



The NORTHERN IRELAND POLICING BOARD  
and the POLICE SERVICE OF NORTHERN IRELAND

# POLICING PLAN 2008-2011



Police  
2008  
PLAN

**...delivering effective,  
efficient and impartial  
policing**

The NORTHERN IRELAND POLICING BOARD  
and the POLICE SERVICE OF NORTHERN IRELAND

# POLICING PLAN 2008-2011

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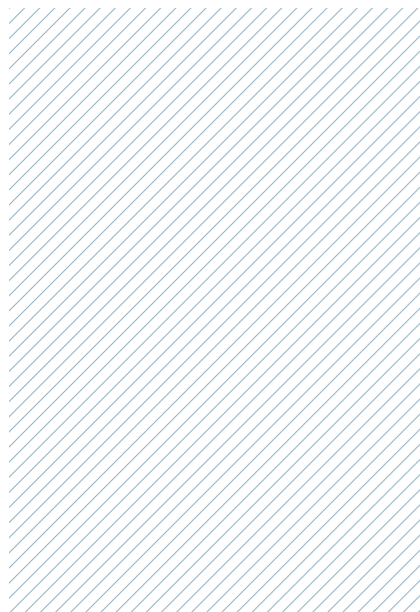
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# Foreword

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 2008-2011 Northern Ireland Policing Plan.** This Policing Plan represents another milestone in the history of policing in Northern Ireland in that it is the first Policing Plan developed and published by a fully inclusive Board.

The Board is an independent public body established under the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003. In terms of the origins of the Board, it was established on the 4 November 2001. The Board was reconstituted in April 2006 and again in May 2007 after the restoration of the Northern Ireland Assembly.

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 2007 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. A performance indicator shows how success will be measured and a target states the specific numeric level of performance to be achieved. 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 set some new objectives in this year's Plan. Within the Domain Promoting Community Safety there is an additional objective to increase the engagement of neighbourhoods in the prevention of crime. The performance indicator for this will be community engagement meetings and the Board will measure this by assessing the extent to which community engagement meetings are established in line with the Partners and Community Together model in all neighbourhoods.

The Board has also included a revised objective under the Organisational Development Domain. Continuous improvement has been added

to the Programme of Change and Modernisation objective. The Board will measure this objective assessing the extent of progress made by the PSNI towards implementation of actions as detailed in Part 3 of the Policing Plan.

There are also new targets in this Policing Plan. These include confidence targets with the PSNI, and targets about repeat victimisation of domestic abuse. There are also targets around the new performance indicator of the percentage of time spent by Police Officers on beat and patrol duties. These targets include to increase this percentage time on beat and patrol duties based on the activity analysis report between 2007/08 and 2008/09, and also to ensure that Neighbourhood Officers work at least 80% of their duty hours on neighbourhood policing activities. The Board has set these specific targets to improve effectiveness and efficiency in the 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 now 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. DPPs are a major success and 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 involvement of all political parties in DPPs following reconstitution in late 2007 will undoubtedly continue to build upon the valuable role already carried out by DPPs. The Board will continue to support DPPs to ensure that they continue to develop and play an increasing role 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.

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 civilian 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. 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 of the Police Service of Northern Ireland

This year to date, crime is down by 14% and this builds on the success of the previous 5 years. In 06/07 we recorded 10,095 crimes per month whereas to date in 07/08 we have recorded on average 9,044 crimes per month (1st April - 30th Nov 07) a reduction of just over 1,000 crimes per month.

Huge effort and resources have been dedicated in working to prevent crime and keeping members of the community safe.

I make no excuse for saying my priority is to keep people safe and prevent crimes taking place in the first place.

It is clear from surveys carried out this year that our work is making a difference and the numbers of people who feel safer in their homes is increasing and confidence in the work we are doing continues to rise.

More needs to be done to improve clearance rates and more specifically, those 'sanction' clearances that result in a charge, summons or caution against the offender. Whilst we have improved our sanction clearance rate year on year from 13.0% in 02/03 to 19.6% in 06/07, more work is required to increase this further. Challenging targets have been set in this year's

plan and with support from the community we are determined to achieve those targets.

When I talk to people whether they live in Banbridge or Belfast, Downpatrick or Dungannon they want the same thing from their police service. They want a police service that responds in a timely fashion to their calls; a police service that rings them back and keeps them updated about their case; a police service that deals effectively with anti social behaviour, car crime, burglary and hate crime. They want an effective and efficient police service that understands and responds to their needs. This Policing Plan demonstrates our commitment to providing that type of service.

Since the launch of the last policing plan there have been some significant developments in policing here.

In April the police service moved from 29 DCUs to eight. The new structure allows greater flexibility and ensures more officers are freed up to provide front line policing. It allows police to respond effectively to the needs of the community. I gave an assurance last April that policing here would continue to have the 'local touch' and that policing

with the community would continue to be the focus of our business. Policing with the Community is what we do best, and our Neighbourhood Policing Programme shows our ongoing commitment to that style of policing.

Within this year's plan you will see that we are more determined than ever to ensure that local people get local policing. Our promise is to give every neighbourhood across Northern Ireland access to local policing, offer opportunities to influence local priorities, deliver positive interventions with partners to tackle identified priorities and provide answers on what has been done. The focus for this will be our Neighbourhood Policing Teams, teams of officers dedicated to specific geographic neighbourhoods, with the brief of listening to the things that really matter to communities and to take responsibility for working with them to find answers. Dealing with Neighbourhood concerns should not just be the job of Neighbourhood Policing Teams alone, it is the responsibility of everyone within the Service and we are putting in place the systems and structures to make sure that is the case. Our Neighbourhood Policing Programme is

intended to give those who live and work within each of our neighbourhoods the confidence that their Police Service not only actively listens to the problems on their doorstep but also dedicates people to do something about them.

Contained within this Policing Plan is a new target of implementing Public Protection Units (PPUs) in every District Command Unit. For the first time there will be a dedicated team of specially trained officers that will deal with child protection issues, domestic violence, sex offender management and missing and vulnerable people.

The purpose of PPU's is to draw together the many strands, which make up the core of public protection. They will be under the control of the District Commander and will be responsible to the District Crime Manager on a day-to-day basis. They have an important part to play in achieving our objective of making Northern Ireland safer.

Finally, this year all parties took their seats at the Policing Board and on the District Policing Partnerships (DPPs) for the first time. My District and Area Commanders will continue to give 100% commitment to working with

DPPs to solve local policing problems.

All we ask in return is that members of the community, and those who sit on DPPs and the Policing Board play their part in moving policing forward. That means giving statements and evidence to police when a crime is committed; it means bringing forward practical solutions to local problems; and it means working with police officers in a meaningful way to make all communities here safer. Huge strides have been made this year but we can all do much more to make all our communities safer.

**Sir Hugh Orde OBE**

Chief Constable



**Our aim as a professional policing service is to make Northern Ireland safer, by reducing the number of people who are victims of crime and bringing those responsible for committing crime to justice, by making neighbourhoods safe and feel safe and by reducing the number of people killed or seriously injured on our roads.**



# VISIBLE PRESENCE IN THE COMMUNITY

**...policing which reflects  
the community  
it serves**



# Part One: Introduction to the Policing Plan

## Introduction to the Policing Plan

**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 compliment 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. The objectives, performance indicators and targets are set out under five policing domains. This domain structure of overarching themes provides focus across the range of activities undertaken by police and provides a balanced overview of policing.

**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 plan for delivering and improving policing services, this will include the steps to be taken to deliver continuous improvement. It highlights the key programmes and actions extending over the period of 2008-2011 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, while Appendix E presents the financial summary. Appendix F illustrates how the police budget has been allocated to assist the delivery of the objectives under the domains.

**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:

- The Neighbourhood Policing Framework (*Appendix C*)
- Civilianisation in the Police Service of Northern Ireland (*Appendix D*)
- Assessing the performance of police officers and staff (*Appendix G*)
- Training assessment for the education of police officers and staff (*Appendix H*)

**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 Northern Ireland 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 delivers 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 nineteen 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 in 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** Our chosen policing style is Policing with the Community. Neighbourhood Policing is a highly visible way of taking that style and making it work to make our cities, towns and villages even safer. Our vision for policing places neighbourhoods and the people who live there as the starting point for the delivery of policing services. We will reflect the needs and expectations of local communities in our decision-making, service delivery and practice. Neighbourhood Policing will involve the whole Service in seeking to make neighbourhoods that are safe. The

focal point for this will be the presence of a Neighbourhood Policing Team dedicated to a specific geographic neighbourhood who are well known, locally accountable and able to exercise visible control in their neighbourhood. Through Neighbourhood Policing we are committed to providing the public in every neighbourhood across Northern Ireland with:

**Access** - to local policing services

**Influence** - over policing priorities in their neighbourhood

**Interventions** - joint action with partners & the public to tackle identified priorities

**Answers** - sustainable solutions & feedback on what has been done

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

- **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 careless driving, excess or inappropriate speed, drink/drugs-driving and pedestrian at fault. Also, 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 2007. 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 remain committed to a range of strategies designed to deal with different aspects of this problem. The most harmful crimes are undeniably those in which people are seriously injured and/or psychologically harmed. Whilst the number of serious violent crimes may be small, they have the tendency to have the most impact on people's perceptions about crime. Protecting the public begins with tackling these most serious of offences. 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. Supporting a drive to reduce the prevalence of these crimes nationally, the PSNI will focus on the number of homicides, incidents of grievous bodily harm and deaths through dangerous driving, including some of the most serious offences resulting from domestic abuse.

