



*Published by The Northern Ireland Policing Board
Waterside Tower, 31 Clarendon Road, Clarendon Dock, Belfast BT1 3BG
Tel: 028 90408500 Fax: 028 9040 8525 email: information@nipolicingboard.org.uk website: www.nipolicingboard.org.uk*

Northern Ireland Policing Board

POLICING PLAN 2002 - 2005

Police Service of Northern Ireland

Contents

2	Chairman's Foreword
3	Chief Constable's Foreword
4	Part One: introduction to the Policing Plan
6	Part Two: the plan for delivering policing services
6	Operational Strategy
6	Public order
6	Community safety
6	Road policing
7	Crime Strategy
7	Crime reduction
8	Drugs
8	Terrorism
9	Justice Strategy
9	Organisational effectiveness
9	Human Rights
10	Criminal justice
11	Part Three: the plan for change
17	Part Four: paying for the Plan
18	Part Five: policing objectives, indicators and targets 2002-2003
21	Appendix A: Financial summary
22	Appendix B: Strategy for Training, Education and Development
23	Appendix C: How the police planning process works.



Northern Ireland

Policing Board

Defining the future



Chairman's Foreword

I am delighted to introduce this, the first Policing Plan of the Northern Ireland Policing Board which sets out a challenging, yet realistic, plan for policing in Northern Ireland over the next three years.

The Policing Board is responsible for ensuring that the Police Service of Northern Ireland is effective and efficient and meets the needs of the Northern Ireland community. The plan focuses police attention and resources in those areas of policing where Board Members believe the community would want to see police effort concentrated.

Meeting everyone's needs is a difficult task and the Board recognises that the expectations of the community are high. The Board is committed to ensuring that the delivery of the policing service takes a full account of these needs and we will work with the community to manage expectations. However, the community also has an important role, and I would take this opportunity to call on the community to play their part in helping deliver an effective and efficient service. The police have a job to do – that is tackling crime – they need to be allowed to get on with it but they also need to work in partnership with the community and other agencies. The Police Service must also maximise its use of the resources available to it, in order to meet the challenges of the coming year.

The Board has already shown its willingness to challenge Government to provide adequate resources for policing but we must also be satisfied that current resources are efficiently managed. Many issues, such as the policing of public order situations, impact on this.

However, the sickness levels in the service are also having a damaging effect; they must be tackled. Because of the cost to the Service, other human resource issues affecting the Service's overall capabilities must also be addressed. We believe that addressing these issues now will be vital to the delivery of an effective and accountable policing service in the medium and longer term.

There are many important elements to this plan and it should be noted that in addition to specific annual performance targets for 2002/2003, the plan also, for the first time, takes a more strategic look at the future of policing in Northern Ireland over the next three years.

Key elements of the change programme which the Service is undergoing are reflected throughout the plan and I am pleased to see the emphasis that has been placed on policing with the community, human rights and the training, education and development of officers. All these elements are crucial if we are really to have a police service, policing with the community which is an employer of first choice.

Professor Desmond Rea
Chairman
Northern Ireland Policing Board



Chief Constable's Foreword

The publication of the Policing Plan 2002 – 2005 comes at a significant and symbolic time for policing in Northern Ireland.

The graduation in April of the first Police Service of Northern Ireland officers, recruited on the basis of the 50/50 community representation envisaged by the Patten Commission, is a very real and tangible outward sign of a process of change that has been ongoing for a number of years.

As these officers take up their posts across the Province they will be building on the foundations of professional and dedicated policing that were laid in the 79-year history of the Royal Ulster Constabulary, and since November 2001, the Police Service of Northern Ireland.

It is also indicative that in the tri-partite arrangements for shaping policing priorities and developing measurable objectives, the police and the Secretary of State have now been joined by the Northern Ireland Policing Board. The Board's mix of Assembly members, drawn from the majority of the main political parties under the D'Hondt principles and its nine independent members, is reflective of a common determination within the police and in all parts of our society to ensure the delivery of an effective, open, transparent and accountable policing service.

But while members of Northern Ireland's many and diverse communities will clearly see in the badge and uniforms the outward manifestations of change, they can be reassured that what will not change is the determination of every single police officer and civilian support worker to provide the best service possible.

That will not be an easy task. The issue of funding and the most effective use of the money available for policing are of paramount importance. As part of the recent government spending review there has been a significant reduction in the base level of funding for policing in Northern Ireland.

In addition, over the past two years more than 1,200 officers have opted for voluntary severance under Patten. Their departure is a substantial loss in terms of organisational experience. However, while the process of recruitment goes on, we as a Service will continue to develop the skills of those officers who remain.

These issues, coupled with the demands of crime, road policing, community safety, public disorder and the continuing spectre of terrorist activity, could mean that there are even fewer resources available to meet the targets and objectives set in the Policing Plan.

But, despite the difficulties, the determination of the Police Service to address the specific aims of the Plan along with all the other elements which make up every-day core policing remains strong. It will require yet again the overwhelming commitment of officers on the ground - a situation which is nothing less than I have come to expect, and always receive - and the determination of senior officers and local commanders to focus scarce resources on priority activities. It will also require understanding and active participation by community if those activities are to be achieved to the benefit of all.

Policing is all about partnership. This Policing Plan has been developed by taking into account the desires and concerns of people in communities across Northern Ireland. Together we can make it work.

