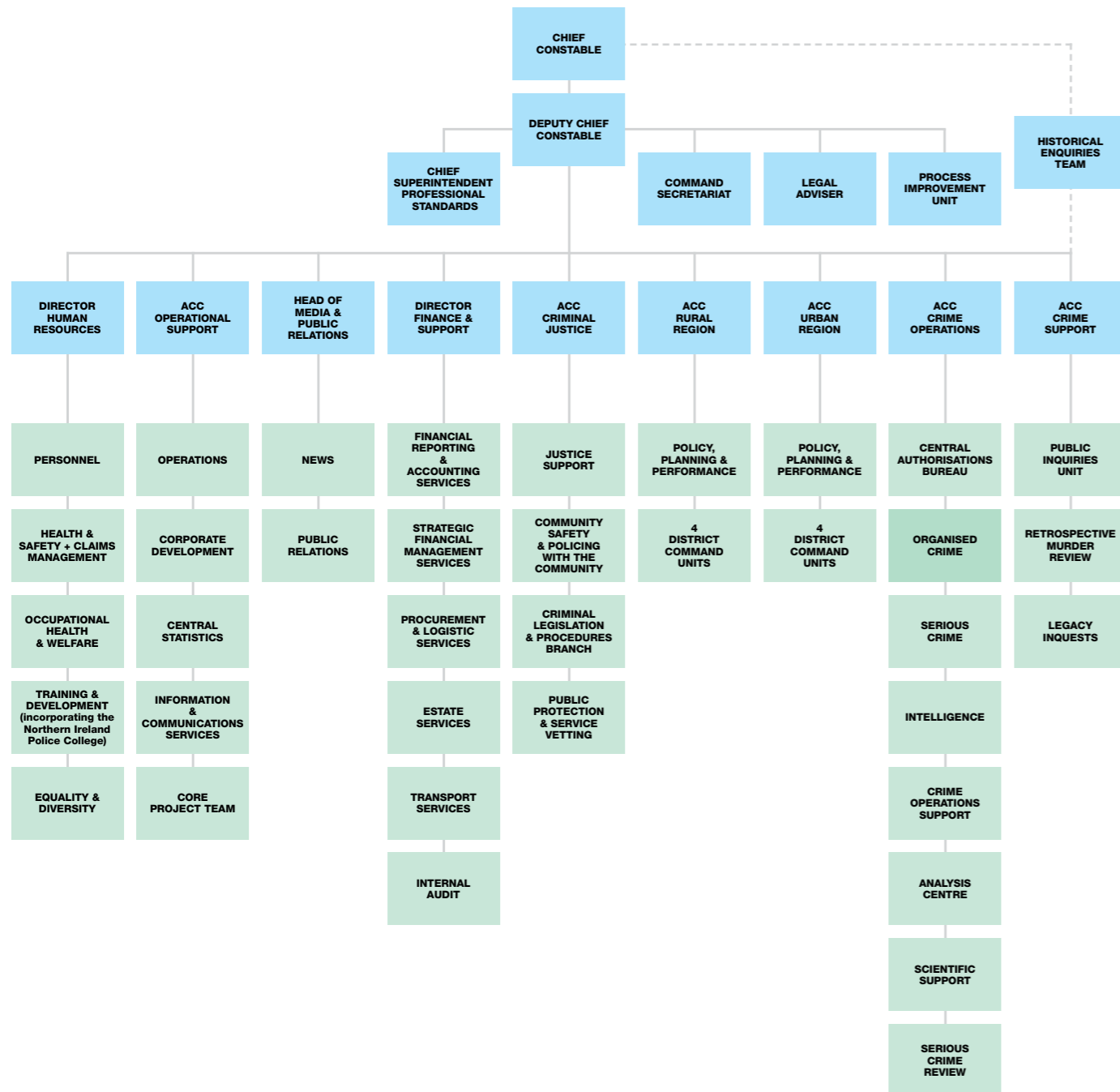
Inspector  
Sally Simpson  
Criminal Justice

POLICE

appendices

## Appendix A

### Organisational Structure for the Police Service of Northern Ireland



## Appendix B

### The Annual Policing Plan Process

#### Introduction

1. Each year the Policing Board and the PSNI publish an annual Policing Plan in accordance with the Police (Northern Ireland) Act 2000 and the Police (Northern Ireland) Act 2003. The Plan is prepared by the Chief Constable, agreed by the Board and endorsed by the Secretary of State.