- **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 can include racial, homophobic, transphobic, sectarian, religion or disability motivated incidents or offences. 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 drugs, smuggling of fuel, tobacco and other commodities, counterfeiting, extortion, armed robbery and money laundering. 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 U.K. mainland or Republic of Ireland. Organised Crime Branch are carrying out various investigations to grasp the 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. The police child protection policy outlines requirements for information sharing and procedures for dealing with children as victims of, or witnesses to, crime.

- **Domestic burglary** Although domestic burglary rates are decreasing 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 gathering on the streets, speeding traffic, drug use, vandalism and people being drunk or rowdy in a public place. Many of these issues show seasonal trends, often with an increase in the summer months when the school holidays occur, around Halloween 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.

- **Multi-Agency Sex Offender Risk Assessment and Management (MASRAM)** 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. We have agreed that Public Protection Units should be formed in each District Command Unit. These will deal with the management of sex offenders, violent offenders, child abuse, domestic abuse and vulnerable and missing persons. As these issues are often linked, the formation of Public Protection Units will lead to enhanced investigations and better protection for the public in these areas.

- **Domestic Abuse** The Police Service continues its commitment to tackling domestic abuse. The introduction of Public Protection Units in each DCU will lead to more robust investigation of incidents and improved communication regarding linked crimes such

as sexual and child abuse. PSNI has led the pilot of the Multi Agency Risk Assessment Conference that involves agencies in partnership making interventions to reduce the risk to victims and children. Recent approval has been given to extending this process to all police Districts with assistance from partner agencies.

- **Dealing with the past** The past is an ever-present 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 territory. In order to meet our commitment to the public inquiries established by Government, we set up Crime Support Department headed by Assistant Chief Constable Alistair Finlay. This is the interface between the Service and the Rosemary Nelson, Billy Wright and Robert Hamill inquiries together with associated inquiries in the Republic of Ireland. In addition and in recent months, the Coroner has announced the resumption of inquests into deaths that occurred in controversial circumstances in the past. Crime Support leads on the PSNI's response to these high profile cases.



**...establishing  
our long-term  
policing objectives**



## Part Two: Policing Objectives, Performance Indicators and Targets 2008 - 2009

### Introduction

**2.1** This section contains the long term policing 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 Long Term Policing Objectives

**2.2** The following long term 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 2008-2009. The setting of targets and monitoring of performance against Policing Plan targets is used by the Policing 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."*

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

- Anti-Social Behaviour
- Road Traffic Offences
- Drugs
- Domestic Burglary and Theft
- Violent Crime
- Domestic Violence
- Hate Crime
- Community Policing
- Increased public confidence in 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 2009 unless otherwise stated.

**DOMAIN: SATISFACTION AND CONFIDENCE**

Objective	Performance Indicator	Target
1. To ensure that Policing with the Community is at the core of the delivery of the policing service.	1.1 Implementation of the Neighbourhood Policing framework.	1.1.1 To demonstrate progress in the implementation of the Neighbourhood Policing framework in line with project milestones reporting twice yearly to the Board. (1)
2. To continue to build, broaden and sustain confidence in the police.	2.1 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. (2) 2.1.2 To increase the percentage of crime victims satisfied that they have been kept informed regarding their case by 5% points. (3,4) 2.1.3 To increase the percentage of people who think that the police are doing a good job in their area. (5)

**DOMAIN: TACKLING CRIME**

Objective	Performance Indicator	Target
3. To prevent and reduce crime.	3.1 Number of recorded crimes.	3.1.1 To ensure that by 2010/2011 there are fewer than 100,000 crimes recorded. (6,7).
	3.2 The level of more serious violent crimes.	3.2.1 To reduce the level of violent crime. (7,11) 3.2.2 To reduce the level of more serious violent crime. (7,8,11) 3.2.3 To reduce the level of violent crime against persons under the age of 18. (7,11)
	3.3 Number of domestic burglaries.	3.3.1 To ensure by 2010/2011 there are fewer than 6,000 domestic burglaries recorded (6,7)
	3.4 Reporting of domestic abuse.	3.4.1 To reduce the incidence of repeat victimisation of domestic abuse. (9)
4. To improve crime investigation.	4.1 Percentage of recorded crimes cleared.	4.1.1 To increase the clearance rate by 5% points. (11) 4.1.2 To increase the clearance rate for sectarian crimes. (11) 4.1.3 To increase the clearance rate for racist crimes. (11) 4.1.4 To increase the clearance rate for homophobic crimes. (11)
	4.2 To reduce the availability of drugs and raise awareness of harm.	4.2.1 To increase the number of drug supply crime gangs frustrated, disrupted or dismantled. (10,11)
	4.3 The value of assets seized and recovered in accordance with the Proceeds of Crime Act.	4.3.1 To increase the number of assets seized and recovered, and report on their value, in accordance with the Proceeds of Crime Act. (10)

**DOMAIN: PROMOTING COMMUNITY SAFETY**

Objective	Performance Indicator	Target
5. To reduce the incidence of anti-social behaviour.	5.1 Number of incidents of anti-social behaviour.	5.1.1 To reduce the number of incidents of anti-social behaviour to ensure a 15% reduction by 31/03/11. (6)
	5.2 Number of recorded crimes of criminal damage.	5.2.1 To ensure that by 2010/2011 there are fewer than 27,000 crimes of criminal damage recorded. (6)
6. To increase the engagement of neighbourhoods in the prevention of crime.	6.1 Community engagement meetings.	6.1.1 To demonstrate our contribution to the establishment of community engagement meetings in line with Partners and Community Together (PACT) model in all neighbourhoods reporting twice yearly to the Board.
7. To promote a safer community.	7.1 Percentage of people saying they feel safe in their local community.	7.1.1 To increase the percentage of people who say they feel safe in their community. (12)
8. To reduce casualties on the road.	8.1 Number of people killed or seriously injured on the road.	8.1.1 To reduce the number of people killed or seriously injured on the road. (11) 8.1.2 To reduce the number of children killed or seriously injured on the road. (11,13)

**DOMAIN: MANAGING CAPABILITY**

Objective	Performance Indicator	Target
9. To improve effectiveness and efficiency.	9.1 The percentage of time spent by Police Officers on beat and patrol duties.	9.1.1 To increase this time based on the activity analysis report between 2007/08 and 2008/09. 9.1.2 To ensure that Neighbourhood Officers work at least 80% of their duty hours on neighbourhood policing duties.
		9.2 Average working days lost through sickness for police officers and staff. 9.2.1 To reduce average sickness levels to 5 days for police officers and civilian staff by 31 March 2010. (14)
	9.3 Percentage of prosecution cases processed to the required standard within administrative time limits. 9.3.1 To increase the percentage of custody cases processed within administrative time limits. (11,15) 9.3.2 To increase the percentage of bail cases processed within administrative time limits. (11,15) 9.3.3 To process 80% of indictable reported cases within administrative time limits. (15) 9.3.4 To process 70% of summary reported cases within administrative time limits. (15)	

**DOMAIN: ORGANISATIONAL DEVELOPMENT**

Objective	Performance Indicator	Target
10. To implement the programme of change, modernisation and continuous improvement.	10.1 The implementation of actions as detailed in Part 3 of the Plan.	10.1.1 To demonstrate progress towards the implementation of actions as detailed in Part 3.

**NOTES**

(1) The Neighbourhood Policing framework is based upon twenty-five key recommendations. Progress in the implementation of the framework will be reported to the Policing Board in the following areas. Those recommendations not included within the below monitoring framework have either been completed prior to April 2008 or cannot be measured in a manner suitable for inclusion within Part 2 of the Policing Plan.

### Neighbourhood Policing Progress Monitoring Framework

Recommendation	Target
Recommendation 3 - Each District shall identify geographic neighbourhoods within its area along locally defined and recognised boundaries.	Neighbourhoods Identification completed by September 2008.
Recommendation 4 – A Neighbourhood Profile should be developed for each defined geographic neighbourhood. This should make use of police and partner data and demonstrate public consultation.	Completion of all Neighbourhood Profiles by December 2008.
Recommendation 7 - Each Neighbourhood to have a dedicated and identifiable officer or team of officers.	Complete coverage by April 2009.
Recommendation 17 – Each District should develop a Community Engagement Strategy. Any strategy should ensure that targeted engagement activity is directed to meet the concerns of vulnerable and minority ethnic communities.	NIPB to carry out two 'seeing is believing visits'.
Recommendation 18 – A neighbourhood consultative forum, in keeping with the Partners and Community Together (PACT) model, should be established within each neighbourhood. Existing community engagement structures should be reviewed to establish if they meet the needs of each defined geographic area.	Measured at Part 6.1.1 of Policing Plan.
Recommendation 22 – Neighbourhood Officers will normally work at least 80% of their duty hours on Neighbourhood Policing Duties.	Measured at 9.1.2 of Policing Plan.
Recommendation 23 – Policing with the Community Branch, in consultation with stakeholders, will develop performance measures for Neighbourhood Policing.	*

#### NOTES CONTINUED

\*In line with Recommendation 23 The Police Service will work in collaboration with the Northern Ireland Policing Board during the coming year to develop a framework for measuring the impact and outcomes of Neighbourhood Policing and to develop the capacity to carry out the necessary measurement activity.

(2) The baseline is 84% as identified in the October 2007 Northern Ireland Omnibus Survey.

(3) Victims' group includes violent crime, domestic burglary, vehicle crime, racial incidents and those involved in injury road traffic collisions.