Sir Ronnie Flanagan, OBE, MA
Chief Constable
Police Service of Northern Ireland

1 Part One

1: Introduction

1.1. This is the first Policing Plan produced under the Police (Northern Ireland) Act 2000. There are two sections – a plan for delivering policing services, and a major programme of change. As the change projects are delivered the benefits will flow through to improved service delivery.

1.2. The strategies in this plan are based on new aims and objectives which embrace the change programme and delivery of services. On the service side the strategies are designed against the England and Wales models developed by the Association of Chief Police Officers, the Association of Police Authorities and the Home Office; elaborated to include the requirements of the Report of the Independent Commission for Policing in Northern Ireland, (the Patten Report), and the change process.

1.3. Clearly, our greatest resource is people. Police officers and support staff have between them a great diversity of experience and skills. It is essential that we use these resources effectively in order to minimise the effect that the loss of experienced staff through downsizing can have, particularly while we are undergoing major internal reorganisation.

1.4. Partnerships are being improved in a variety of ways. A set of aims and objectives for the whole criminal justice system in Northern Ireland is being developed in order to produce a more streamlined service.

1.5. Within the Police Service the Partnerships Project is developing a new policy document which will help to guide and inform the development of partnership working.

1.6. The District Policing Partnerships will provide a vital link between local police and the community they serve. They will also provide a forum for the community to work in partnership with the police to tackle local community safety issues.

1.7. "Ordinary" crime has continued to rise, and drug misuse is becoming more widespread with a significant level of paramilitary involvement. The threat of terrorism remains. Dealing with potential or actual public disorder continues to drain police resources.

The Northern Ireland Policing Board

1.8. The Northern Ireland Policing Board (the Board) was set up on 4 November 2001 to oversee policing in Northern Ireland. It has 19 Members, including the Chairman and Vice-Chairman. Ten are Assembly Members appointed under the d'Hondt principles, and nine are independent Members appointed by the Secretary of State through open competition.

1.9. The Policing Board is tasked with securing and maintaining an effective and efficient Police Service for the Northern Ireland community. Its powers are set out in the Police (Northern Ireland) Act 2000. It is also responsible for negotiating the Annual Policing Grant and reporting on how this money is spent.

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

1.11. The day-to-day work of the Policing Board is carried out through a number of committees.

1.12. Further information on the membership of the Board and its committees, its main responsibilities, and how it carries out its business can be found on the Board's website at: www.nipolicingboard.org.uk.

Looking ahead

1.13. Certain trends are likely to influence our society and the work of the Police Service over the coming years. These include:

- Advances in technology;
- The threat of drugs;
- An increasing emphasis on multi-agency partnership initiatives to deal with a broad range of social problems;
- An increasing number of former terrorists involved in organised crime;
- Increased movement of people between an enlarged number of EU member states, and of refugees and asylum seekers;
- The likelihood of continuing pressure on public expenditure, resulting in pressure on services, with the Policing Board and the Chief Constable having to demonstrate economy, efficiency and effectiveness in the management of resources.

1.14. As with other public sector organisations we have not been allocated an unlimited budget. Therefore we need to place a greater emphasis on focusing scarce resources on priority activities in achieving policing objectives, and deciding which activities will have fewer resources or will cease. Some parts of the organisation may therefore be unable to implement fully their strategies.

1.15. It is important that we continue to communicate these constraints to the public so that we can counter unrealistic expectations. It is also important that we continue to make Government aware of the resources necessary for delivering policing priorities.

1.16. In times of general public disorder or heightened threat of terrorism when more resources, human and financial, are directed away from everyday core policing, there could be even fewer resources available to meet the objectives and targets set in the Policing Plan.

1.17. Police performance will continue to be reported on each quarter, in keeping with our philosophy of continuous improvement.

2 Part Two

2: The Plan for delivering policing services

Operational Strategy: overarching aim - to promote safety and reduce disorder

PUBLIC ORDER: to maintain public order, thereby providing for the protection and security of the public. (Policing Board objective.)

We will achieve this by:

- Working in partnership with statutory agencies, non-governmental organisations and communities to resolve conflict;
- Maintaining an appropriate level of trained and equipped officers to deal with public disorder at all levels;
- Maintaining the capacity to respond to public order emergencies through the formalisation of a Tactical Support Group mobilisation plan;
- Involving, as appropriate, parade organisers and representatives of neighbourhoods affected by contentious parade routes in planning the policing of parades and related protest activity;
- Working in partnership with the organisers of sporting and other public events to assist them in meeting their responsibility for public safety at such events.

Performance Indicator

- Confidence in respect of policing public disorder.

Target

- To achieve confidence levels in the policing of public disorder of not less than 51%.

COMMUNITY SAFETY: To improve the safety and reassurance of the public, especially those at risk of harm.

We will achieve this by working in partnership at three levels:

- At a strategic level working with the Government in the development of policy to support and shape operational activity;
- At district level in structured partnerships, such as the District Policing Partnerships, with other agencies developing local strategies to meet local community safety needs, identified through community consultation and participation;
- At a local neighbourhood level working with the community through local officers and community groups. Community consultation and problem solving will be central features of policing with the community and this in turn is a key theme of the Training, Education and Development strategy, referred to in Appendix B.

ROAD POLICING: To contribute to improving road safety and the reduction of casualties.

Road Safety is a societal problem which cannot be tackled by the police, or any other organisation, in isolation. Only when all stakeholders including the Police Service, government departments, private sector, voluntary road safety organisations and community groups are working together at all levels will further significant progress towards achieving the year 2010 casualty reduction targets be achieved. This will also be dependent upon a change in social attitudes towards speeding and dangerous driving.

