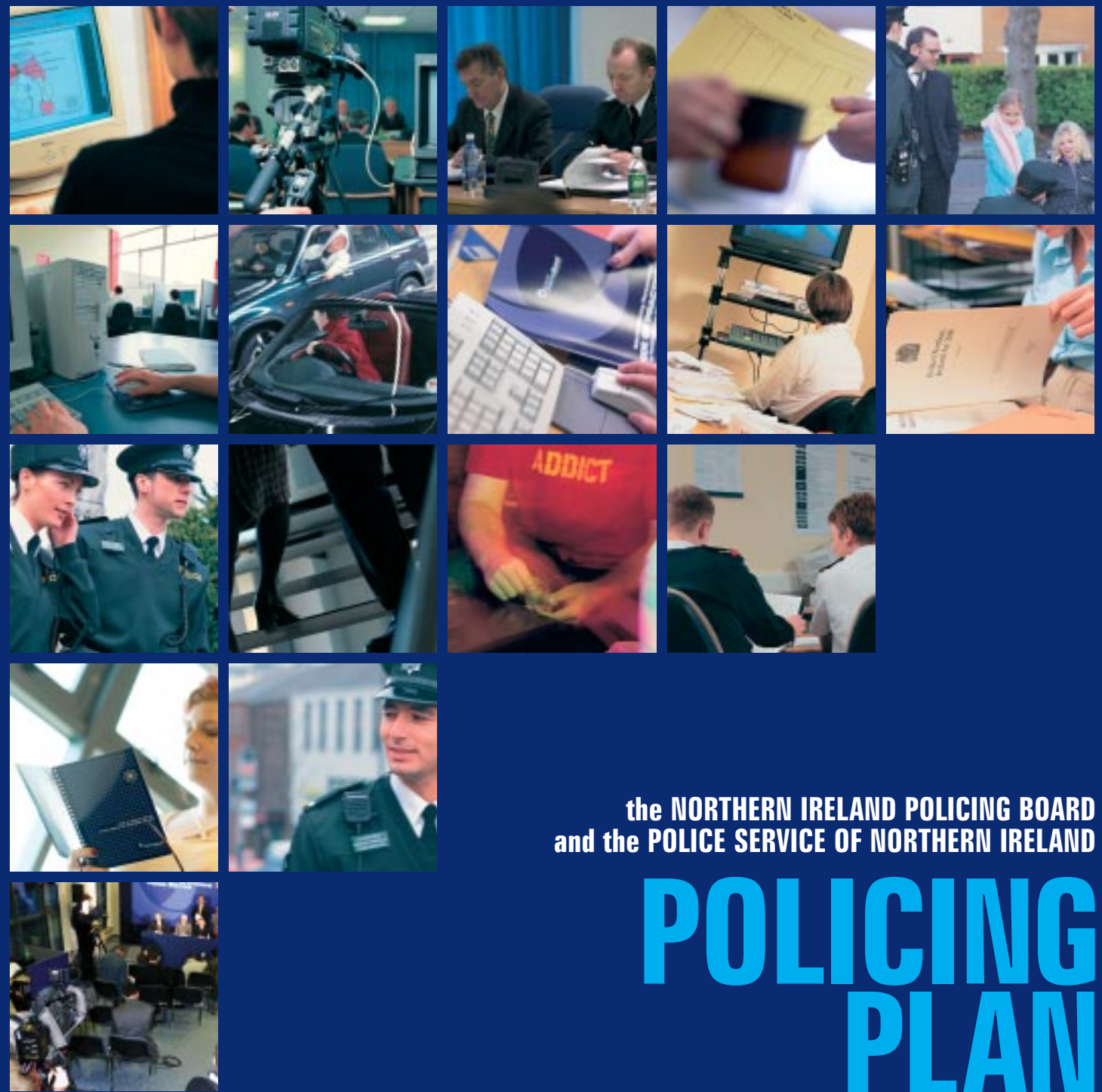


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the NORTHERN IRELAND POLICING BOARD
and the POLICE SERVICE OF NORTHERN IRELAND

POLICING PLAN

2003-2006

A SUMMARY OF THIS PLAN WILL BE MADE AVAILABLE ON REQUEST IN ACCESSIBLE FORMATS SUCH AS IN BRAILLE, LARGE PRINT, DISC, AND AUDIOCASSETTE, AND IN MINORITY LANGUAGES TO MEET THE NEEDS OF PEOPLE NOT FLUENT IN ENGLISH. REQUESTS FOR ALTERNATIVE FORMATS SHOULD BE MADE TO THE NORTHERN IRELAND POLICING BOARD AT THE ADDRESS BELOW.



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and the POLICE SERVICE OF NORTHERN IRELAND

POLICING PLAN

2003-2006

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FOREWORD

the Chairman of the Northern Ireland Policing Board

On behalf of the Northern Ireland Policing Board, I am very pleased to introduce this policing plan, which is the second to be published by the Board, and which is particularly significant because of the changes and developments happening in policing in Northern Ireland at this time.

The Policing Board's key responsibility is to make sure that the Police Service is effective, efficient, and



meeting the needs of the Northern Ireland community. We consulted with the community to find out where most police effort needs to be concentrated during the year ahead, and the policing objectives contained in this plan are the result of that consultation. They focus police attention on issues and crimes that affect people's daily lives,

including the intolerable numbers of people killed and seriously injured on our roads, the growing problems of drug misuse, the problems of racist crime, homophobic crime, domestic violence, vehicle crime and burglaries. And, throughout the plan, the Police Service recognises and commits to working in partnership with others to tackle these problems.

We all know that demands on the police are growing - people have more expectations than ever of the service they want delivered by the police. Yet at the same time, we need to manage limited resources and make efficiency savings. This plan sets out how the Police Service will better focus its resources through replacing police posts with civilians where this is appropriate, reducing absentee levels, continued recruitment of student officers, and moving many police officers from headquarters to

work in the district command units. Altogether these initiatives should help to deliver what successive surveys show that people in Northern Ireland want - more officers on the beat, tackling crime and the community safety issues that affect all our lives.