(4) The baseline is 70% as identified in the PSNI/NIPB Quality of Service Survey of Victims 2006/07.

(5) The baseline is 62% as identified in the October 2007 Northern Ireland Omnibus Survey.

(6) The annual milestone for this indicator will not be confirmed until the 2007/08 crime statistics are released in June 2008.

(7) Targets based on current Home Office counting rules.

(8) 'More serious crime' includes the number of homicides (murder, manslaughter and infanticide), attempted murders, incidents of wounding and grievous bodily harm with and without intent, and deaths / grievous bodily injuries caused by aggravated vehicle taking or dangerous driving, including under the influence of drink or drugs.

(9) For the purposes of this target an incidence of repeat victimisation will be taken as a count of the number of individuals who have been the victim of a crime with a domestic abuse motivation on more than one occasion within the last 12 months.

(9)

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

#### NOTES CONTINUED

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

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

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

(10) "significant" seizure is defined as the following:

Cocaine Level One in Excess of 100g Level Two in Excess of 500g Level Three in Excess of 1 kilo	Cannabis Level One in Excess of 100g Level Two in Excess of 1 kilo Level Three in Excess of 5 kilos	Heroin Level One in Excess of 5g Level Two in Excess of 50g Level Three in Excess of 500g
Ecstasy Level One in Excess of 100 tablets Level Two in Excess of 1000 tablets Level Three in Excess of 10,000 tablets	Amphetamine Level One in Excess of 100g Level Two in Excess of 500g Level Three in Excess of 1 kilo	Cash Level One in Excess of £1,000 Level Two in Excess of £10,000 Level Three in Excess of £20,000

#### NOTES CONTINUED

(11) Targets will be measured against performance achieved in 2007/2008.

(12) The baseline is 92% as identified in the October 2007 Northern Ireland Omnibus Survey.

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

(14) The aim is to reduce average sickness levels to proposed ACPO standard (7 days) by 31 March 2009.

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

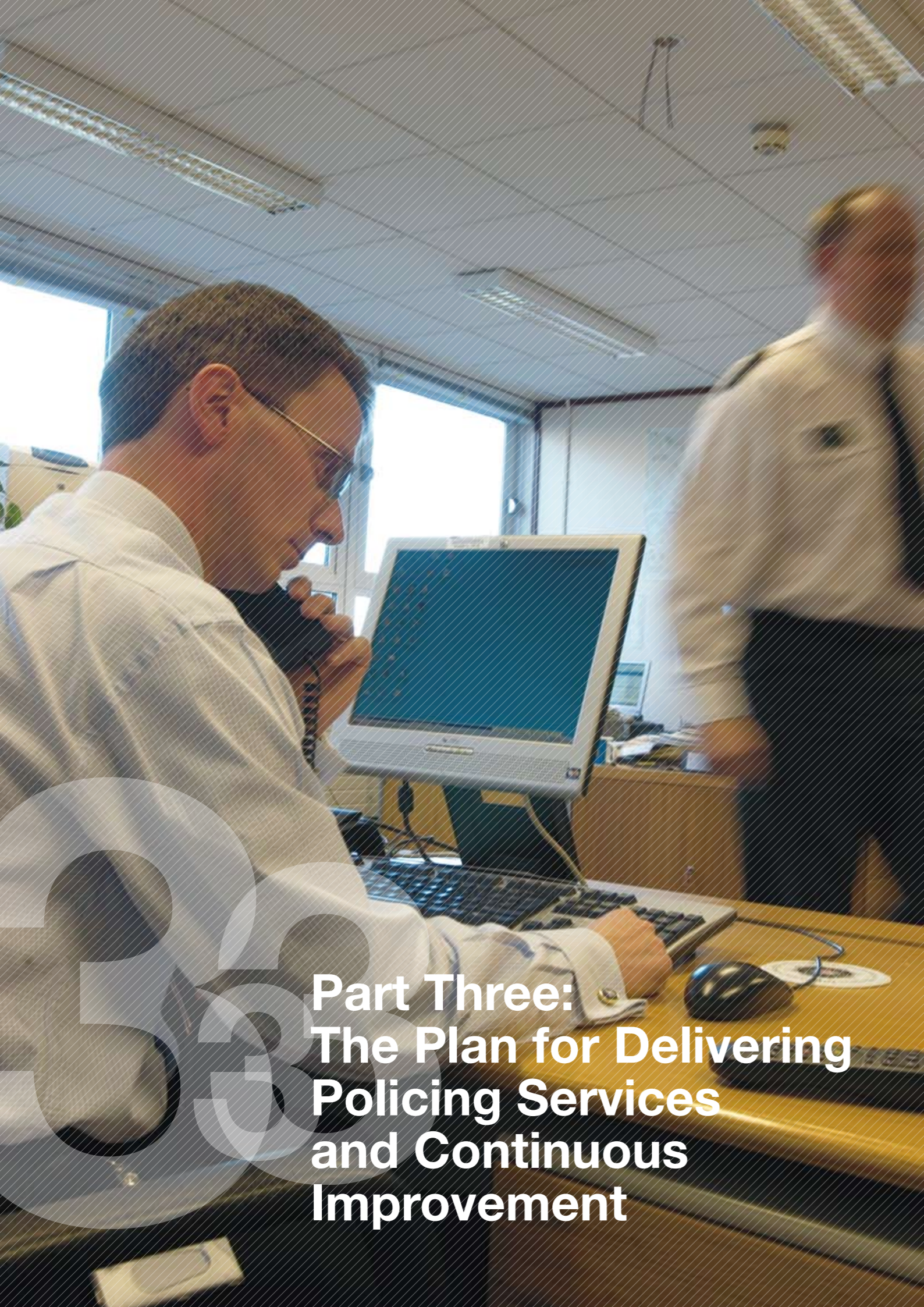
Custody cases		90 days
Bail cases		110 days
Indictable reported cases	Adult	91 days
	Youth	75 days
Summary reported cases	Adult	49 days
	Youth	35 days

# MEETING ACTION AND TARGETS THE STRATEGIC PLAN

26 May 2016  
Policing Board



...delivering  
performance levels  
set by the Board



## Part Three: The Plan for Delivering Policing Services and Continuous Improvement

### Introduction

**3.1** This section sets out how the Chief Officers in charge of Headquarter Departments and the two Regional Assistant Chief Constables intend to improve the ability of police to deliver the level of performance required by the Policing Board. The actions and targets have been set out under each of the domains and policing objectives shown in Part Two of this Plan.

*Appendix A* sets out the police organisational chart illustrating the Chief Officers' areas of responsibility. (Please note that this section does not contain all matters that are dealt with at Headquarters or Regional level.)

**3.2** Reports will be provided to the Board earlier than indicated if necessary. Normally reports to the Board shall be in writing.

### Continuous Improvement Targets

**1.0. To ensure that Policing with the Community is at the core of the delivery of the policing service.**

**2.0. To continue to build, broaden and sustain public confidence in the Police.**

Responsible officer	Action	Target
Deputy Chief Constable	To progress the implementation of recommendations issued to the service by oversight and inspection bodies.	To demonstrate progress on implementation by reporting to Policing Board every six months.
Deputy Chief Constable ACC Criminal Justice Director of Human Resources	To ensure the Police Service of Northern Ireland is delivering a policing service, which takes account of the needs of all communities in Northern Ireland, irrespective of difference.	To continue to promote and implement the Police Service's Diversity Strategy.
		To continue Section 75 Equality Monitoring at point of contact during 2008-2009.
		To continue to deliver an Equality/Diversity training strategy for all officers and staff.
		To continue to promote Human Rights awareness within the Police Service.
		To provide support to minority and vulnerable groups.
		To report to the Policing Board every six months.
ACC Criminal Justice	To promote and establish the ethos of Policing with the Community strategy and ensure the full implementation of Patten recommendations 44-51.	To publish an update of activity in the Chief Constable's Annual Report, reporting to the Policing Board six monthly.

**1.0. and 2.0. continued**

Responsible officer	Action	Target
Head of Media and Public Relations	Develop and co-ordinate communication strategies across a range of police activity in line with the service Communication Strategy.	To report to the Policing Board every six months.
Deputy Chief Constable	To promote the integrity of the Police Service through the prevention and detection of corrupt, dishonest or unethical behaviour.	To demonstrate commitment to professional standards through education, prevention and enforcement, reporting to the Policing Board every six months.
ACC Crime Support	To ensure the police as far as possible meet the demands of and facilitate Public Inquiries and legacy inquests.	To report to the Policing Board two times per year.
ACC Crime Support ACC Crime Operations ACC Criminal Justice ACC Operational Support ACC Urban ACC Rural	To further develop police plans for responding to the threat from international terrorism.	To implement and update the strategy to respond to the threat from International terrorism by March 2009.

**3.0 To reduce crime.**

Responsible officer	Action	Target
ACC Criminal Justice	Further develop an effective and consistent police response to domestic incidents.	To review the effectiveness of Public Protection Units 6 months after implementation.
ACC Crime Operations	To work in partnership with other agencies to tackle crime, in particular; drugs crime, business crime and organised crime.	To continue to interface on a regular basis with the various agencies involved with a view to problem solving, information sharing and making the community safer. Maintain the register of partner agencies, and conduct regular meetings of stakeholders, retaining all minutes.
Deputy Chief Constable	To work in partnership with the business community to develop a Business Crime Strategy.	To deliver against the strategy to respond to crimes against businesses by March 2009, reporting to the Policing Board every six months.