We will contribute in the following ways:

- Police marketing campaigns to raise road safety awareness will increasingly be targeted at identifiable, vulnerable groups to reduce the likelihood of them becoming a road collision casualty;

- Casualty reduction requires patrolling to be directed to enable the highest return from the deployment of limited resources. Where appropriate, officers will patrol in highly visible vehicles, thereby enhancing public reassurance, reducing the fear of crime and through such presence contributing to improving road user behaviour;
- As with patrolling, enforcement will be targeted at the principal causes of collisions and key locations;
- Where feasible, technology will be utilised to direct police patrolling activity and to undertake automatic enforcement of offences such as excess speed and ignoring red lights in areas of high casualty rates;
- Traffic Management Officers will continue to refer identified problems to their counterparts in the Department of Regional Development Road Service.

Crime Strategy: Overarching aim: to reduce crime and the fear of crime

CRIME REDUCTION: to work in partnership with other relevant agencies to help reduce the incidence of crime, including organised crime, in line with the Government's published targets; and to diminish the fear of crime. (Secretary of State's objective)

Recognising that the police alone cannot reduce crime, we will further develop a problem-solving approach driven by community safety, partnership and consultation.

We will achieve this in the following ways:

- Through continued promotion of Crimestoppers, crime appeals in the media and local contacts, we will advise, educate and assist the public, in all walks of life, as to their roles and responsibilities in crime prevention and reduction;

- Through continued and enhanced consultation with communities (District Policing Partnerships, beat forums etc), we will continue to forge closer links with local people so that they will be able to report crime and suspicions more freely and without concerns of intimidation or threats;
- Through information-led proactive policing initiatives, we will identify and deal with key crimes and main offenders;
- By making offenders amenable to the Criminal Justice System, including the courts and diversionary schemes;
- By developing patrol strategies, which provide public reassurance through highly visible policing, thus enhancing community safety;
- By further developing the problem-solving model with other agencies;
- By continuing to develop local policing plans that will address crime trends and the issues of concern to local people;
- By continuing to develop and promote the Policing with the Community in Northern Ireland strategy;
- By employing information technology, Closed Circuit Television (CCTV) and other technical assistance, as appropriate.

Performance Indicators

- The rate of increase in overall recorded crime;
- The number of domestic burglaries;
- The number of vehicle thefts;
- The number of theft from vehicle crimes;
- Contribution towards delivery of the Northern Ireland Community Safety Strategy;
- The level of repeat victimisation in relation to domestic violence;
- Work in progressing the priorities agreed by the Organised Crime Task Force.



Targets

- To reduce the rate of increase in overall recorded crime;
- To reduce the number of domestic burglaries by 3%;
- To reduce the number of vehicle thefts by 2%;
- To reduce the number of theft from vehicle crimes by 2%;
- To provide quarterly written reports to the Policing Board on police contribution towards delivery of the Northern Ireland Community Safety Strategy;
- To reduce repeat victimisation in relation to domestic violence;
- To provide quarterly written reports to the Policing Board on work in progressing the priorities agreed by the Organised Crime Task Force.

DRUGS: To disrupt the illegal supply of controlled drugs and to work in partnership with other agencies in tackling the problem of drug misuse. (Policing Board objective)

We will achieve this by:

- A multi-faceted approach, embracing elements of enforcement, education, health and welfare. The problem of drug misuse cannot be addressed by the police alone;
- Continued development and review of operational practices and links with other relevant statutory and voluntary organisations;
- Lobbying for effective legislation on criminal and social issues, and for appropriate procedures and sentencing practices.

Performance Indicators

- The value of illicit drugs seized within Northern Ireland;
- The number of persons arrested/ charged/summoned for offences under the Misuse of Drugs Act;
- Participation in the Northern Ireland Drugs Strategy.

Targets

- To increase the value of illicit drugs seized within Northern Ireland;
- To maintain the number of persons charged /summoned for supply offences under the Misuse of Drugs Act as a proportion of those arrested;
- To report quarterly to the Policing Board on police participation in the Northern Ireland Drugs Strategy.

TERRORISM: To uphold and maintain the rule of law, counter the terrorist threat and bring to justice those responsible for crime. (Secretary of State's objective)

What we will do to achieve this:

- The integration of Crime Department and Special Branch will ensure that members have a greater understanding and appreciation of the specialized capabilities and objectives of their counterparts;
- Information-led policing will be fully developed and promoted throughout the organisation. It will fuse with plans for policing with the community and be adequately resourced, and the necessary support systems put in place to ensure the best use of information;
- The enactment of the Regulation of Investigatory Powers Act on 2 October 2000, timed to coincide with the implementation of the Human Rights Act, placed additional internal and external scrutiny on use of specialised investigative techniques. This now ensures that the human rights of all are considered in police investigations and links the Service's approach to the central human rights theme of the Independent Commission for Policing in Northern Ireland.

Performance Indicators

- Number of persons charged with terrorist offences;
- Number of deaths occurring as a result of the security situation;
- Number of shooting and bombing incidents;
- Number of casualties arising from paramilitary-style attacks;
- The number of detections for violent crime.

Target

- To increase the number of detections for violent crime.

Justice Strategy: overarching aim - to contribute to delivering justice in a way which secures and maintains public confidence in the rule of law

ORGANISATIONAL EFFECTIVENESS: To improve organisational effectiveness to the benefit of the community, the police and the wider criminal justice system. (Policing Board objective)

Performance Indicators

- Proportion of full-time officers available daily to perform the full range of duties;
- Sickness levels;
- Proportion of cases processed in line with administrative time limits.