In line with this increasing accountability for resources, the Police Service has costed the plan for the first time. Costs are calculated against the four overarching objectives of:

- promoting safety and reducing disorder
- reducing crime and the fear of crime
- contributing to delivering justice in a way that secures and maintains public confidence in the rule of law, and
- implementing the programme of change

Of course, in reality, police activity may contribute to more than one objective at a time, and the Police Service will work to develop better and more accurate systems of costing to reflect this.

So, as you can see, this policing plan is indeed particularly important. Perhaps the most significant aspect is that it is published just as the new district policing partnerships are being established. District commanders will reflect the objectives contained in this plan when they work with their district policing partnerships to make sure that the needs of local communities are taken into account when developing local policing plans.

Also, the introduction of the new Code of Ethics for the Police Service has put respect for human rights at the core of policing here. And the development and implementation of the Police Service's Training, Education and Development Strategy will help to achieve community partnership policing that takes account of diversity, equality, human rights and professional standards and ethics.

All of these issues, along with the development of a more open and transparent culture, will help to improve the accessibility and accountability of the Police Service. That is why, at this time more than ever, the Police Service needs and deserves the support of the whole Northern Ireland community. In its turn, the community has the right to expect the police to work with effectiveness, efficiency, fairness, impartiality and integrity. And we in the Policing Board fully recognise our responsibilities, and we will work with the police, and the community, to make sure that this happens.

We will carefully monitor the progress the Police Service makes to meet the objectives and targets set out in this policing plan; we will hold the police to account for objectives that are not met; and we will regularly report back to the community on what we have done. We will support the police towards achieving more effective and efficient policing for the whole community.

Professor Desmond Rea
Chairman
Northern Ireland Policing Board

FOREWORD

Chief Constable of the Police Service of Northern Ireland

The publication of the Policing Plan 2003 - 2006 comes at an important time for the Police Service of Northern Ireland.

The district command units, created in April 2001, have become well established in the foundations of the police service. Through the district command units, the Service is moving forward in its commitment to providing an inclusive police service for communities and neighbourhoods across Northern Ireland.

The district command units have placed local policing at the cutting edge of Police Service development. A local service, delivered by local officers, with central support from Police Service Headquarters is essential to the success of community policing. They will be responsive to local communities and will deliver local solutions to local problems. Through district command units we are delivering a policing service to the community in partnership with the community. Whilst decentralisation has given police commanders the power, autonomy and the responsibility to make decisions and implement activity on the ground, the contribution of our central departments towards delivering that policing should not be underestimated. Without such valuable support, the locally delivered service would be impoverished.

The creation of district policing partnerships represents a further step forward for policing in Northern Ireland. Independent members have been recruited from all communities in Northern Ireland

and the aim of each is to work closely with the Police Service, advising on policing issues in local areas. We look forward to the time when representation will reflect the complete political spectrum.

The district policing partnerships are designed to give local people a real voice in local policing issues together with an important monitoring role in police performance. This is welcomed by the Police Service. The partnerships will give us even more insight into the needs of local people and assist us in providing the best service possible for the people of Northern Ireland.

It is through the district policing partnerships and district command units that local decisions will be made. We need to interact with local communities and we need local communities to interact with us in order for this practice to be developed and implemented to its full potential. Through community dialogue, the Service can concentrate available resources to efficiently engage in addressing local crime.

And the result of this local empowerment? Improved performance within the Service. We have long since recognised that the Police Service alone cannot reduce crime. That is why we have further developed a problem solving approach driven by community safety, partnership and consultation. And through information led proactive policing initiatives we are identifying and dealing with key crimes and main offenders.

But pressures on our resources still exist. The demands of crime remain high and coupled with road policing, community safety, public disorder and the ever-present menace of terrorist activity, means

that we are continually faced with the issue of allocating resources in an appropriate manner. Clearly these resource issues are of both a financial and human nature. Responsibility lies with all of us - the Policing Board, the Police Service, community groups and political representatives - to work together to ensure that police officers and civilian support staff are deployed in the best way possible.

Communities across Northern Ireland want to see police on their streets, tackling crime in their areas. The Police Service, with the resources it has available, is committed to providing this service, to investigating and solving local crime and making sure our neighbourhoods and communities remain safe places for everybody.

Life does not stand still. Change is inevitable. The strengthening of local partnerships is vital for the development of the Police Service of Northern Ireland and the community that it serves. We welcome the further development of these relationships and look forward with expectancy to further positive outcomes in the future of policing.

Hugh Orde
Chief Constable
Police Service of Northern Ireland





PART ONE

AN INTRODUCTION TO THE POLICING PLAN

Introduction

1.1 One of the main functions of the Northern Ireland Policing Board is to hold the Chief Constable to account for his actions and those of his staff.

1.2 A key tool for the Policing Board in carrying out this function is the publication of the Northern Ireland Policing Plan published prior to the commencement of each financial year in April. This is the first plan to fully comply with the provisions of the Police (Northern Ireland) Act 2000 and the associated regulations enacted during 2002.

1.3 Part two of this plan details the objectives set by the Policing Board and Secretary of State. It also details the performance indicators and targets, set by the Policing Board, relating to those objectives, which are to be achieved by the Chief Constable.

1.4 Part three looks at the actions that the Chief Constable will take to deliver the required policing services. While the actions planned for headquarters departments to achieve these objectives are highlighted in particular, district commanders will also



take account of this policing plan during the preparation of their local policing plans, which will be produced in consultation with district policing partnerships. The involvement of district policing partnerships will make sure that the Police Service takes the policing needs of local communities into account during their planning process.