**4.0 To improve crime investigation.**

Responsible officer	Action	Target
ACC Crime Operations ACC Criminal Justice ACC Urban ACC Rural	To review the investigative structure with regard to sexual offences in conjunction with the CORE project review to DCU services (see Appendix J).	To implement Public Protection Units in every District Command Unit that will deal with child protection issues, domestic violence, sex offender management and missing and vulnerable people. Review effectiveness of units 6 months after implementation.
ACC Criminal Justice ACC Urban ACC Rural	To continue with the implementation of the Volume Crime Strategy.	To evaluate the effectiveness of the implementation of the Volume Crime Management Model in all Districts to identify and embed best practice throughout the Service.

**5.0 To reduce the incidence of anti-social behaviour.**

**6.0 To increase the engagement of neighbourhoods in the prevention of crime.**

**7.0 To promote a safer community.**

**8.0 To reduce casualties on the road.**

Responsible officer	Action	Target
ACC Criminal Justice ACC Urban ACC Rural	Contribution towards delivery of the Northern Ireland Community Safety Strategy.	To demonstrate the police contribution towards the delivery of the Northern Ireland Community Safety Strategy, reporting to the Policing Board every six months.
ACC Operational Support ACC Urban ACC Rural	Contribution towards delivery of the Northern Ireland Road Safety Strategy.	To demonstrate the police contribution, through increased education and targeted enforcement, towards the delivery of the Northern Ireland Road Safety Strategy, reporting to the Policing Board every six months.  To implement the enforcement strategy in a way that fully utilises all available resources in line with tasking and coordinating through the National Intelligence Model, reporting to the Policing Board every six months.
ACC Criminal Justice	To contribute to the delivery of the work of Multi-Agency Sex Offender Risk Assessment and Management Committee (MASRAM) ensuring the effectiveness of the inter-agency review of cases that present the highest risk to the public.	To review, on an ongoing basis, 100% of high-risk cases. Demonstrate progress in reports to the Deputy Chief Constable and written reports to the Policing Board every six months.

**9.0 To improve effectiveness and efficiency.**

Responsible officer	Action	Target
Director of Human Resources	To support the implementation of the Human Resources Planning Strategy.	To achieve the targets and/or actions within the timescales of the Human Resources Planning Strategy reporting to the Policing Board every four months.
Director of Human Resources	Implementation of the LINKS project. (See Appendix I)	To demonstrate progress towards implementing the LINKS project, in line with project milestones, reporting to the Policing Board every four months.
Director of Human Resources ACC Crime Operations	To develop an effective human resources strategy to ensure skill levels are not depleted and operational capability is not affected.	To ensure that sufficient suitable officers are regularly recruited into CID and are subsequently provided with training to a National Standard, to fill vacancies within both Crime Operations Department and District CID and to implement a succession planning process for the next 3 years.
Director of Finance and Support Services	Deliver a medium term Resource Plan within available funding.	Issue Resource Plan within available funding for the 2009/10, 2010/11 and 2011/2012 by 31 March 2009.
Director of Finance and Support Services	Ensure target efficiency savings are achieved and resource expenditure is managed within available funding for the year to 31 March 2009.	Issue monthly expenditure against budget reports to the Chief Constable's Forum and the Policing Board.
Director of Finance and Support Services	Improve the utilisation of the police estate as reflected within the updated Estate Strategy, including implementing the upgrade work on the appearance of police stations.	Reporting to the Policing Board every six months on progress against targets included in the Annual Business Plan for 2008/09 arising from the updated Estates Strategy.
Deputy Chief Constable Director of Human Resources Director of Legal Services	To strategically assess Health & Safety claims made against the organisation to identify preventative and protective measures that will improve police and staff safety in order to increase the availability of resources to fulfil policing functions.	Progress to be demonstrated in monthly reports to the Chief Constable's Forum and the Policing Board.
ACC Operational Support	To develop a Continuous Improvement Strategy.	To research and deliver a comprehensive Continuous Improvement Strategy by October 2008.
Director of Human Resources	To implement the Training and Development Strategy.	Reporting to the Policing Board every four months.

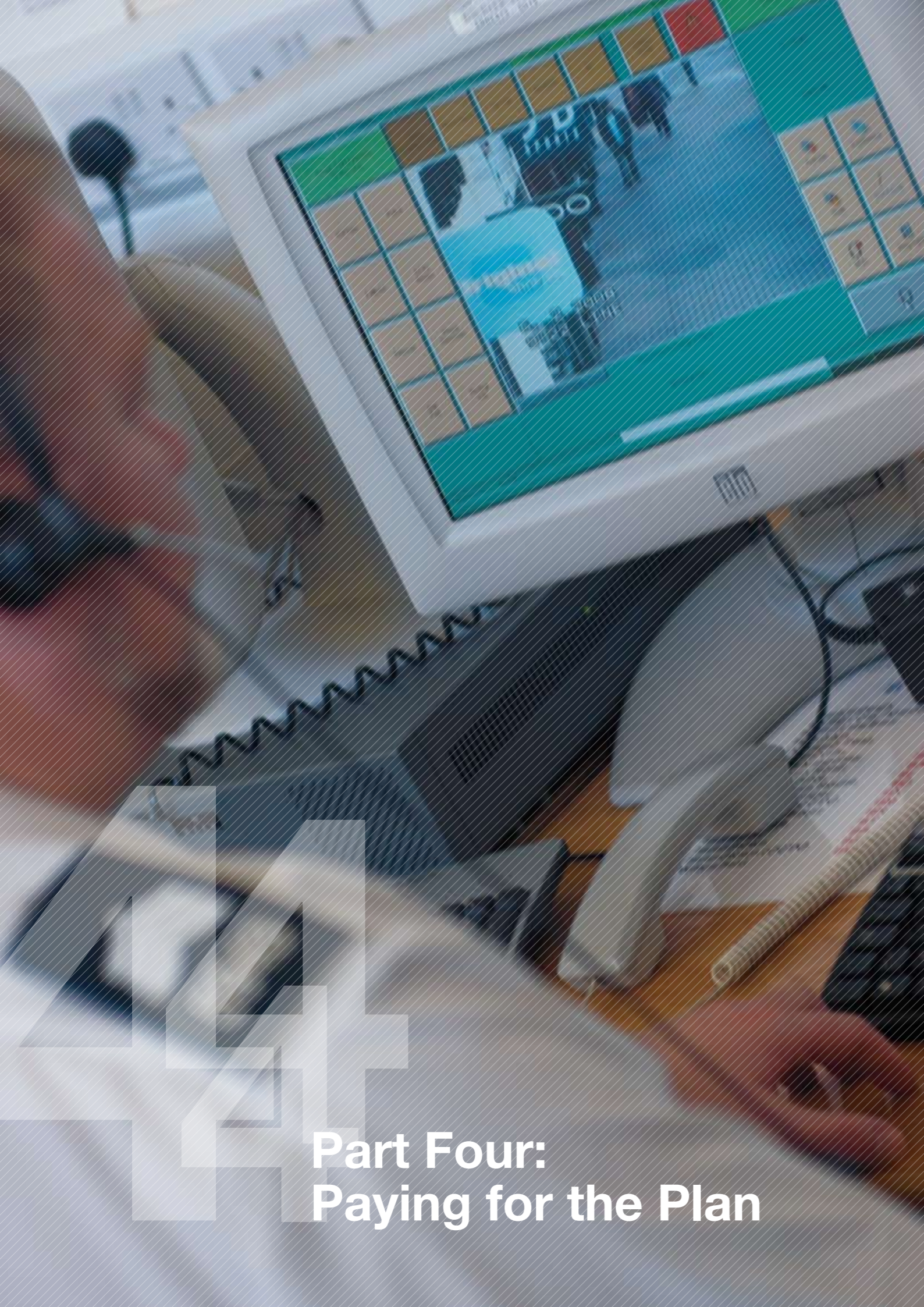
**10.0 To implement the Programme of Change, Modernisation and Continuous Improvement.**

Responsible officer	Action	Target
ACC Operational Support	To deliver a programme of change management to implement a new Headquarters and Regional structure.	To implement a new Headquarters and Regional Structure, in line with project milestones. Reports to be made quarterly to the Policing Board.
ACC Operational Support	To conduct a post implementation review (PIR) of the DCU work stream of the CORE project.	By October 2008 to report on the PIR identifying the best practice in any additional areas for improvement or development.
ACC Operational Support	As part of the Information Systems (IS) Strategy, deliver the 08/09 elements of Project Unity and Project Horizon.	Throughout 2008 – 2009 implement the delivery of these Projects within timescales and budget. Reporting six monthly to the Policing Board on the overall progress of the IS Strategy.
ACC Operational Support	Implement PSNI firearms policy in light of HMIC recommendations and the ACPO Firearms Manual.	PSNI firearms policy to be implemented throughout 2008/2009 in line with project milestones. Reports to be made quarterly to the Policing Board.
Deputy Chief Constable	Progress the provision of a new Police College.	Obtain approval from NIO of joined up Business Case and appoint Design Team and Financial Advisors by December 2008. Commence procurement construction competition in the first quarter of 2009.
ACC Criminal Justice Director of Human Resources	The introduction of Police Community Support Officers (PCSOs).	Funding to be confirmed and an initial recruitment campaign to commence summer 2008.  Effect deployment and integration of PCSOs within the Service to be under way by March 2009.