Targets

- To monitor the proportion of full-time officers available daily to perform the full range of duties;
- To reduce the average level of sick leave to 18.5 days for police officers, and 14 days for civilian staff;
- To process 85% of custody cases within 90 days, and 85% of bail cases within 110 days.

HUMAN RIGHTS: To protect and vindicate the human rights of all, reconciling conflicting rights and freedoms of the public. Policing means protecting human rights.

We will achieve this by:

- Changing the culture of any major organisation has been shown to take considerable time and effort. The Chief Constable has, as a first step, created a new Human Rights Branch to procure compliance with the Human Rights Act 1998. A lawyer, specializing in human rights, has been appointed;
- The Human Rights Branch also liaises with the Northern Ireland Human Rights Commission and other relevant bodies to ensure the best advice is available on human rights issues;
- A basic awareness course on human rights has been provided for all officers, and specialist training has been provided for groups such as middle management, police prosecution, and officers who police difficult parades. This is only the start of an extensive training programme that will take place over the next few years. Human rights is a key theme of the new Training, Education and Development Strategy, a summary of which can be found in Appendix B;
- The implementation of the recommendations of the Independent Commission for Policing in Northern Ireland on human rights will go a long way towards promoting a human rights culture within the Service. This is being progressed by the Assistant Chief Constable responsible for the Shared Values Programme.



Part Three

CRIMINAL JUSTICE: to deliver, along with other criminal justice agencies, a fair, efficient, swift and impartial system of justice to the community in a way that is responsive to the concerns of victims and the wider community, and that also respects human rights.

What we will do to achieve this:

- Steps have been taken to change police investigations and prosecution actions to reflect the requirements of the Human Rights Act. A project team has already been created to deal with matters arising from the Criminal Justice Review.
- The Chief Constable, in conjunction with the Policing Board, will implement a comprehensive programme of action to focus policing in Northern Ireland on a human rights based approach. This comprehensive programme involves the review of all current Police Service policies and practices to ensure their current compliance with human rights and that any further initiatives are also compliant with the Human Rights Act. The Chief Constable has consulted and will continue to consult, with the Human Rights Commission, the Equality Commission, and other groups in relation to this programme.
- The Policing Board in turn will monitor and evaluate the implementation of that programme and will report on implementation of the Human Rights Act in its annual report.
- The Chief Constable has also developed a new Code of Ethics, which will guide all members of the Police Service when carrying out their functions. Following consultation and approval by the Policing Board, this will be published and issued to all officers in 2002. All officers will receive training on the contents of this Code and its implications.

3: The Plan for Change

Overarching aim - to implement the programme of change

To build and sustain confidence in the Police Service and police accountability arrangements by all sections of society in Northern Ireland, addressing all the areas set out in legislation and the Implementation Plan, and increasing Catholic representation in the police. (Secretary of State's objective)

Performance Indicators

- Number thinking police do a good job;
- Confidence levels in equity of treatment;
- Satisfaction with levels of patrolling;
- Victim satisfaction with initial police response;
- Progress against agreed changes, and agreed timetables for change, including in relation to policing and criminal justice arrangements.

Targets

- To increase to 70% the percentage of people who think the police do a good job;
- To achieve confidence levels in overall equity of treatment of 75%;
- To achieve satisfaction levels in respect of patrolling greater than 45%;
- To provide feedback on victim satisfaction with initial police response;
- To provide written quarterly progress reports to the Policing Board on progress towards agreed changes and agreed timetables for change.

Change programmes

The change process will address not only these specific objectives but also the broader range of objectives, through the eight programmes set out below.

Change programme 1 - SHARED VALUES: to not only ensure conscious compliance with the Human Rights Act, but to create a policing culture that acts instinctively in the protection and vindication of human rights.

The shared values programme contains the following projects:

- Human rights: a comprehensive programme of action to incorporate human rights considerations into all aspects of policing;
- New attestation: all officers will be briefed on the content of the new attestation to ensure they understand the need to carry out their duties in accordance with it;
- Police ethics: the code of ethics reflecting the European Convention on Human Rights and other relevant human rights standards;
- Transparency: improving police accountability through the development of a more open and transparent culture, within the restrictions placed on us by legislation and the European Convention;
- Equality Scheme: addressing the responsibilities placed on the Service by Section 75 of the Northern Ireland Act 1998. The Service was designated on 4/11/01. A project team have produced a draft equality scheme and widespread consultation on this scheme is being carried out;
- Recording the use of Emergency Powers: the implementation of a recording system covering the use of anti-terrorism powers including the power to stop and search;
- Neutral working environment: we have issued new directions on the working environment which cover issues including assumed national identity, military memorabilia and guidelines on behaviour and speech.



Change programme 2 - STYLE: To implement policing with the community as the principal service delivery philosophy of the new policing service, in which police and the community work in partnership with each other.

The style programme contains the following projects:

- **Policing with the community:** addressing the concept of community policing, what it actually means and entails, and how best the Police Service can fully engage and support this style, providing the best service to all communities in Northern Ireland. It will also examine the appropriate structures and systems required to deliver community policing and guidelines for evaluating success. To this end policing with the community is a key theme of the Training, Education and Development Strategy in Appendix B.
- **Developing partnerships:** providing a clear definition of what is meant by partnerships. Based on consultation between the Police Service, the Policing Board and the Northern Ireland Office, it will examine proposed structures, systems and procedures designed to facilitate the co-ordination of community safety between the Policing Board and relevant agencies. It will also assess current partnership activities at strategic and operational levels within the context of community safety. It will develop and promote new partnerships and initiatives designed to improve community safety. The police contribution to the new District Policing Partnerships will be central to developing effective and efficient partnerships at local level.
- **Strategic approach to managing conflict and responding to violence:** addressing public order and officer safety; firearms policy including the development of a firearms capability response model; the tiered response to critical incidents; and the future role of Tactical Support Groups.