1.5 Finance is a major factor for the Police Service and the Chief Constable must make prudent use of the available financial resources if policing is to be delivered effectively and within budgetary constraints. Part four of this plan provides details of the financial

arrangements for policing, while Appendix E provides details of the financial summaries. For the first time the Policing Plan has been costed, so that it is clear



how the police budget has been allocated between each of the overarching policing aims. This is shown at Appendix F. While a 'broad brush' costing approach has been adopted this year, it is hoped that in future

years accounting systems will be in place to make sure that there is greater accuracy and improved accountability.

1.6 The Chief Constable has also a duty to make sure that policing is delivered in a manner that secures continuous improvement so that economy, efficiency and effectiveness can be achieved. Part five of this plan sets out the Chief Constable's Best Value Performance Plan for the forthcoming year.

1.7 The Appendices also contain important information concerning how the Police Service will deliver its services, and include:

- **Appendix B** - proposals for civilianisation in the police service;
- **Appendix C** - details for assessing the performance of police officers;
- **Appendix D** - the assessment of education and training for police and support staff.

1.8 Please note that a summary of this plan will be made available on request in accessible formats such as in Braille, large print, disc, and audiocassette, and in minority languages to meet the needs of people not fluent in English. 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 8562, minicom; 028 9040 8565, or e-mail information@nipolicingboard.org.uk

The Northern Ireland Policing Board

1.9 The Northern Ireland Policing 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 Northern Ireland Assembly Members are appointed under the d'Hondt principles, and nine are independent members appointed by the Secretary of State through open competition.

1.10 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.

1.11 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 advance in the press.



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

1.13 The Policing Board, in accordance with the Police (Northern Ireland) Act 2000, is responsible for issuing the policing plan each year. Information on how the police planning process works is contained in Appendix H.

Looking Ahead

1.14 It is anticipated that in the coming years, demands on the police will grow and people will have a greater expectation of what the police should deliver. At the same time there will be more emphasis on managing available resources and pressure to make efficiency savings. To assist in managing this constraint, the Chief Constable along with his departmental, regional and district commanders will take account of the policing objectives and targets for performance set by the Policing Board when deciding their operational priorities.



1.15 Work to focus Police Service resources has started with the recruitment of civilian police analysts specially trained to identify crime trends and patterns and focus on supporting wider front-line operational priorities, and the launch of the programme of continuous improvement, which is explained in more detail in part five.



1.16 Certain trends in society, identifiable on a local and national basis, that will also impact on the work of the police include:

- a more varied society with people from many social and cultural backgrounds;
- continuing levels of sectarianism within society;
- demands for greater openness and transparency;
- more dependency on technology;
- continuing fiscal pressure limiting public expenditure; and
- more litigation.

1.17 Also there are identifiable crime trends:

- sectarian motivated crime;
- increased organised crime, such as counterfeiting and money laundering;
- drugs trafficking;
- fraud, identity and intellectual rights theft;
- paedophilia; and
- threat of terrorism, both local and international.

1.18 Traditionally the most common crimes in Northern Ireland include theft, burglary and criminal damage. Across Northern Ireland regional and localised crime variations exist. In the greater Belfast

area vehicle crime accounts for over a quarter of the regional total. In south and east Northern Ireland the main crime problems are vehicle crime and offences against the person, while in the north and west the most common crimes are offences against the person. New trends are analysed, and in recent years new trends have included mobile phone theft, street crime, burglaries and alcohol-related violence.

Police will continue to monitor new issues to help find solutions.

1.19 Some types of crime - for example armed robbery and vehicle crime - are more widespread in Northern Ireland than in the rest of the United Kingdom and need particular police attention. The legacy of terrorism and general levels of criminal activity by paramilitary organisations are still a significant influence - and this matter is being dealt with by police and other agencies appointed to the Government's Organised Crime Task Force.



1.20 The police will continue to tackle these problems in partnership with the community and relevant agencies, and the Chief Constable will report on progress in meeting the policing objectives to the Policing Board each financial quarter (three month period).



PART TWO

OBJECTIVES, PERFORMANCE INDICATORS & TARGETS

Introduction

Part two sets out the objectives for policing in Northern Ireland, as determined by the Secretary of State and the Policing Board. Also shown are the performance indicators and targets set by the Policing Board for achievement by the Chief Constable.

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 75%.
2.0 To work in partnership with others to reduce the number of those killed and seriously injured in road traffic collisions. (Policing Board objective)	2.1 Contribution towards delivery of the Northern Ireland Road Safety Strategy.	2.1.1 Number of detections for excess speed. 2.1.2 Number of detections for drink/drug driving. 2.1.3 Number of detections for non-wearing of seat-belts. 2.1.4 Number of detections for dangerous/careless driving. 2.1.5 To demonstrate police contribution towards the delivery of the educational aspect of the Northern Ireland Road Safety Strategy, reporting quarterly to the Board.

Objective	Performance Indicator	Target
To reduce crime and the fear of crime		
3.0 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)	3.1 The number of domestic burglaries. 3.2 The number of vehicle crimes. 3.3 The number of crimes and incidents of a racist or homophobic nature. 3.4 Contribution towards delivery of the Northern Ireland Community Safety Strategy. 3.5 The number of domestic incidents and domestic violence offences. 3.6 Contribution towards progressing the priorities agreed by the Organised Crime Task Force.	3.1.1 To reduce the number of domestic burglaries by 5%(1). 3.2.1 To reduce the number of vehicle crimes by 5%(2). 3.3.1 To establish an accurate baseline of the number of crimes and incidents of a racist or homophobic nature. 3.4.1 To demonstrate police contribution towards delivery of the Northern Ireland Community Safety Strategy, reporting quarterly to the Policing Board. 3.5.1 To report the number of domestic incidents and domestic violence offences and develop a strategy for monitoring disposal of incidents. 3.6.1 To demonstrate police contribution to progressing the priorities agreed by the Organised Crime Task Force, reporting quarterly to the Board.