PLAN  
PAYING  
RESOURCES  
FOR THE PLAN  
PLAN  
PAYING  
FOR THE PLAN



**...financially  
resourcing the  
service**



## Part Four: Paying for the Plan

### **Paying for the Plan**

Appendix E provides an analysis of the financial estimates for 2008/09 covering the various areas of expenditure that are detailed below. The analysis has been amended to reflect the move to full Resource Accounting with effect from 1st April 2007.

### **Resource Requirement 2008-2009**

The total CSR 07 Resource allocation for the 2008/09 year is £1,167.6m, being £919.4m Resource DEL (Departmental Expenditure Limit) and £248.2m Resource AME (Annually Managed Expenditure).

### **Payroll Costs**

The payroll allocation for 2008/09 is £524.0m, of which £13.5m is Patten funded. This reflects average police strengths of 7,500 Regular Officers, 543 Full-Time Reservists and 843 Part-Time Reserves, of which 111 are Patten funded. The average civilian complement is set as 2,640. In addition, 240 civilian posts will be funded through the Patten Non Severance grant and 177 civilian posts relating to Civilian Security Guards and CCTV Operators have been separately identified and will be funded through the Main Police Grant.

It is projected that 350 Regular Officers will leave the Service under the Voluntary Severance Scheme and that 299 Full-Time Reserve Officers will leave the Service under the Compulsory Severance Scheme during 2008/09.

### **Other Programme Costs**

The allocation for Other Programme Costs for 2008/09 is £171.9m, of which £17.4m relates to Patten Non Severance. Other Programme Costs include Incidental Expenses, Transport, Telecommunications & Technology, Accommodation Services and Procurement & Logistics.

### **Other Resource Costs**

The allocation for Other Resource Costs for 2008/09 is £305.2m. Other Resource Costs include Depreciation, Cost of Capital, Movements in Provisions, Injury Awards, Gross Pensions Cost and Pension Curtailments & Settlements.

### **Receipts**

The receipts allocation for 2008/09 is £89.1m, comprising £2.9m resource receipts and £86.2m Pension contributions received.

### **Pensions**

The interest on the Pension liability is estimated to be £248.2m in 2008/09.

### Capital Requirement 2008-2009

The total CSR 07 capital allocation for 2008/09 is £38.6m. This comprises net Main Grant capital expenditure of £28.0m, being gross capital expenditure of £32.0m and capital receipts of £4.0m, and Patten funded capital totalling £10.6m.

### Costing the Policing Plan

This year police have again costed the Policing Plan using the domains as set out in Part Two. These costs are based on measured activity data supplied by the 8 Districts. As this represents the historical use of police time, current use of police time may differ. The costs shown are allocated against the domains but in reality police activity may achieve more than one domain at a time. The PSNI is utilising the system of Activity Based Costing (ABC) to support the allocation of more representative figures.

Appendix F (Costed Policing Plan) shows how the organisation's financial resources have been allocated to the domains. Overhead costs have been allocated between the domains using appropriate apportionment methods.

These figures relate to the CSR 07 funding allocation for 2008/09, and are produced on a full Resource Accounting basis.

### Annual Report and Accounts

The aim is to have the audited Annual Report & Accounts of the Police Service for 2008/09 published by 30 June 2008.





## 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 Performance Plan covering a number of key points:

- How arrangements for continuous improvement are being implemented
- The programme of reviews
- Results of previous reviews
- Performance indicators and standards against which functions will 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 program of reviews ensures that this responsibility is achieved.

### The planned approach to Continuous Improvement in the PSNI

The approach used by both the Police and the Policing Board to date has been the Home Office Best Practice methodology called “Best Value”. It has however been increasingly acknowledged by the Board and the Police Service that whilst this approach is effective, there are several other tools which may offer even greater benefits to the continuous improvement process.

This is supported by the recent trend amongst Home Office Forces away from an exclusive “Best Value” approach.

It has therefore been agreed by the Board and the Chief Constable, that the PSNI will use 2009 as an opportunity to drive through the recommendations made from previous Best Value reviews, as well as to explore the multitude of potential tools and approaches which could deliver still greater benefits for the continuous improvement process in the future.

The new approach will involve:

- The development and implementation of a new approach to continuous improvement;
- Co-ordination and monitoring of all strategic Continuous Improvement Activities for 2008/09 within Part 3 of the 2008-2011 Policing Plan;
- The independent monitoring, review and assessment of these activities by the Board via the Resources and Improvement Committee and by the Police Service via the Organisational Development Committee, utilising the centralised overview database tool; and
- Continued implementation of outstanding Best Value Review recommendations, and the assessment of these through the agreed Post Implementation Review Process.

### **The planned approach to Continuous Improvement in the Policing Board**

The Board has also decided to try a new approach to demonstrating and delivering Continuous Improvement in 2008/09. This new approach also replaces the Best Value methodology, which had been used to date.

This new approach involves the following elements:

- The development of a co-ordinated database of all recommendations made in respect of the Board;
- The implementation of all outstanding recommendations in respect of the Board, independent assessment of the progress towards implementation reporting through the Resources and Improvement Committee; and
- Continued implementation of all outstanding Best Value Review recommendations and the assessment of these through the agreed Post Implementation Review process.

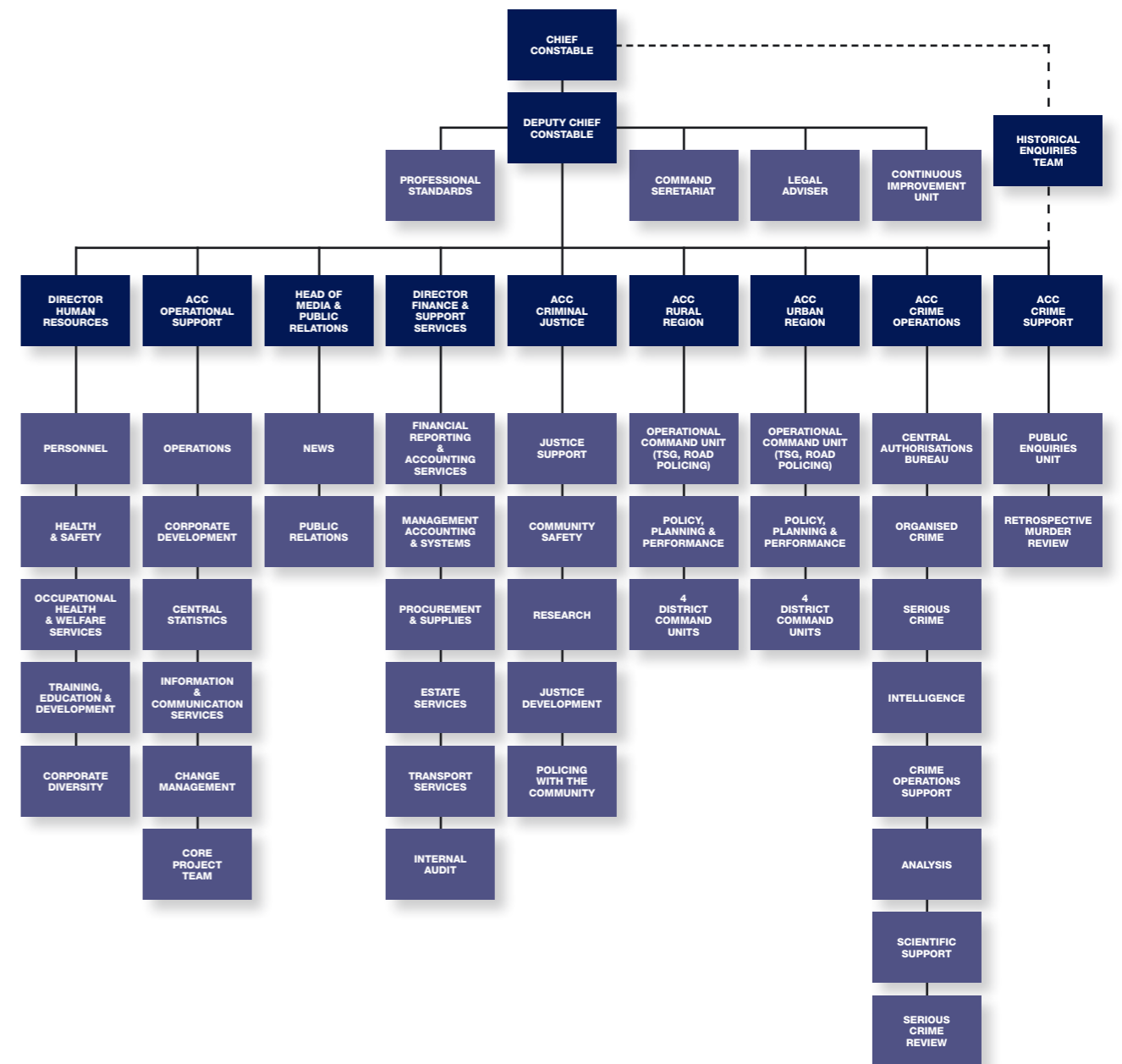
A photograph of two women with blonde hair looking at a laptop screen. The woman on the left is wearing a pink top, and the woman on the right is wearing a black top. The background is a light-colored wall with a large, semi-transparent watermark.

**AGREE**  
OBJECTIVES  
PERFORMANCE  
**PERFORMANCE**  
INDICATORS

**...agreeing  
police objectives and  
performance indicators**



# Appendices



# 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 Police 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 (DPPs), sets annual objectives, performance 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 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 third DPP public consultation survey was carried out in May 2006 and involved a postal survey of 60,000 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 policing objectives are contained in a framework of headings called domains. The domains are:

- Satisfaction & Confidence
- Tackling Crime
- Promoting Community Safety
- Managing Capability
- Organisational Development

**10.** 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

**11.** 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 meetings in public where the Chief Constable provides a progress report on targets and is questioned on a quarterly basis on performance against targets.