- **Criminal Justice:** addressing the transfer of current police responsibilities to outside agencies, and reviewing police custody provision.
- **Police vehicles:** addressing the substitution of police cars and cell vans as patrol vehicles to replace armoured Land Rovers and the retention of those armoured Land Rovers as a public order reserve, and increasing the number of liveried patrol vehicles.
- **United Nations Peace Keeping Operations:** examining how we can best participate in future United Nations peacekeeping operations.
- **Parades co-operation:** developing the policy under which the organisation will work with parade organisers and neighbourhood representatives in planning the policing of parades.
- **Roads casualty reduction:** a researched report to be used as a basis for a future approach to road policing in Northern Ireland.
- **Specialist fatal road collision advisers:** examining the development of specialist fatal road collision advisers to enhance our investigation of fatal road traffic collisions.
- **PSNI Analysis Centre:** supporting the development of community safety through the establishment of the Analysis Centre as a centre of excellence in the development and delivery of analytical services and products.
- **Transferring out functions:** a scoping study that provides a framework for evaluating functions to determine their suitability for transfer out, a method for prioritising the evaluation of functions and a list of functions to be evaluated.
- **Close protection 1:** providing operational commanders with policy on selection, training and deployment of small pools of local close protection escorts.
- **Close protection 2:** providing a comprehensive policy for the selection, provision, review, retention and removal of personal police protection, ensuring proper deployment of specialist resources, both personal and mechanical.

- **Static protection:** the re-deployment of police static protection.
- **Appearance of police stations:** encouraging public attendance at police stations by improving the image of police property and reception area facilities. It will also seek to decrease costs of station receptionist duties via staff optimisation.

Change programme 3 - STAFF: to create a human resource culture based on enabling excellence, which will be customer focused, placing people at the heart of corporate purpose. Employees will be supported in their task of providing the most effective policing service to the community.

This programme contains the following projects:

- **Severance:** addressing the re-profiling of our personnel.
- **Recruitment:** closely linked to the severance project, this project has seen the appointment of an independent recruitment agency, which has assumed the responsibility for recruitment on behalf of the Chief Constable.
- **Staff appraisal:** a new appraisal process is to be developed which will ensure staff are properly managed and assessed in areas relevant to their role. The appraisal will also form part of the promotion and selection process to help ensure the best officers are selected for promotion and appointment to specialist posts. Officers, in addition to traditional policing functions, will be assessed in areas such as human rights, the ability to change and the maintenance of a neutral working environment. Next year's plan will include a summary of this new appraisal process.
- **Sickness management:** the development of a comprehensive policy to manage sickness absence within the organisation. The system will see the development of rewards as well as sanctions and the underlying causes of sickness will be researched to ensure this issue can be more effectively managed.

- **Human resource re-organisation:** the Human Resources Department will be re-organised to ensure it provides value for money to the organisation. Functions, which can be devolved, will be delegated to District Command Units with Human Resources Department providing only services that cannot be undertaken at local level such as the development of corporate personnel policies.
- **Discipline procedures:** focusing on the role of the Police Ombudsman.

Change programme 4 - SKILLS: through training, to create a body of professional people of exemplary integrity. They will use discretion and negotiation skills and together with the community will provide a service which protects public safety and facilitates the delivery of justice whilst protecting human rights.

This programme contains the following projects:

- **Training college:** the provision of a training college with finance for its construction and running costs being procured through the Public Private Finance Initiative. The training college will provide a range of facilities to support the Training, Education and Development Strategy and will become a centre of excellence against which other training organisations will benchmark their success.
- **Training, Education and Development Strategy:** the successful implementation of this Strategy to address the training and developmental needs of all staff within the new organisation. The provision of future training provision will be managed through the strategy with both civilian and police staff being provided with a holistic training, education and development process which addresses organisational, individual and community needs. Appendix B provides an overview of this strategy.



Change programme 5 - COMMUNICATIONS, MARKETING AND IMAGE:

to manage the reputation of the police service and communicate change both internally and externally.

The aims of the Communications, Marketing and Image programme are to:

- Raise public confidence in the quality of the service we provide;
- Promote the changes in policing style in a way which attracts and sustains support from the community as a whole;
- Support community group and youth education on the concept of policing in partnership with the community using problem-solving methods;
- Promote the concept of community safety;
- Manage community expectation about policing services;
- Provide timely and appropriate information to the community about development of the change programme in line with recommendations in the Patten Report;
- Improve our internal communications to gain the support and understanding for the change programme of those remaining in the organisation;
- Explain and promote the new beginning for policing whilst addressing and supporting the changes in organisational culture which are envisaged.

Change programme 6 - STRUCTURES: to implement improved operational and headquarters support structures to provide a high quality, effective police service to the community.

- The Divisional layer of management has been removed with the introduction of District Command Units corresponding to District Council areas. District Commanders now have an enhanced decision making role and report directly to the appropriate Assistant Chief Constable.