Objective	Performance Indicator	Target
To reduce crime and the fear of crime		
4.0 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)	4.1 The number of seizures of illicit drugs within Northern Ireland.	4.1.1 To increase the number of seizures of illicit drugs within Northern Ireland.
	4.2 The number of persons arrested / charged / summoned for offences under the Misuse of Drugs Act.	4.2.1 To increase the number of persons charged/summoned for supply offences under the Misuse of Drugs Act as a proportion of those arrested.
	4.3 Participation in the Northern Ireland Drugs Strategy.	4.3.1 To demonstrate police contribution towards implementing the Northern Ireland Drugs Strategy, reporting quarterly to the Policing Board.
5.0 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)	5.1 Number of persons charged with terrorist offences.	5.5.1 To achieve a detection rate for violent crimes of 55%.
	5.2 Number of deaths occurring as a result of the security situation.	
	5.3 Number of shooting and bombing incidents.	
	5.4 Number of casualties arising from paramilitary-style attacks.	
	5.5 The detection rate for violent crime.	
Objective		
To contribute to delivering justice in a way which secures and maintains public confidence in the rule of law		
6.0 To improve organisational effectiveness within the Police Service. (Policing Board objective)	6.1 The number of officers available for duty within district command units.	6.1.1 To fully implement the agreed Workforce Plan within agreed timescales, reporting quarterly to the Policing Board.
	6.2 Progress in delivering the Training, Education and Development Strategy.	6.2.1 To fully implement the agreed Training and Development Strategy within agreed timescales, reporting quarterly to the Policing Board.
	6.3 Progress in delivering the Police Negotiating Board's national overtime reduction strategy.	6.3.1 To implement the three year overtime reduction strategy
	6.4 Proportion of cases processed in line with Administrative Time Limits.	6.4.1 To process 85% of custody cases within 90 days and 85% of bail cases within 110 days.

Objective	Performance Indicator	Target
To implement the programme of change		
7.0 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 legislation and the Implementation Plan; and increasing Catholic representation in the police. (Secretary of State's objective)	7.1 Number thinking police do a good job.	7.1.1 To increase to 70% the percentage of people who think the police do a good job.
	7.2 Confidence levels in equity of treatment.	7.2.1 To achieve confidence levels in overall equity of treatment of 75%.
	7.3 Satisfaction with levels of patrolling.	7.3.1 To achieve satisfaction levels in respect of patrolling greater than 45%.
	7.4 Progress against agreed changes, and agreed timetables for change, including in relation to policing and criminal justice arrangements.	7.4.1 To demonstrate progress towards implementing agreed changes within agreed timetables reporting quarterly to the Policing Board.

Notes: (1) The baseline for reduction figures will be the final April 2002-March 2003 figure.
 (2) This target refers to vehicle thefts and theft from vehicle crimes.



PART THREE

THE PLAN FOR DELIVERING POLICING SERVICES

Introduction

3.1 To be effective policing services must meet the needs of local communities. To achieve this (and to make sure that the needs of local communities are fully considered) district commanders take account of the objectives, targets and indicators set by the Policing Board and reflect these during the preparation of local policing plans. Local policing plans will be published following consultation with district policing partnerships.

3.2 Regional Assistant Chief Constables, who are responsible for a number of district command units, will support district commanders in their delivery of police services by, for example, co-ordinating as required the use of Tactical Support Groups, Traffic Branch and other specialist units. They will also regularly review the performance of district command units to make sure that the targets in this plan and in local policing plans are being addressed.

3.3 This section sets out how the chief officers in charge of a number of headquarter departments plan to improve the ability of the Police Service to deliver the level of performance required by the Policing Board. Please note that it does not contain all matters that are dealt with at Headquarters. Appendix A sets out the Police Service's organisational chart showing chief officers' areas of responsibility.

DEPUTY CHIEF CONSTABLE

Overarching Aim: To implement the programme of change.

Objective 7.0:

■ **Co-operation between the Police Service and An Garda Siochana:** this project reflects Patten recommendations to develop key aspects of co-operation between the Police Service of Northern Ireland and An Garda Siochana. It includes matters such as developing a programme of long-term personnel exchanges; establishing improved radio

links and compatible information technology systems; provision for an immediate exchange of officers and pooling of investigative teams after major incidents, structured co-operation in training and holding annual conferences between the two police services.

■ **New police college:** the provision of a training college with finance for its construction and running costs being obtained through a public private finance initiative.

■ **Discipline procedures:** working with the Police Ombudsman to develop an automated trend information system for complaints for use by police management.

ASSISTANT CHIEF CONSTABLE, OPERATIONS

Overarching Aim: To promote safety and reduce disorder.

Objective 1.0:

We will achieve this by:

■ Maintaining and reviewing the appropriate level of trained and equipped officers to deal with public disorder at all levels.

■ Maintaining the ability to respond to public order emergencies through the formalisation of a Tactical Support Group mobilisation plan.

■ Examining, reviewing and drafting as appropriate the Chief Constable's policy and responses to the work of the Parades Commission and the attached statutory functions.

■ Working in partnership with the organisers of sporting and other public events to help them in meeting their responsibility for public safety at such events.

Objective 2.0:

We will contribute in the following ways:

- Working in partnership with other agencies and the community to secure safer roads that are free of death, injury, damage or crime.
- Directing police marketing campaigns and educational programmes that raise road safety awareness at identified vulnerable groups to reduce their likelihood of becoming a road collision casualty.
- Helping to achieve road casualty reduction by using improved information technology to identify the main causes of road collisions on roads with a high number of road traffic collisions.
- Using the road policing strategy document as a basis for roads policing in Northern Ireland.
- Appointing fatal collision support officers who will develop our investigation of fatal road traffic collisions in accordance with the Association of Chief Police Officers Road Death Investigation Manual.
- Where appropriate patrolling in highly visible vehicles to increase public reassurance and help improve road users' behaviour.
- Where appropriate using technology to direct police activity and automatically enforce offences such as speeding and ignoring red lights in areas that have high casualty collisions.

Overarching Aim: To reduce crime and the fear of crime.