**12.** 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.

**13.** 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.

**14.** 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

**15.** 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.

**16.** In drawing up the Local Policing Plans, District Commanders consult with the District Policing Partnerships – in this way the consultation carried out by the District Policing Partnerships influences the Local Policing Plan as well as the Northern Ireland Policing Plan. District Policing Partnerships 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

## Neighbourhood Policing

Through Neighbourhood Policing we are committed to providing the public in every neighbourhood across Northern Ireland with:

**Access** – to local policing services

**Influence** – over policing priorities in their neighbourhood

**Interventions** – joint action with partners & the public to tackle identified priorities

**Answers** – sustainable solutions & feedback on what has been done

By **Access** we mean delivering high quality policing services based upon a model, which guarantees every person access to a full range of policing and partner responses through a recognisable and readily accessible local point of access. The focal point for this will be the presence of a Neighbourhood Policing Team dedicated to a specific geographic neighbourhood who are well known, locally accountable and able to exercise visible control in their Neighbourhood.

Access will take many forms ranging from neighbourhood community engagement events with partners, to access via the Internet, or police drop in surgeries, street briefings and public meetings. The list goes on and we want our people to be creative in finding new and non-bureaucratic ways of giving local people the opportunity to tell us the issues that matter on their doorstep.

Through **Influence** we will demonstrate that we are a listening organisation, that we understand the needs of our communities and that we empower people in every neighbourhood to set our priorities. We believe this will increase public confidence in policing and reduce the fear of crime. Why? Because it shows as a large organisation we are sophisticated enough to listen to local people and recognise that the types of crime and disorder that may sometimes be considered minor, are actually significant events in the everyday lives of people and that we are prepared to do something about it.

We will give people a range of **Interventions** by working with partners and local people to find sustainable solutions to neighbourhood problems. We want to work alongside other agencies to create confident, safe and secure neighbourhoods where people know that the police and partners understand the issues that matter most to them and are able to tackle them together.

Local people deserve **Answers**. They have a right to hold us to account for how we are working to make their Neighbourhoods safer. We are committed to ensuring that when communities tell us the issues they want us to tackle not only do we tackle them but we also let them know what we have done and let them, not us, decide how successful we have been.

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

Successful implementation of Neighbourhood Policing will require significant work across the Service. The Chief Constable has set up the Neighbourhood Policing Programme to ensure that this is done within a structured and planned process.

The Service has developed an agreed framework for Neighbourhood Policing to be implemented in each District. That framework is based upon twenty-five recommendations covering themes such as community engagement, the identification of neighbourhoods and the composition of neighbourhood policing teams. The Neighbourhood Policing Programme will oversee the implementation of these recommendations, some of which are included as targets within this Policing Plan.

Our vision for policing is outward facing and built around how all of our people interact with the public and how we provide those we serve the opportunity to engage with us. That interaction starts in Neighbourhoods and from this platform of engagement we will listen to and understand the issues that really affect peoples quality of life and we will work in partnership with them to create Neighbourhoods that are safe and feel safe.

# Appendix D

## Civilianisation in PSNI

**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 30 posts identified for civilianisation are in the process of recruitment with a view to completing this round of civilianisation by the end of the financial year 2007/08.

**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 high priority for police. Now that the initial surge of funding for civilianisation has passed, further progress is dependent upon reviewing the tasks performed by police officers in support roles on an individual basis.

**4.** It is anticipated that the outcome of these reviews, whilst providing the opportunity for a greater number of officers to be released for operational duty, will present significant challenges for the re-deployment and re-training of both civilian staff and police.

**5.** It is anticipated that cross-organisational initiatives such as electronic case preparation and the creation of the Public Prosecution Service will 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 report progress with the programme of civilianisation at regular intervals to the Policing Board.

# Appendix E

## Financial Summary 2008/09

### POLICE SERVICE OF NORTHERN IRELAND - RESOURCE ESTIMATES 2008/2009

COSTS	FINAL OUTTURN 2006/07 £K	FORECAST PROJECTION 2007/08 £K	CSR07 ALLOCATION 2008/09 £K
<b>PAYROLL</b>			<b>*See Notes</b>
Civilian Staff	77,257	86,240	83,148
Police Officers	466,621	458,278	427,407
Patten Payroll	3,397	5,042	13,478
	<b>547,275</b>	<b>549,560</b>	<b>524,033</b>
<b>OTHER PROGRAMMES</b>			
Incidental Expenses	45,048	42,953	44,729
Transport Costs	11,714	14,101	14,268
Telecommunications & Technology	32,195	28,698	33,356
Accommodation Services	41,605	37,388	36,757
Procurement & Logistics	13,592	14,510	16,904
Patten Non-Severance	16,804	20,684	17,353
Normalisation Costs	0	0	8,530
	<b>160,958</b>	<b>158,334</b>	<b>171,897</b>
<b>OTHER RESOURCE COSTS</b>	<b>247,224</b>	<b>333,294</b>	<b>305,218</b>
<b>RECEIPTS</b>			
Resource Receipts	(8,152)	(4,300)	(2,922)
Pension Contributions Received	(83,127)	(87,054)	(86,192)
	<b>(91,279)</b>	<b>(91,354)</b>	<b>(89,114)</b>
<b>HET COSTS</b>			
	5,200	7,258	7,386
	<b>5,200</b>	<b>7,258</b>	<b>7,386</b>
<b>TOTAL RESOURCE DEL</b>	<b>869,378</b>	<b>957,092</b>	<b>919,420</b>
Interest on Pension Liability	214,050	236,437	248,198
Impairment Charges	11,720		
<b>TOTAL RESOURCE AME</b>	<b>225,770</b>	<b>236,437</b>	<b>248,198</b>
<b>TOTAL RESOURCE</b>	<b>1,095,148</b>	<b>1,193,529</b>	<b>1,167,618</b>

### NOTES

CSR Allocations issued by NIO over Expenditure Headings is subject to agreement with Policing Board and PSNI.

# Appendix E

Continued

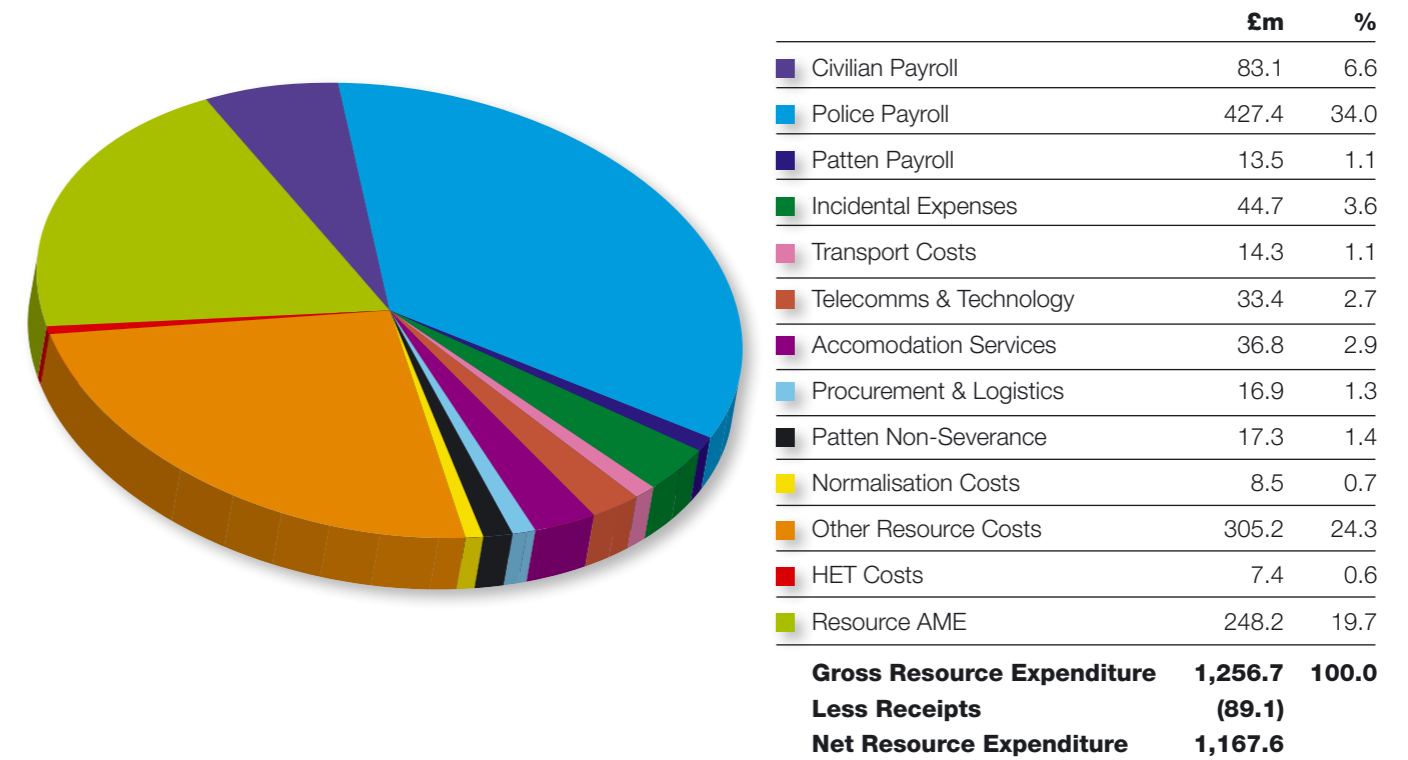
## POLICE SERVICE OF NORTHERN IRELAND - CAPITAL ESTIMATES 2008/2009

COSTS	FINAL OUTTURN 2006/07 £K	FORECAST PROJECTION 2007/08 £K	CSR07 ALLOCATION 2008/09 £K
<b>CAPITAL EXPENDITURE</b>			
Transport Expenses	3,509	3,596	2,151
Telecommunications & Technology	15,630	12,767	4,243
Accommodation Services	21,254	29,500	25,312
Miscellaneous	309	800	278
<b>GROSS EXPENDITURE</b>	<b>40,702</b>	<b>46,663</b>	<b>31,984</b>
<b>RECEIPTS</b>			
Sale of Assets	(5,138)	(10,622)	(4,000)
<b>NET EXPENDITURE</b>	<b>35,564</b>	<b>36,041</b>	<b>27,984</b>
<b>PATTEN CAPITAL</b>	<b>1,107</b>	<b>4,025</b>	<b>10,602</b>
<b>TOTAL CAPITAL</b>	<b>36,671</b>	<b>40,066</b>	<b>38,586</b>