- The proposed delegation of budgets will also extend each District Commander's direct control over finance within his or her area of command. In respect of Headquarters, there will be a slimmer structure, which also reflects the shift of focus towards policing with the community and the delegation of authority and responsibility to District Commanders.
- Further structural recommendations covered a new amalgamated command for Crime Department and Special Branch.
- There are significant changes recommended in respect of both the Full and Part time Reserves.

Change programme 7 - INFORMATION SYSTEMS: To take the Police Service of Northern Ireland to the forefront of law enforcement business processes supported by modern information and communications technology.

The Information Systems programme contains the following projects:

- **Operational information systems:** the development of the existing Command and Control System including the computerisation of the occurrence book; further development of the Integrated Crime Information System with the aim of providing a fully "joined up" intelligence, crime, custody and prosecution file system; and the introduction of call handling centres replacing the current systems.
- **Administrative information systems:** the establishment of a unified set of office automation products based on industry standards together with a single corporate e-mail system; document management and workflow applications will be evaluated where these are likely to improve the efficiency/effectiveness/economy of District Command Unit/Headquarters business processes; plans are being developed to implement an Intranet to carry a wide range of information accessible to all staff;

and the provision of Internet facilities will develop to provide external e-mail addresses as required and meet the needs of District Command Units in publishing their own pages.

- **Data Warehousing:** for management information purposes including high-level financial management information.
- **Finance/payroll/pensions IT system.**
- **Activity analysis/Activity based accounting:** high level activity analysis will be provided through either the replacement to the current Manpower Administration and Registry System (MARS) and/or through further enhancement of the command and control system. A project team will be established to take forward the implementation of a combined activity analysis/costing system.
- **Personnel IT system.**
- **Firearms licensing system.**
- **Communications infrastructure:** a new radio system and an extension of network and terminal numbers will be put in place. Project Barracuda is a joint enterprise with other emergency services in Northern Ireland, replacing the current police radio system. The new radio system will utilise the latest generation of digital trunked radio allowing for highly flexible voice communications and a platform for portable/mobile computing.

Change programme 8 - SYSTEMS FINANCE: To strengthen financial accountability and to introduce a fully costed Annual Policing Plan.

This programme has several strands:

- **Alignment of business planning with financial planning:** a strategic operational Police/Financial Planning Committee has been established, the Resource

Allocation Group (which is a sub-group of the Chief Constable's Policy Meeting. An updated planning process has been approved that aligns operational and financial planning, i.e. the preparation of three to five year corporate plans that incorporate financial plans. The Finance and Resource Management Project Board have approved a way forward.

- **Local financial management:** managerial and financial responsibilities will be aligned through the delegation of financial budgets to local police commanders. If local police commanders control the number of officers and civilians working for them, then they should also be accountable for the pay budget. In the absence of this alignment, local managers are rarely able to see the full costs of the resources they control and are given no real incentive to be accountable for them. This can mean that they are unable to respond effectively to changing needs and have limited incentives to achieve efficiency.

Some progress has already been made in devolving police and civilian overtime and travel and subsistence budgets to commanders. The Finance and Resource Management Project is working towards a gradual system of devolvement - initially cost awareness information, then devolvement of payroll budgets during 2002/03, and in future years additional budget-heads including IT consumables, accommodation maintenance, supplies and transport running costs are to be devolved. The optimum level to which financial management will be delegated is limited only by the premise that budget heads should be identifiable and controlled by local managers and of sufficient size to remain economically and administratively viable. The 'client server' version of the financial system will facilitate these developments within the 29 District Command Units.



Part Four

- **Costed Policing Plan:** at a corporate level a fully costed plan will be developed linking costs to overarching policing aims and objectives. At an operational level, a business planning process will be established whereby local policing plans will be linked to available resources and funding.
- **Activity based costing:** this will enable us to demonstrate effective use of resources based on costed activity. It encompasses the ethos of business harmonisation, performance measurement and benchmarking to deliver improvements in service delivery. Co-ordination will be required between Corporate Development, Finance Department, B Department, and Information and Communication Services.
- **Training:** addressing the training needs required to facilitate effective financial management. This will include the principles of financial management, budgetary control, activity costing, etc and will be at two levels – a half-day seminar for senior managers (Superintendent/Deputy Principal and above) and more detailed training, lasting up to five days, for middle managers (Business Managers, Finance Managers, Operations Managers) and other finance staff. Relevant IT training will also be provided to facilitate on-line access to systems by managers at District Command Unit, Region, Headquarters and Administration Departments.

4: Paying for The Plan

Financial year 2002/03

4.1. The Government's year 2000 Spending Review established a baseline for the main police grant in respect of year 2002/03 amounting to £665.3m, of which £2.5m is to be allocated to the Policing Board for part of its administrative expenses. The grant available to the Police Service is therefore £662.8m.

4.2. As in previous years, the funding arrangements for implementing the Patten severance/early retirement scheme requires that savings accruing from this scheme are used to fund its cost. As a result, the Revenue Grant will be reduced by an estimated £65.7m to take account of leavers over the period 2000/01-2002/03. However, the cost of new recruits (£15.5m) will be added to the Revenue Grant, together with £0.8m in respect of Compensatory Grant. The estimated amount available for normal policing for 2002/03 is £593.5m Revenue and £19.9m Capital.

4.3. The Annual Budget Plan for 2002/03 projects a £15m funding shortfall against the adjusted baseline of £613.4m. We do not have the capability of generating additional savings above those already provided from severance leavers. The funding shortfall of £15m will be addressed by an 'in-year' bid for funding during 2002/03. Appendix A provides a financial summary.