Objective 3.0:

We will achieve this by:

- Employing information technology, such as closed circuit television (CCTV), and other technical help.
- Reviewing and revising the Chief Constable's policies on domestic violence, particularly repeat victimisation.
- Reviewing and revising the Chief Constable's policies as they relate to hate crime.

Overarching Aim: To contribute to delivering justice in a way which secures and maintains public confidence in the rule of law.

Objective 6.0:

We will contribute to this by:

- Reviewing personal police protection to ensure that an appropriate service is provided to those who are subject to paramilitary threat.

Overarching Aim: To implement the programme of change.

Objective 7.0:

Change programme '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.

The 'style' programme will deliver the following projects:

- **Policing with the community:** the Chief Constable has issued a new policy statement 'Policing with the Community in Northern Ireland'. This tackles the concept of policing with the community, explains what this means, and how best the Police Service can fully involve and support this style and provide the best service to all communities in Northern Ireland. To support this an implementation plan has been published. This offers guidance and advice on structures and systems to deliver policing with the community, including a method for evaluating success. Policing with the community is a main theme of the Training, Education and Development Strategy that is set out in Appendix D.
- **Developing partnerships:** based on consultation between the Police Service, the Policing Board and the Northern Ireland Office, this will examine the structures, systems and procedures designed to help co-ordinate community safety between the Police Service and relevant agencies. It will also assess partnership activities at strategic and operational levels within the context of community safety and will develop and promote new partnerships and initiatives that are 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:** this project addresses public order deployments and examines methods to improve operational effectiveness. It should result in improvements to officer safety through the development of personal protective equipment, the modernisation of personal protection weapons and by

the adoption of the Association of Chief Police Officers guidelines on officer safety. It will also continue to develop firearms tactical response to critical incidents and assist in research on the development of alternatives to baton rounds and a policy on using water cannons as part of a graduated response to violence. Finally it will examine ways to reduce dependence on military support.

- **Criminal Justice:** this project will address the transfer of current police responsibilities to outside agencies and review police custody arrangements.
- **Parades co-operation:** this will develop the policy dealing with the planning for policing parades and working with the Parades Commission, parade organisers and neighbourhood representatives.
- **Police vehicles:** this project addresses the substitution of armoured Land Rovers with police cars and cell vans as patrol vehicles and increasing the number of liveried patrol vehicles. Armoured Land Rovers will be kept as a public order reserve.
- **Firearms licensing system:** this will implement the recommendations of consultants to improve the effectiveness and efficiency of the current business processes used by Firearms Licensing Branch.
- **Joint disaster planning:** the aim of this is to progress disaster planning in partnership with An Garda Siochana, including the preparation of appropriate joint protocols.

ASSISTANT CHIEF CONSTABLE, CRIME
Overarching Aim: To reduce crime and the fear of crime.

Objective 3.0:

We will support the Police Service's efforts by:

- Providing specialist support to deal with serious crime.
- Promoting and providing guidance on information led policing and other policy matters.
- Developing partnerships with others in the Criminal Justice System.
- Revising and updating as necessary Police Service policies to ensure that child protection investigations consistently meet high standards of service by well resourced, well managed and well motivated teams. (This will be done in accordance with the recommendations made by Lord Lamming in his report, arising from the Victoria Climbié enquiry).
- Advising and educating the public about their roles and responsibilities in preventing crime and reducing crime.
- Providing high quality scientific support systems.
- Developing and delivering analytical services and products.
- Developing procedures for the investigation of unsolved murders and stranger rapes and enhancing our re-examination of serious crimes.
- Coordinating and overseeing the Service's contribution to the multi agency work of the Organised Crime Task Force.

Objective 4.0:

We will support the Police Service's efforts by:

- Disrupting the illegal supply of controlled drugs.
- Bringing to justice drug traffickers.
- Using elements of education, health and welfare in recognition that the problem of drug misuse cannot be tackled by the police alone.

Objective 5.0:

We will support the Police Service's efforts in the following ways:

- Officers will use specialised investigative techniques, providing tactical and technical support to police operations, always taking care to comply with the Regulation of Investigatory Powers Act 2000 and the Human Rights Act 1998. This will make sure that the human rights of everyone are properly considered in police investigations.
- Police will use the best aspects of national practice in respect of information led policing. Information will be analysed to find out the nature of the criminal and terrorist threat and help prioritise resources at different levels.

Overarching Aim: To contribute to delivering justice in a way which secures and maintains public confidence in the rule of law.

Objective 6.0:

In order to achieve this:

- We have established a new crime department that draws together officers involved in investigative and intelligence work. This will provide a balanced structure to combat the most serious offences against society.

- We have seconded officers to the Criminal Justice Review Implementation Team with a view to reducing the amount of paperwork and associated delays involved in the justice system and preparing the way for the introduction of the Public Prosecution Service of Northern Ireland.

- We are contributing to the Causeway Project, which is working to improve technological links between criminal justice organisations.

- We will examine how we may best help vulnerable and intimidated witnesses.

- We will also work with other public organisations that want to provide better information to victims of crime.

- We will carry out our disclosure responsibilities in line with the Criminal Procedures and Investigations Act 1996.

Overarching Aim: To implement the programme of change.

Objective 7.0:

We will achieve this by:

- Creating one headquarters department in place of the former crime and special branch departments. This project addresses recommendations 98, 99 and 101 of the Government's Implementation Plan.
- We will use the National Intelligence Model and will develop and implement transparent protocols, policies and procedures to govern, monitor and review the use of intelligence to deliver an effective approach to tackling crime with maximum community support.

ASSISTANT CHIEF CONSTABLE, CORPORATE DEVELOPMENT AND CHANGE MANAGER

Overarching Aim: To contribute to delivering justice in a way which secures and maintains public confidence in the rule of law.