#### Policing Plan Process

2. The Plan sets out specific annual performance indicators and targets for the PSNI and takes a strategic view of policing in Northern Ireland over the next three years. The following paragraphs explain how the Policing Plan process works.

3. The Secretary of State, after consulting with the Policing Board, the Chief Constable, the Ombudsman, the Northern Ireland Human Rights Commission, the Equality Commission for Northern Ireland, and such other persons as he considers appropriate, sets long-term objectives for the policing of Northern Ireland.

4. The Policing Board takes account of the Secretary of State's objectives and, after consulting with the Chief Constable and the District Policing Partnerships, sets annual objectives, indicators and targets for the policing of Northern Ireland.

5. The Chief Constable drafts the Plan, and the Policing Board after consulting with the Secretary of State, issues the Plan. In the Plan, the Chief Constable aims to use the available resources to fulfil the objectives and targets set by the Policing Board.

#### Consultation and District Policing Partnerships

6. One of the most important aspects of the Policing Plan process is the consultation work carried out by the District Policing Partnerships (DPPs) ([www.districtpolicing.com](http://www.districtpolicing.com)). The Policing Board set up DPPs in March 2003. They are independent bodies based in council areas that give voice to community views on policing. They also monitor local police performance and crime across Northern Ireland and help to develop local policing plans for their areas. They are an essential part of the policing arrangements and their contribution in helping to improve performance has been recognised by both the Chief Constable and the Board.

**7.** DPPs consult with the public in their council area to find out people's views about how their area is policed. They do this in a range of ways including public meetings, focus groups and DPP public consultation surveys. The fourth DPP survey was carried out in February 2008 and involved a postal survey of 71,500 households across Northern Ireland. The Policing Board and the PSNI in developing the objectives, indicators and targets contained in the Northern Ireland Policing Plan take the outcome of all this consultation into account.

### Setting Policing Objectives

**8.** As well as consulting with DPPs, the Policing Board takes account of a wide range of information when determining policing priorities for the Plan. Each year the Board and the PSNI hold a joint Strategy Event to agree the policing objectives and performance indicators for the coming year. At this event, Board Members and the PSNI consider inputs such as the Secretary of State's policing objectives, PSNI and Policing Board strategic issues, DPP priorities, National Policing Plan targets, National Audit Office Recommendations, PSNI performance information, and any representations made to the Policing Board. After the Strategy Event targets are determined and agreed by Board Members and the PSNI for each of the objectives and performance indicators.

**9.** The objectives in the Plan do not refer to all matters that Police are expected to deal with - it is simply not possible to include everything. The Police are dealing with many issues that are not mentioned specifically.

### Monitoring and Reporting

**10.** During the year the Policing Board monitors and reviews PSNI's progress in meeting the targets set out in the Plan. This oversight is carried out in part during the Policing Board's public meetings where the Chief Constable provides a progress report on targets and is questioned on a quarterly basis on performance against targets.

**11.** Reports are also received from the PSNI on qualitative targets and major policing strategies at agreed timescales during the year. This process of accountability allows the Chief Constable to outline remedial actions being taken to address underperformance and to outline good practice, which has resulted in improved performance.

**12.** After the end of the financial year the Chief Constable submits an Annual Report on policing to the Policing Board. This report is published by the Chief Constable and sent to the Secretary of State who lays it before Parliament.

**13.** The Policing Board also publishes an Annual Report, which includes information on the extent to which targets in the Plan have been achieved.

### Local Policing Plans

**14.** Local Policing Plans are issued by District Commanders and they are drafted to be consistent with the Northern Ireland Policing Plan. They set out the proposed arrangements for the policing of the local District Command Unit.

**15.** In drawing up the Local Policing Plans, District or Area Commanders consult with the DPPs - in this way the consultation carried out by the DPPs influences the Local Policing Plan as well as the Northern Ireland Policing Plan. DPPs also monitor the performance of their local police in delivering both the Northern Ireland Policing Plan as it relates to the DCU and the Local Policing Plan.