Financial Year 2003/04

4.4. We submitted a comprehensive bid to the Policing Board in December 2001. The bid covered the financial years 2003/04, 2004/05 and 2005/06, the final year of this current Spending Review period (2003/04) becoming the baseline for the new 2002 bid.

4.5. The new Spending Review 2002 period provides us with an opportunity to re-address the baseline. The outcome will be known in the summer of 2002.

Patten non-severance

4.6. The 2000 Spending Review included special provisions to cover the implementation of the Patten Recommendations during the three years covered by the Review. The Northern Ireland Office have informed the Police Service of Northern Ireland that an additional £90m has been provided for Patten Non-Severance expenditure, with £35m, £30m, and £25m being allocated for 2001/02, 2002/03 and 2003/04 respectively.

4.7. Patten non-severance projects are approved by the Northern Ireland Office through the submission of business cases, and Accountable Officers have been appointed to implement the eight strategic work programmes which cover the recommendations for change proposed by Patten. Northern Ireland Office has provided assurance that funding will be provided to implement the Patten strategies work programmes provided business cases meet the criteria specified by Treasury/Northern Ireland Office

4.8. A bid for Patten non-severance expenditure for the financial years 2003/04, 2004/05 and 2005/06 was also included in the SR 2002 submission.



5: Policing objectives, indicators and targets 2002/2003

Objective	Performance Indicator	Target
To promote safety and reduce disorder		
1.0 To maintain public order, thereby providing for the protection and security of the public (Policing Board objective)	1.1 Confidence in respect of policing public disorder	1.1.1 To achieve confidence levels in the policing of public disorder of not less than 51%
To reduce crime and the fear of crime		
2.0 To work in partnership with other relevant agencies to help reduce the incidence of crime, including organised crime, in line with the Government's published targets; and to diminish the fear of crime (Secretary of State's objective)	2.1 The rate of increase in overall recorded crimes 2.2 The number of domestic burglaries 2.3 The number of vehicle thefts 2.4 The number of theft from vehicle crimes 2.5 Contribution towards delivery of the Northern Ireland Community Safety Strategy.	2.1.1 To reduce rate of increase in overall recorded crime (1) 2.2.1 To reduce the number of domestic burglaries by 3% (1) 2.3.1 To reduce the number of vehicle thefts by 2% (1) 2.4.1 To reduce the number of theft from vehicle crimes by 2% (1) 2.5.1 To provide quarterly written reports to the Policing Board on police contribution towards delivery of the Northern Ireland Community Safety Strategy
	2.6 The level of repeat victimisation in relation to domestic violence	2.6.1 To reduce repeat victimisation in relation to domestic violence
	2.7 Work in progressing the priorities agreed by the Organised Crime Task Force	2.7.1 To provide quarterly written reports to the Policing Board on work in progressing the priorities agreed by the Organised Crime Task Force

Objective	Performance Indicator	Target
To reduce crime and the fear of crime (continued)		
3.0 To disrupt the illegal supply of controlled drugs and to work in partnership with other agencies in tackling the problem of drug misuse (Policing Board objective)	3.1 The value of illicit drugs seized within Northern Ireland 3.2 The number of persons arrested/charged/summoned for offences under the Misuse of Drugs Act 3.3 Participation in the Northern Ireland Drugs Strategy	3.1.1 To increase the value of illicit drugs seized within Northern Ireland 3.2.1 To maintain the number of persons charged/summoned for supply offences under the Misuse of Drugs Act as a proportion of those arrested. 3.3.1 To report quarterly to the Policing Board on police participation in the Northern Ireland Drugs Strategy
4.0 To uphold and maintain the rule of law, counter the terrorist threat and bring to justice those responsible for crime. (Secretary of State's objective)	4.1 Number of persons charged with terrorist offences 4.2 Number of deaths occurring as a result of the security situation 4.3 Number of shooting and bombing incidents 4.4 Number of casualties arising from paramilitary-style attacks 4.5 The number of detections for violent crime	4.5.1 To increase the number of detections for violent crime
To contribute to delivering justice in a way which secures and maintains public confidence in the rule of law		
5.0 To improve organisational effectiveness to the benefit of the community, the police and the wider criminal justice system (Policing Board objective)	5.1 Proportion of full-time officers available daily to perform the full range of duties 5.2 Sickness levels 5.3 Proportion of cases processed in line with Administrative Time Limits	5.1.1 To monitor the proportion of full-time officers available daily to perform the full range of duties 5.2.1 To reduce the average level of sick leave to 18.5 days for officers and 14 days for civilians. 5.3.1 To process 85% of custody cases within 90 days and 85% of bail cases within 110 days

Appendix A

Objective	Performance Indicator	Target
To implement the programme of change		
6.0 To build and sustain confidence in the Police Service and police accountability arrangements by all sections of society in Northern Ireland, addressing all the areas set out in the legislation and the Implementation Plan, and increasing Catholic representation in the police. (Secretary of State's objective)	6.1 Number thinking police do a good job	6.1.1 To increase to 70% the percentage of people who think the police do a good job
	6.2 Confidence levels in equity of treatment	6.2.1 To achieve confidence levels in overall equity of treatment of 75%
	6.3 Satisfaction with levels of patrolling	6.3.1 To achieve satisfaction levels in respect of patrolling greater than 45%
	6.4 Victim satisfaction with initial police response	6.4.1 To provide feedback on victim satisfaction with initial police response
	6.5 Progress against agreed changes, and agreed timetables for change, including in relation to policing and criminal justice arrangements	6.5.1 To provide written quarterly progress reports to the Policing Board on progress towards agreed changes and agreed timetables for change
Notes: (1) The baseline for reduction figures will be the final Apr 2001-Mar 2002 figure, recalibrated to allow for the introduction of the National Crime Recording Strategy.		