Objective 6.0:

To achieve this we will:

- Draft the Policing Plan in co-operation with the Policing Board and the Northern Ireland Office in accordance with legislation, regulations and guidance.
- Meet the needs of the Chief Constable and Policing Board by preparing reports on how the police have performed in respect of the Policing Board's objectives.
- Assist in the development of local policing plans, which will be prepared in consultation with district policing partnerships, to make sure crime trends and issues of concern to local communities are addressed effectively.
- Assist in the development of performance reports to district policing partnerships.
- Develop and use a system of continuous improvement using Best Value methodology.
- Develop an integrity-screening tool to be applied to all of the Police Service's policies.
- Develop a central policy index available to everyone in the organisation.
- Review and revise the existing meetings structure for top management in line with the principles of transparency and accountability.

Overarching Aim: To implement the programme of change.

Objective 7.0:

We will deliver this by:

- Making sure that the programme of change set out in legislation and the Government’s Implementation Plan is achieved to the satisfaction of the Chief Constable, Policing Board and Oversight Commissioner.
- Developing and implementing activity management methodologies, policies and processes across the Police Service to support activity based costing and a costed policing plan at corporate and local levels.
- Developing a corporate approach to risk identification and proactive management to improve organisational effectiveness.
- Developing a framework for evaluating functions to decide whether they are suitable for outsourcing, including a method for prioritising, listing the functions to be evaluated.

DIRECTOR OF SUPPORT AND INFORMATION SERVICES

Overarching Aim: To contribute to delivering justice in a way which secures and maintains public confidence in the rule of law.

Objective 6.0:

We will achieve this by:

- Encouraging public attendance at police stations by improving the image of police property and reception area facilities.

Overarching Aim: To implement the programme of change.

Objective 7.0:

Change programme ‘Information Systems’: to take the Police Service of Northern Ireland to the front of law enforcement processes that are supported by modern information and communications technologies.

The information systems programme will deliver the following projects:

- **Operational information systems:** the development of the existing command and control system (including computerising the occurrence book), and the further development of the integrated crime information system to provide a fully joined up intelligence, crime, custody and prosecution file system; and the introduction of call handling centres.
- **Administrative information systems:** unified office automation products based on industry standards including a single corporate e-mail system with Intranet and Internet access. Evaluate document management and workflow applications where these may improve the efficiency, effectiveness, and economy of district command units and headquarters departments.

■ **Finance/payroll/pensions IT systems:** upgrade the payroll system and extend it to process police and civilian staff pay.

■ **Firearms licensing system:** consultants have prepared an operational requirement and business case for a new firearms licensing system to be introduced along with impending new firearms legislation.

■ **Systems integration:** establish a ‘proof of concept’ pilot for the integration of different information technology systems, and lay down architectural plans for all new information technology systems.

■ **Radio communications infrastructure:** Establish a new radio system and an extended microwave network together with new mobile and portable terminals. Project Barracuda is a joint enterprise with other emergency services in Northern Ireland. It will replace the current police radio system. The new radio system will use the latest generation of digital trunked radio allowing for very flexible voice communications and a platform for portable/mobile computing.

ASSISTANT CHIEF CONSTABLE, NORTH REGION

As well as being responsible for achieving the policing objectives in his operational area of responsibility, Assistant Chief Constable North Region, has special responsibility for an element of the change programme.

Overarching Aim: To implement the programme of change.

Objective 7.0:

Change programme - ‘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 will deliver the following projects:

■ **Human rights:** a full programme of action to include human rights considerations in all areas of

policing. As part of this programme the Police Service held two major conferences within the last year to highlight key human rights issues relevant to policing. The Police Service will work closely with the Policing Board on other main areas of an agreed programme.

■ **New attestation:** all officers have been briefed so that they understand the need to carry out their duties in line with the new attestation.

■ **Police ethics:** a new Code of Ethics reflecting the European Convention on Human Rights and other relevant human rights standards has been introduced. Work is ongoing to change the relevant misconduct regulations, and all officers and support staff are being advised regarding these changes in the “Course for All”, a compulsory two-day programme for all police and civilian staff. The new Code clearly advises officers on the standards of conduct expected of them.

■ **Transparency:** improving police accountability through the development of a more open and transparent culture, within the restrictions placed on the police by legislation and the European Convention on Human Rights.

■ **Diversity and section 75 equality scheme:** on the 4 November 2001 the Police Service was designated within the meaning of section 75 of the Northern Ireland Act 1998. As a result, an equality scheme that addresses the responsibilities placed on the Service has been approved by the Equality Commission in February 2003.

■ **Neutral working environment:** the Police Service has issued new directions on our working environment covering such issues as assumed national identity, military memorabilia and guidelines on behaviour and speech. Regular audits are carried out to ensure these directions are met.

■ **Notifiable membership:** new guidelines will soon be provided for police officers on when they must tell the Chief Constable that they are a member of an organisation that may affect an officer's impartiality. This is a legislative requirement arising from Section 51 of the Police (Northern Ireland) Act 2000.

SENIOR DIRECTOR OF HUMAN RESOURCES:

The Senior Director's responsibilities include personnel, training, occupational health, and health and safety.

Overarching Aim: To implement the programme of change.

Objective 7.0: Human Resources

Change programme - '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.

The 'Staff' programme will deliver the following projects:

■ **Human resource planning strategy:** the Police Service, in consultation with the Policing Board, has produced a human resource planning strategy to make sure there is sufficient support for operational policing, by addressing sickness absence, civilianisation (referred to further at Appendix B), continued recruitment of student officers, and the redeployment of police officers from many Headquarters roles to district command units. A target has been set to have 5400 police officers working in district command units by April 2005.

■ **Severance:** addressing the re-profiling of our personnel.

■ **Recruitment:** (closely linked to the severance project). An independent recruitment agency has been appointed and has taken on the responsibility for recruitment on behalf of the Chief Constable.

■ **Staff appraisal:** a new appraisal process that aims to make sure staff are properly managed and assessed in areas relevant to their role. The appraisal system is part of the promotion and selection process that helps us make sure that the best officers are chosen for promotion and appointment to specialist posts. As well as traditional policing functions, officers are assessed in areas such as human rights, the ability to manage change and the maintenance of a neutral working environment. Appendix D provides an overview of an assessment of the requirements for educating and training police and support staff and how these requirements will be met.