## Appendix C

### Civilianisation

**1.** The Patten Report indicated a desire to see police being released from posts that did not specifically require a police officer to undertake. This was to enable their return to front-line policing duties and thereby improve service delivery. In 1999, the Patten recommendation on civilianisation was initiated.

**2.** Since then progress has been made. From April 2000 to November 2007 a total of 563 police posts have been civilianised. A further 24 posts were identified for civilianisation in the role of Gaoler and were phased in operationally, commencing July 2007.

**3.** Over the past number of years substantial progress has been made with the civilianisation process resulting in police officers being returned to front-line duties. Civilianisation continues to be a focus for the Service in the continuing drive for efficiency savings, however the initial surge of funding for civilianisation has passed, and therefore further progress is dependent upon reviewing the tasks performed by police officers in support roles on an individual basis.

**4.** Realistically, any progress is likely to be restricted by the lack of further funding, increased demands upon the Service to deliver policing against a reducing budget, the effective use of resources and the reduction of 17.5% of staff posts during the Comprehensive Spending Review 2007 cycle will be the key in meeting this challenge.

**5.** Work continues on cross-organisational initiatives such as electronic case preparation and the development of protocols with the Public Prosecution Service which may provide further opportunities for the re-deployment

of both uniform and civilian staff to other duties in due course. The utilisation of the front-line policing measure and Her Majesty's Inspector of Constabulary (HMIC) classifications will continue to ensure a focused scrutiny on the balance between operational support and organisational support posts.

6. In addition to the scrutiny provided by HMIC, the Chief Constable and the Director of Human Resources on his behalf will continue to provide updates, against this backdrop, at regular intervals to the Policing Board.

## Appendix D

### Assessing the Performance of Police Officers and Staff

The introduction of the revised police Annual Performance Review (APR) process is on track to deliver the following benefits:

#### Individual Contribution to the Business Plan:

To encourage continuous improvement in performance across the organisation by aligning individual performance with the achievement of the Policing Plan and District/Department objectives.

#### Addressing Development Needs:

To ensure that each staff member has an opportunity to address their development needs in relation to the requirements of their role.

#### Monitoring and Reviewing Performance:

To provide a robust mechanism for monitoring, reviewing and evaluating progress against the achievement of jointly agreed objectives that apply SMART principles.

#### APR Electronic Self Service/Management Self Service

The Police Service now has a fully online Electronic and Management Self Service (ESS/MSS) Annual Performance Review system for all federated police officers. This fully online system is another step forward in improving the effectiveness and efficiency of the Service - a key deliverable of the Policing Plan. This system has been supported by e-learning packages and presentations to the Service.

The APR process links personal objectives to local business objectives and is a means of enabling officers to see clearly how their role integrates into the wider organisation and the Policing Plan Objectives and captures any personal development objectives which would enable them to perform in their role. Completing the APR electronically will allow greater access to performance and development information, both for the individual and the organisation.

The system is being extended to all non-industrial staff from April 2009 and work is underway to support this roll-out.

## Appendix E

### Training Assessment for the Education of Police Officers and Staff

#### 1. College consultation

Patten recommendation 129 (1999) has until now set the context for the Training and Development Strategy. Considerable work has been undertaken within the College to successfully progress this and other far-reaching recommendations. In order to further improve the training and development service, the Northern Ireland Police College will continue to undertake a comprehensive annual consultation programme with Districts and Departments to establish their training needs. By identifying these training needs the College will be better positioned to support service delivery and the achievement of both local and Policing Plan Objectives.

Working closely with the Policing Board's Human Resources Committee, the Police College will evidence achievement against targets by developing a series of Key Performance Indicators (KPIs). The College will work to develop KPIs on the effectiveness of training delivery and, where appropriate, the impact of training on operational performance.

#### 2. The key role of the Training Strategy

The Training Strategy sets out the purpose and strategic objectives for training and development within the Police Service of Northern Ireland, positioning these in support of the Policing Plan to ensure the delivery of effective and efficient operational policing.

The Training Strategy includes training for both Police Officers and Police Staff. To more effectively meet the organisation's needs, the College has developed a three-year strategy, supported by an annual costed training plan.