Appendix A: FINANCIAL SUMMARY

ITEM	Actual Expenditure 2000/2001 £m	Projected Outturn 2001/2002 £m	Estimates 2002/2003 £m
Police pay and allowances	439	412	399
Civilian staff	53	57	62
Pensions	63	59	57
Incidental expenses	32	38	35
Transport	11	13	13
Telecommunications & Information Technology	13	14	13
Accommodation services	24	25	26
Supplies and catering	8	9	9
TOTAL REVENUE EXPENDITURE	643	627	614
CAPITAL EXPENDITURE	15	26	20
Gross expenditure	658	653	634
Less receipts	(5)	(15)	(6)
NET EXPENDITURE	653	638	628
Approved budget	(652)	(638)	(613)
Estimated funding shortfall	1	nil	15

B

Appendix B

Appendix B: Overview of the strategy for training, education and development of the Police Service of Northern Ireland

1. Patten recommendation 129

Patten recommendation 129 says that "A training, education and development strategy should be put in place, both for recruit training and 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."

2. The key role of the Training, Education and Development Strategy

The training, education and development of our people is a key determinant of the quality and ethos of the policing service we provide to our society.

"Training, education and development is the engine room for the transformation of policing."

Tom Constantine, Oversight Commissioner.

3. What will the Training, Education and Development Strategy help to achieve?

- Community partnership policing instead of security style policing;
- Firmly established values, attitudes and behaviours appropriate to such a service;
- Improvement in quality and performance of our staff;
- Continuous career-long learning;
- Best value returns for investment in training.

4. Nine core themes of the Strategy

- Human rights theory and practice;
- Diversity, equal opportunities, community & race relations;
- Professional standards and ethics;
- Community policing;
- Community safety;
- Problem solving;
- Health and safety;
- Best value;
- Best practice.

5. Overview of the Strategy

The over-arching aim is to help create a body of professional people of exemplary integrity, enjoying broad support, whose discretion, influencing, negotiating, and partnership skills provide a service which protects public safety, facilitates the delivery of justice and balances competing human rights.

To achieve that aim we will strive:

- To satisfy priority skill and knowledge needs of clients to make the most constructive impact upon police service performance;
- To put in place a structure and processes which will ensure that the Training, Education and Development enterprise is flexible and responsive, that it meets organisational needs, and unifies all police and support staff training;
- To create a sustainable Training, Education and Development enterprise which emphasises best value returns from generous and ring-fenced investments in TED opportunities, staff, estate and equipment;
- To maintain and develop the intellectual capital of the Training, Education and Development enterprise to meet the evolving needs of the police service.

C

Appendix C

Appendix C: How the Police Planning process works

1 The Police (NI) Act 2000 (the Act) changed the police planning process and increased the content of the Policing Plan. The details of the changes can be found within the Act and in the associated regulations. Set out below is a summary of what these changes mean. Transitional arrangements have been agreed for the 2002/2003 planning cycle.

2 A key part of the Policing Board's role is to find out what the community expect from their policing service. The Board consults with community representatives, opinion formers, a wide range of community groups, district councillors and MLAs. The results of this consultation, carried out for this plan, in late summer 2001, by the Board's predecessor (the Police Authority for Northern Ireland), are fully reflected in the objectives, indicators and targets set by the Board.

3 The objectives determined by this process do not refer to everything the police are expected to deal with. Because some crimes or disorder are not mentioned does not mean they will be ignored.

4 In advance of the year:

- The Secretary of State, after consulting with the Policing Board, the Chief Constable, and such other persons as he thinks appropriate, will set long term objectives for the policing of Northern Ireland;
- The Policing Board, after consulting with the Chief Constable and the District Policing Partnerships [DPPs*], will set annual objectives for the policing of Northern Ireland;
- The Board sets performance indicators and targets for both sets of objectives;
- The plan will also include, for the first time, details on how the police use resources to ensure value for money is achieved in the delivery of service (Best Value plans); a civilianisation assessment; arrangements for assessing the performance of officers along with an assessment of the training and education needs of officers;
- The Board, after consulting the Secretary of State, will issue a policing plan, which will be drafted by the Chief Constable. In this plan, the Chief Constable will aim to use the resources at his disposal to fulfil the objectives and targets set by the Board and the Secretary of State;
- All of the matters which are to be included in the plan will be set out by the Secretary of State in regulations.

5 During the year the Board will monitor and review progress through the use of performance indicators, targets, reports from the Chief Constable, public consultation, and other means. This oversight will include analysis of the Chief Constable's use of resources.

6 After the end of the year the Chief Constable will submit an annual report on policing to the Board; this will be published by the Chief Constable and sent to the Secretary of State who will lay it in Parliament.

7 The Board will publish an annual report setting out, among other issues, the extent to which the policing plan has been fulfilled. A copy of this report will be sent to the Secretary of State.

*District Policing Partnerships - Established in each District Council area, District Policing Partnership (DPPs) will be responsible for obtaining the views of the public regarding the policing of the district, addressing crime prevention issues, monitoring police performance against the policing plan and presenting those views to the District commander. Each DPP will be made up of representatives from District Councils and independent members appointed by the Policing Board.