■ **Sickness management:** the development of a comprehensive policy to manage sickness absence that rewards as well as sanctions and researches the underlying causes of sickness to make sure this issue can be more effectively managed.

■ **Human resource re-organisation:** the Human Resources Department will be re-organised to make sure it provides value for money. Those functions that can be passed down will be given to district command units, with Human Resources Department providing only those services that cannot be carried out at local level - such as the development of corporate personnel policies.

■ **United Nations peace keeping operations:** In consultation with the Policing Board we will withdraw all officers from Kosovo and Bosnia by November 2003. At a time of serious pressure in our resources, this is not the best time for large international commitments.

Training

Objective 7.0:

Change programme - 'Skills': through training to create an organisation of professional people of exemplary integrity. They will use discretion and negotiation skills and together with the community will provide a service that protects public safety, helps the delivery of justice and protects human rights.

The 'Skills' programme will deliver the following projects:

■ **Training college:** the college will provide a range of facilities to support the Training, Education and Development Strategy and 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. Future training will be managed through the strategy with both civilian and police staff having an overall training, education and development process that meets individual, organisational and community needs. Appendix D provides an overview of this strategy.

DIRECTOR OF MEDIA AND PUBLIC RELATIONS Overarching Aim: To implement the programme of change.

Objective 7.0:

Change programme - 'Communications, Marketing and Image': to manage the reputation of the Police Service and communicate change both internally and externally.

The 'Communications, Marketing and Image' programme will:

■ Increase public confidence in the quality of the service the Police Service provides.

■ Promote the changes in policing style to attract and maintain support from the community as a whole.

■ Support community groups and youth education on the concept of policing in partnership with the community using problem-solving methods.

■ Promote community safety.

■ Manage community expectation about policing services.

■ Provide timely and appropriate information to the community about developing the change programme in line with recommendations in the Patten Report.

■ Improve our internal communications.

■ Explain and promote the new beginning for policing, while addressing and supporting the changes in organisational culture.

DIRECTOR OF FINANCE

Overarching Aim: To contribute to delivering justice in a way which secures and maintains public confidence in the rule of law.

Objective 6.0:

To achieve this we will:

■ Secure Patten non-severance funding for the change management process by obtaining Northern Ireland Office approval for our business cases and monitoring spend against budget.

- Support the severance programme at an organisational and individual level.
- Implement the treasury resource accounting and budgeting initiative.
- Secure agreement for a course of action to achieve a balanced budget for both the main police and Patten grants for 2003-2004 and future years.
- Submit bids for funding as part of the spending review for the years 2005-2006, 2006-2007 and 2007-2008.
- Implement new financial systems to support and finance the Police Service's strategic objectives, including provision of on-line access to financial information.
- Complete annual financial statements and obtain a clean audit opinion.
- Process payments in relation to police and civilian payroll, pensions and supplies in accordance with internal and statutory requirements.

Overarching Aim: To implement the programme of change.

Objective 7.0:
Change programme - 'Systems Finance': to strengthen financial accountability and to introduce a fully costed policing plan.

The 'systems finance' programme will deliver the following projects:

- **Alignment of business planning with financial planning:** the Resource Allocation Group (RAG) will make sure there is joined-up planning in

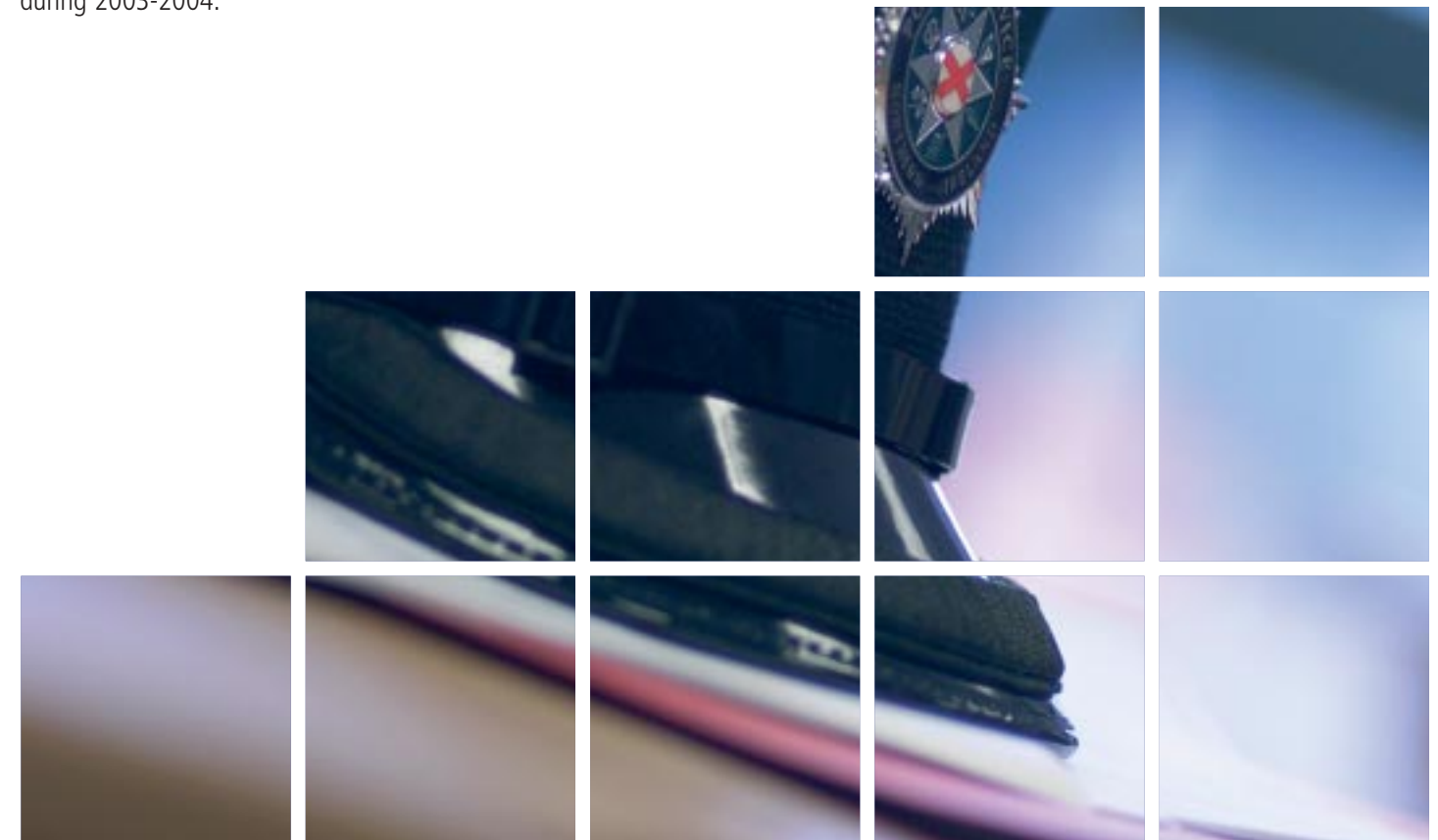
the allocation of resources at the corporate level. The Finance and Resource Management (FARM) Project Board have approved an updated planning process that matches operational and financial planning and includes the preparation of three to five year corporate plans, including financial plans. A test integrated planning exercise was carried out within the urban region (Belfast) during 2002-2003 and this will be carried out across the organisation during 2003-2004.