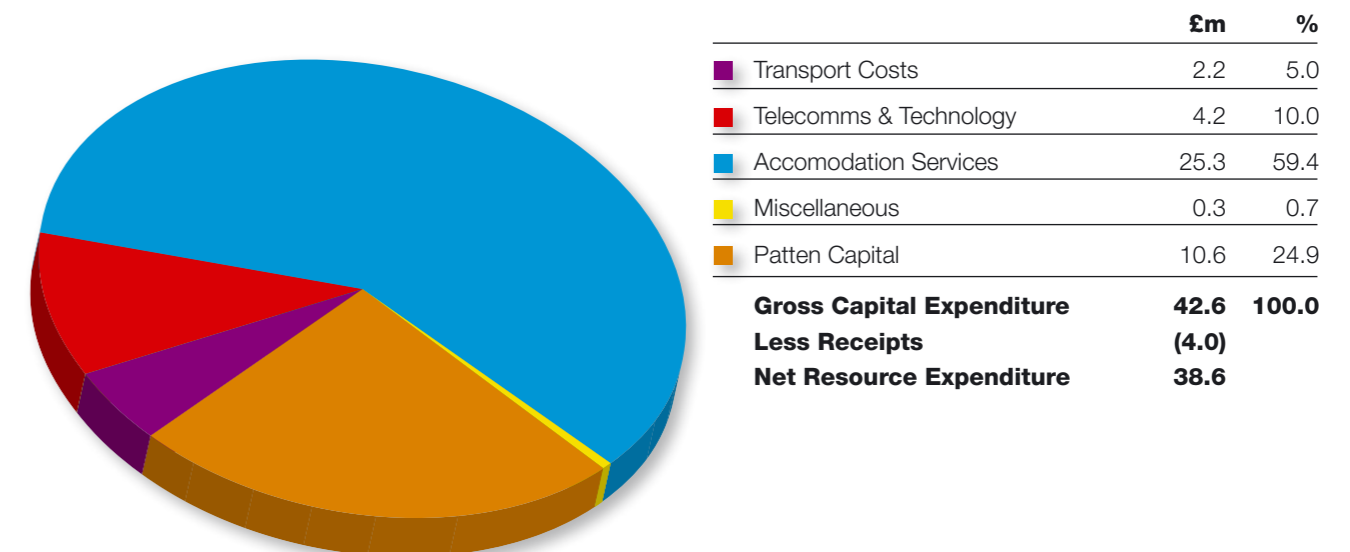
# Appendix E

Continued

## POLICE SERVICE OF NORTHERN IRELAND - RESOURCE ESTIMATES 2008/2009



## POLICE SERVICE OF NORTHERN IRELAND - CAPITAL ESTIMATES 2008/2009



# Appendix F

## Costed Policing Plan for 2008/09

The table below shows the projected level of resources identified against each domain. For comparative purposes figures for 2007/08 have

been included - these were published last year on a cash basis and have been recalculated on a full resource basis to enable comparison.

Domain	Estimated Costs £000s 2007/08	Estimated Costs % 2007/08	Estimated Costs £000s 2008/09	Estimated Costs % 2008/09
Satisfaction and Confidence*	203,724	17.1	203,961	17.5
Reducing Crime	31,727	2.7	32,971	2.8
Investigating Crime	437,216	36.6	465,450	39.8
Promoting Community Safety	146,655	12.3	133,965	11.5
PSNI Specific	375,318	31.3	331,271	28.4
Total	1,194,640	100.0	1,167,618	100.0

### NOTES

\*Satisfaction and Confidence relates to Providing Assistance under the model recommended by the Association of Chief Police Officers (ACPO). Managing Capability is a cross cutting domain and is incorporated across all other domains, in accordance with the Activity Based Costing Guidelines issued by ACPO.

### Commentary on the Policing Plan's Costs

The following provides a brief explanation of the main areas that have been directly charged

under each domain. In each instance a charge for district command unit business support costs and corporate sustaining overheads has been incorporated.

<p><b>Domain:</b> <b>Satisfaction and Confidence</b></p> <ul style="list-style-type: none"> <li>Alarm</li> <li>Consultation - (community/partner agency)</li> <li>Control room</li> <li>Discipline matters</li> <li>Domestic dispute</li> <li>Fire</li> <li>General complaint/nuisance</li> <li>General enquiries</li> <li>Missing person</li> <li>Other non-crime incident</li> <li>Public Order</li> <li>Road Traffic Collision</li> <li>Station/enquiry office</li> <li>Sudden/suspicious death</li> <li>Work with partner agency</li> </ul>	<p><b>Domain:</b> <b>Reducing Crime</b></p> <ul style="list-style-type: none"> <li>Crime Prevention Activity</li> <li>Intelligence gathering/collation</li> </ul> <p><b>Domain:</b> <b>Investigating Crime</b></p> <ul style="list-style-type: none"> <li>Burglary</li> <li>Court duties/prisoner escort</li> <li>Crime - other</li> <li>Criminal/malicious damage</li> <li>Drug/solvent abuse</li> <li>Offence against the person</li> <li>Robbery</li> <li>Sexual offence</li> <li>Shoplifting</li> <li>Theft of vehicle/TADA</li> <li>Theft other</li> </ul>	<p><b>Domain:</b> <b>Promoting Community Safety</b></p> <ul style="list-style-type: none"> <li>Firearms administration</li> <li>General preventative patrol</li> <li>Special operation/event</li> <li>Traffic other</li> </ul> <p><b>PSNI Specific</b></p> <ul style="list-style-type: none"> <li>Bomb/Hoax bomb call</li> <li>Security duties</li> <li>Security of patrol</li> <li>Patten Severance</li> <li>Patten Non-Severance</li> </ul>
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# Appendix G

## 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.

### Next Steps

On the 1st of April 2008 the police APR will be made available electronically using Employee/Manager Self Service technology. This will make the process less time consuming and easier to administer.

A new police staff appraisal system will also be made available using PoliceNet on the 1st of April 2008.

The purpose of the police staff APR is to ensure that all staff members are working on objectives that are clearly linked to those of the Policing Plan and that relevant support is provided to ensure that individual are equipped with the skills required to carry out their roles effectively.

# Appendix H

## Training Assessment for the education of police officers and staff

### 1. Patten recommendation 129

Patten recommendation 129 – states *‘A training, education and development strategy should be put in place, both for in-service training, which is linked to the aims of this report and to the objectives and priorities set out in the policing plans. These plans should incorporate training and development requirements’*

Patten recommendations set the context for the Training, Education and Development (TED) Strategy. One major strategic initiative remains outstanding in respect of the TED Strategy, that is, to provide for a new police college.

The police college will continue to monitor, review and refine the Patten initiatives it has already implemented.

Working with the Policing Board’s Human Resources Committee, the police college will evidence achievement against targets, which represent Patten recommendations, through the use of a series of key performance indicators (KPIs). The college will work to develop indicators of the effectiveness of training delivery and the impact of training on operational performance

### 2. The key role of the training strategy

The training strategy, aimed at all police and civilian staff, is an important element in ensuring the quality and ethos of the policing service provided to the community. The college is now issuing a yearly strategy document that is supported by a costed training plan. This will ensure that all training requirements are taken into account and are up to date.

The training strategy sets out the purpose and 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 operational policing. Examples of the key elements of the training strategy is the delivery of leadership management and supervision training across the spectrum of policing delivery enabling the Service to produce problem-solving leaders with personal, team, organisational and community problem-solving skills; Other major strands include implementing recommendations and delivering an ethos of human rights as well as delivering elements in support of the Shared Future Strategy.

### 3. What will the training strategy help to achieve?

- Community partnership policing instead of security style policing, to assist with the transition toward community policing.
- Firmly established values, attitudes and behaviour that are appropriate for the needs of the Police Service and the community.
- An improvement in the quality and performance of the staff through core skills, generic learning and professional development activities.
- Continuous career-long learning and the attainment of publicly recognised academic partnerships including Queen’s University Belfast, the University of Ulster, and the Association of Northern Ireland Colleges.
- Continuing broad and extensive public input continues with the work of the Police Learning Advisory Council members who interact regularly with the police college and operational members at all levels.
- Best value returns for investment in training through the use of quality assurance tools and partnerships at all levels within the police learning system as well as the wider education and learning environment

### 4. Core themes of the strategy

- Human Rights, diversity, equality.
- Leadership Management and Supervision at all levels.
- Section 75 Northern Ireland Act.
- Disability Discrimination Act.
- Health and safety.
- Support for the delivery of effective operational policing.