### 3. What will the Training Strategy help to achieve?

- Firmly embed values, attitudes and behaviours that are appropriate to meet the needs of both the Police Service and the community.
- An improvement in the quality and performance of staff through the development of core skills, generic learning and professional development activities.
- Continuous career-long learning for individuals.
- The ongoing development of publicly recognised academic partnerships, including those with the University of Ulster and Canterbury Christ Church College.
- Continuing broad and extensive public consultation including the work of the Police Learning Advisory Council members who interact regularly with the Police College.
- Best value returns on investment in training through the use of effective quality assurance tools and effective budget management.
- The development of a customer focused approach whereby the Police College actively engages with its clients to establish their training needs.

### 4. Core themes of the Strategy

- To develop and deliver quality training that contributes to an effective police service.
- To continue to build a culture which values learning.
- To continue to integrate key themes including Human Rights, Diversity and Policing with the Community.
- To efficiently use and manage resources in a flexible and adaptable manner.

### 5. Overview of the Training Strategy

The overarching aim of the Strategy is to support the delivery of operational policing through the development of officers and staff at all levels. To achieve this aim we will work to:

- Provide accredited professional programmes that meet the evolving training needs of the organisation to improve service performance and enhance confidence in policing.
- Provide a flexible and responsive training plan to meet police needs by, where possible, combining police/staff training.
- Develop the skills necessary to ensure the delivery of a high quality policing service.
- Create a sustainable learning and development culture by investing in continuous professional development opportunities.
- Continue to invest in staff, estate and equipment, primarily through the development of the new police college and its emphasis on practical based and simulated learning. We will deliver this investment applying the principles of best value.
- Provide training in support of Districts/Departments who are experiencing a skills loss due to the ongoing Patten Severance Programme.
- Continue to consult, understand and address the needs of the police service in terms of training and development.

The Police College continues to develop academic, business and community partnerships through the Police Learning Advisory Council. It has received academic accreditation for its training programmes from the University of Ulster, Canterbury Christ Church College and Queen's University Belfast. We will continue to pursue opportunities to develop skills within our officers and staff to maximise their effectiveness.

The College is currently launching CAMPUS, the innovative gateway to learning and development that hosts a new e-learning service and an enhanced College registration function. This initiative provides increased employee development opportunities, offering access to e-learning both at work and at home. The service improvement to e-learning is delivered in partnership with the National Centre for Applied Learning Technologies (NCALT) and the updated College registration system builds upon the existing Human Resources electronic system (SAP).

## 6. Key areas of development

### Blended Learning

The launch of the new e-learning service, including the NCALT portfolio of courses, provides the College with the opportunity to develop a more blended approach to the delivery of training. This new capability will provide greater flexibility for accessing training materials. The main driver for this is to allow the College to develop new methods of training, hence reducing abstractions from Districts and also avoiding the necessity to pay travel and subsistence costs, giving greater flexibility for officers to effectively train and increase their knowledge both at work and home.

### Impact of Severance

The Service will see the end of Patten Severance in March 2011. The organisation will face challenges in succession planning for a significant specialist skills loss. Working closely with Human Resources and the Districts/Departments most affected, the College will train those skills identified as having greatest risk from severance. In addition, the recruitment of new officers will reduce from 440 per year to approximately 50 after 2011. This will dramatically affect the current Student Officer Training Programme (SOTP), requiring a full review of how the programme is delivered.

### London Olympics 2012

The College is working with Operational Support Department to ensure that training requirements will be identified in time to allow the Police Service of Northern Ireland to meet its national commitment to the 2012 London Olympics.

### New Public Service Training College

Work is progressing with the new public service training college at Desertcreat, Cookstown. This facility will be a tripartite partnership between the PSNI, Northern Ireland Fire and Rescue Service and the Northern Ireland Prison Service. The planned completion date is the Autumn of 2012 and the College must now begin the process of planning the migration of training services to this new site.







**Published by**

**Northern Ireland Policing Board**

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**Document title:**

**Policing Plan 2009-2012**

Published March 2009

This document may also be made available upon request in alternative formats or languages. Requests for alternative formats should be made to the Northern Ireland Policing Board.

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