### 5. Overview of the training strategy

The overarching aim of the strategy is to support the delivery of operational policing and the development of all staff at all levels to provide a consistent quality of service with integrity, enjoying broad support that enhances public safety and justice while respecting human rights. To achieve this aim we will work to:

- Provide accredited professional programmes through learning partnerships, which meet the evolving training needs of police to improve service performance and enhance confidence in policing.
- Provide a flexible and responsive training plan to meet police needs by combining police and civilian staff training.
- Develop police officers and staff and particularly managers and supervisors to have those skills necessary to ensure the delivery of a high quality policing service.
- Create a lasting learning and development culture, using best value, and investing in continuous professional development opportunities, staff, estate and equipment, primarily through the new police college and its emphasis on practical based and simulated learning.

The police college has developed academic, business and community partnerships through its Learning Advisory Council. It has received academic accreditation for all its training programmes from the University of Ulster, Queen’s University Belfast and Canterbury Christ Church College. This provides all police staff with the opportunity to pursue life-long learning, enhancing professionalism and competency. We will continue to pursue opportunities to develop those skills within our officers and staff to ensure the effectiveness of all our staff and officers.

### 6. Present stage of development

The police college are progressing blended learning opportunities in order to provide more opportunities for staff development within the workplace and outside of work. For example as part of such a blended approach a major project on e-learning is underway including the acquisition of appropriate information technology to enable this. The IT solution will incorporate a learning management system and registrar function within it.

### 7. Learning and Growth

Openness and transparency within the police college has been enhanced by the public observation of courses and programmes, learning open-house days, shared resources and signed memoranda of understanding, material and staff exchanges on programmes and external stakeholder participation in courses.

# Appendix I

## The LINKS Project

The Police Service is reviewing its civilian staffing structure to ensure that front-line policing is properly and fully supported.

The Service aims to ensure it has a police staff structure, which is filled by the right number of people with the right skills, in the right job and at the right cost. The LINKS project has a number of key drivers:

- Given the ongoing changes and developments in policing practices, the Service must demonstrate that police staff members are being used in the most efficient way to support front-line policing.
- As with the wider Public Sector, the Police Service is facing very real financial pressures. The police budget is reducing every year in real terms. More has to be done with less. There is a responsibility on senior commanders and managers to make the most effective use of all of the resources allocated to them.
- Like the uniformed side of the organisation, police staff must reflect and be representative of the community it serves.
- To meet these drivers, the following strategic goal has been adopted:

*“To have deployed a representative Police Staff that effectively contributes to the delivery of the Policing Plan’s objectives”.*

### Key Objectives

To deliver the goal the following objectives will be delivered:

**Objective 1:** To ensure that the staff are deployed to best contribute to the delivery of a modern policing service.

**Objective 2:** To reduce costs over the longer term.

**Objective 3:** To ensure the composition of the police staff structure is representative of the communities the PSNI serves.

**Objective 4:** To make the break with the Northern Ireland Civil Service (NICS).

This is a major exercise, which will impact on every member of staff within the Police Service. It is complex and far-reaching and therefore, is one of the most significant and sensitive issues to face the Service. It is significant because we have to ensure that the officers who are working to make Northern Ireland a safer place – whether in uniform or as detectives – get the best possible civilian support. It is sensitive in that it will have implications for how and where people work, how they are recruited and how they are rewarded.

The LINKS Project is so called because Police Staff do not sit in isolation but link with their police officer colleagues to best deliver the policing service in Northern Ireland. During the year it is anticipated that the project team will deliver:

- An HR distribution plan, which meets the financial pressures and other organisational priorities.
- A career development strategy and action plan which will define career pathways to allow structured development.
- A new industrial relations framework.
- Clear support for the Northern Ireland Office (NIO) who are making legislation to ensure the PSNI ceases its historic secondment arrangements with the NICS on 1 October 2008.

The changes cannot be introduced without the collaboration and agreement of key stakeholders, most obviously the NIO, the Policing Board and the Trade Union Side. The project team will also work closely with the CORE project team and the Continuous Improvement Unit.

### Key Actions

In 2007, the PSNI Senior Command approved a Police Staff Deployment Plan developed by the LINKS team

The agreed model outlines how the affordability and redeployment challenges will be handled during the current and project CSR cycle. An Equality Impact Screening has also been undertaken, which will assist in ensuring staff redeployment occurs in a fair and equitable way.

Implementing the detailed numbers of staff posts within the model is being developed by local management and HR representatives and the finalised agreements will be maintained by central personnel. It will be put into operation on 1 April 2008.

A successful staff deployment model will also identify external opportunities for recruitment, which will assist in ensuring the support staff structure is representative of the communities it serves.

A key driver to the success of the LINKS Project is the introduction of its proposed staff development framework. Entitled Job Families, the project has developed clear career pathways, which have been approved by PSNI Senior Command. The job family project will result in publishing detailed job profiles accessible to all staff, which will outline job roles, responsibilities and opportunities for development and progression. It is intended to allow individual members of staff to take responsibility for managing their careers and the Service intends to launch it within the first half of 2008.

Like other public bodies, the PSNI will be expected to reduce costs over the long term. However, a major staff cost remains its pension scheme and the introduction of a PSNI specific scheme is likely to be of huge expense. Therefore, to maintain membership of its current scheme, which is the Principal Civil Service Pensions Scheme (NI), the PSNI must continue to follow NICS Pay and Grading systems. This ensures staff costs will not rise significantly, but does reduce scope to alter terms and conditions. A key action for the LINKS project remains effective deployment of staff to support modern policing, however this must now be done so within a rigid framework of existing pay and reward conditions.

On 7 December 2007, the NIO, NICS and NIPB approved the PSNI recommendation to break with its historical secondment arrangements with the NICS. The break is expected to take place on 1 October 2008 by regulations made by the Secretary of State.

The following actions will be required by 1 October 2008:

- Agreement of the management side protocols and processes to agree pay and conditions.
- Agreement on the new Industrial Relations framework to replace the NICS Whitley arrangements.
- The return to the NICS of civil servants who wish to do so before the break.

# Appendix J

## The CORE Project

### CORE DCU Restructuring

The DCU restructuring workstream achieved the following major organisational outcomes:

1. Major reduction from 29 to 8 Districts
2. The creation of a generic model for a District Command Unit Senior Management Team
4. The creation of 9 generic functions for a District Command Unit to support the delivery of front line policing
5. Creation of an Implementation Plan
6. Accountability reporting to ACC Urban and Rural
7. Post Implementation Review – April 2008

### CORE Shift Change

The CORE Project managed the transition from the existing 12-hour variable shift pattern putting forward to Response Officers a recommendation to adopt a 10 hour variable shift or the standard 8 hours pattern in default.

The project team managed the process of shift change and introduced an electronic voting process. Following the vote the 8-hour shift was introduced on the 1 April 2007.

To further assist the shift pattern transition training courses for Resource Managers were introduced.

A review of 8-hour shift pattern for the period 1st April to 30th June was completed and a report submitted to steering group.

Districts were devolved the opportunity to review the 8 hour shift pattern and 5 out of 8 DCUs will have moved to a 10-hour variable shift pattern by March 2008.

The work stream produced another key piece of work in the form of an options paper on flexible working that was accepted by the steering group and is currently being progressed by Human Resources.

### CORE Headquarters and Regions Review

The CORE and LINKS Steering Group, chaired by the Chief Constable met on Friday 26 October and agreed terms of reference for Phase one of the Headquarters and Regions Review. The purpose of the review is to research and deliver a revised and fit for purpose structure for headquarters departments and regions. The Patten report made clear that there should be a slimmer structure at police headquarters and that it should reflect the shift of focus towards community policing.

Phase one of the review will focus on those units that directly impact on policing at a local level. These are:

1. Road Policing
2. Fixed Penalty Processing Centre
3. Tactical Support group (TSG)
4. Dogs
5. Boats
6. Police Search Officer (POLSA)
7. Tactical advisors (Public Order)
8. Armed Response Vehicles
9. Specialist Firearms. (Including Tactical Adviser Firearms)
10. Aircraft
11. Operational Command Unit (OCU) Level 2 surveillance
12. OCU Criminal Investigation Department (CID)
13. Other OCU Functions
14. Regions

The Chief Constable and Senior Command Team have identified three Options for the primary phase of Headquarters Review as possible outcomes:

- Option 1** Delegated Approach
- Option 2** Combined Approach
- Option 3** Centralised Approach

The work was advanced during October and November with principal stakeholders being consulted across Districts, Departments, Regions, OCU and staff associations. Further comparisons have been made with six similar police services in England and Wales.

The CORE team, assisted by a number of seconded members, drawn from the units being reviewed, brought their expertise to the project and completed SWOT analysis for the three options.

Their research along with the feedback from the consultation and focus groups will inform the decision making process of the Chief Constable to select one of the three options for each of the units being reviewed.

The Chief Constable has directed CORE to submit their findings to the Steering group in February 2008.

The Senior Command Team and CORE are also considering how Phase two and subsequent phases of the review can be best integrated into the project to obtain our ultimate aim of maximising support for frontline policing.





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