■ **Local financial management:** managerial and financial responsibilities will be matched by sharing out the responsibilities for financial budgets to district commanders. District commanders controlling the number of officers and civilians working for them, should also be responsible for the pay budget. If responsibilities are not matched, 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 not able to respond effectively to changing needs and have limited incentives to achieve efficiency. However, progress has been made by devolving the responsibility for police and civilian overtime, travel and subsistence budgets to district commanders. The FARM Project is working towards a gradual system of devolvement - initially cost awareness information, then devolvement of payroll budgets and in future years, additional budgets including IT consumables, accommodation maintenance, supplies and transport running costs. This devolvement process started in the urban region during 2002-2003 and will be rolled out during 2003-2004. The optimum level to which financial management will be delegated is limited only by the condition that budget heads should be identifiable and controlled by local managers and big enough to remain economically and administratively practical. The 'client server' version of the financial system will make these developments easier within the 29 district command units.

■ **Costed policing plan:** a costed policing plan using "broad brush" costing methodologies (referred to further at Part Four) is included in this plan at Appendix F. The methodology for development of the costed plan will continue to be developed during 2003-2004 and integrated with the implementation of activity based costing during 2003-2004. At an operational level, a business planning process will be set up so that local policing plans will be linked to available resources and funding.

■ **Activity based costing (ABC):** this will allow the Police Service to show that they are using resources based on costed activity. It includes the principles of business harmonisation, performance measurement and benchmarking to deliver improvements in service delivery. The activity based costing project, which includes inputs from Corporate Development, Finance, Human Resources and Information and Communication Services, will be put into practice during 2003-2004.

■ **Training:** A programme has been developed on effective financial management. This includes financial management, budgetary control and activity costing. There are two levels - a seminar for senior management (superintendent/deputy principal and above) and more detailed training for middle management (business managers, finance managers, operations managers). Relevant information technology training has been developed to make on-line access easier for managers at district command units, regions and headquarters' departments. These training courses were held for relevant staff within the urban region during 2002-2003 and will be rolled out to all staff in preparation for the start of the new financial year.





PART FOUR

PAYING FOR THE PLAN

Main Police Grant 2003-2004

4.1 The spending revenue 2002 settlement, as approved by the Secretary of State in respect of the police grant, amounts to £709.8m for 2003-2004, being £689.9m revenue and £19.9m capital. Within the revenue grant a provision of £13.3m has been set aside for Police Negotiating Board changes in terms and conditions. In addition, £52.3m is included for non-cash items such as depreciation, capital charges and provisions.

4.2 As with previous years the funding arrangements for implementing the severance (early retirement) scheme for police officers require that savings resulting from severance be used to fund the cost of the scheme. However the cost of new recruits and the additional cost accruing from the payment of the final compensatory grant are added to the revenue grant. After taking account of these adjustments, and together with technical increases, the revised revenue grant for the period is £697.8m.

4.3 The net capital baseline for 2003-2004 has been fixed at the 2002-2003 provision of £19.9m. However the gross capital spend of £22.9m is based on the sale of some assets. Should these sales not happen during 2003-2004 the capital spend will be re-prioritised.

4.4 Appendix E provides a financial summary for 2003-2004. It reflects average police strength of 7,351 regular officers and 1,702 full-time reservists. It is the aim of the Police Service to increase the civilian compliment to 3,546.

Patten non-severance

4.5 The 2002 spending review included a provision to continue the implementation of the Patten recommendations. The Patten non-severance grant for 2003-2004 is £54.9m - £23.4m revenue and £31.5m capital. This budget is the responsibility of the Northern Ireland Office and will be used to help fund a range of projects. A review by accountable officers indicates a possible spend for 2003-2004 of £80.6m - £34.1m revenue and £46.5m capital.

The Police Service will consider if re-profiling and prioritisation of projects is necessary in view of the outcome of the Patten non-severance spending review. However the Government have given assurance of their continued commitment to the change agenda.

Patten severance

4.6 The Police Service's Human Resource Planning Strategy, which has been endorsed by the Policing Board, recommended that year four of the voluntary retirement/severance scheme should be suspended for one year to help ease the current operational human resource shortage. However, after discussions with the Human Resources Department it was considered wise to reflect that 132 officers, who would have been eligible to leave this current financial year, may leave during 2003-2004. The estimated cost for lump sums and payments in lieu is £11.5m.

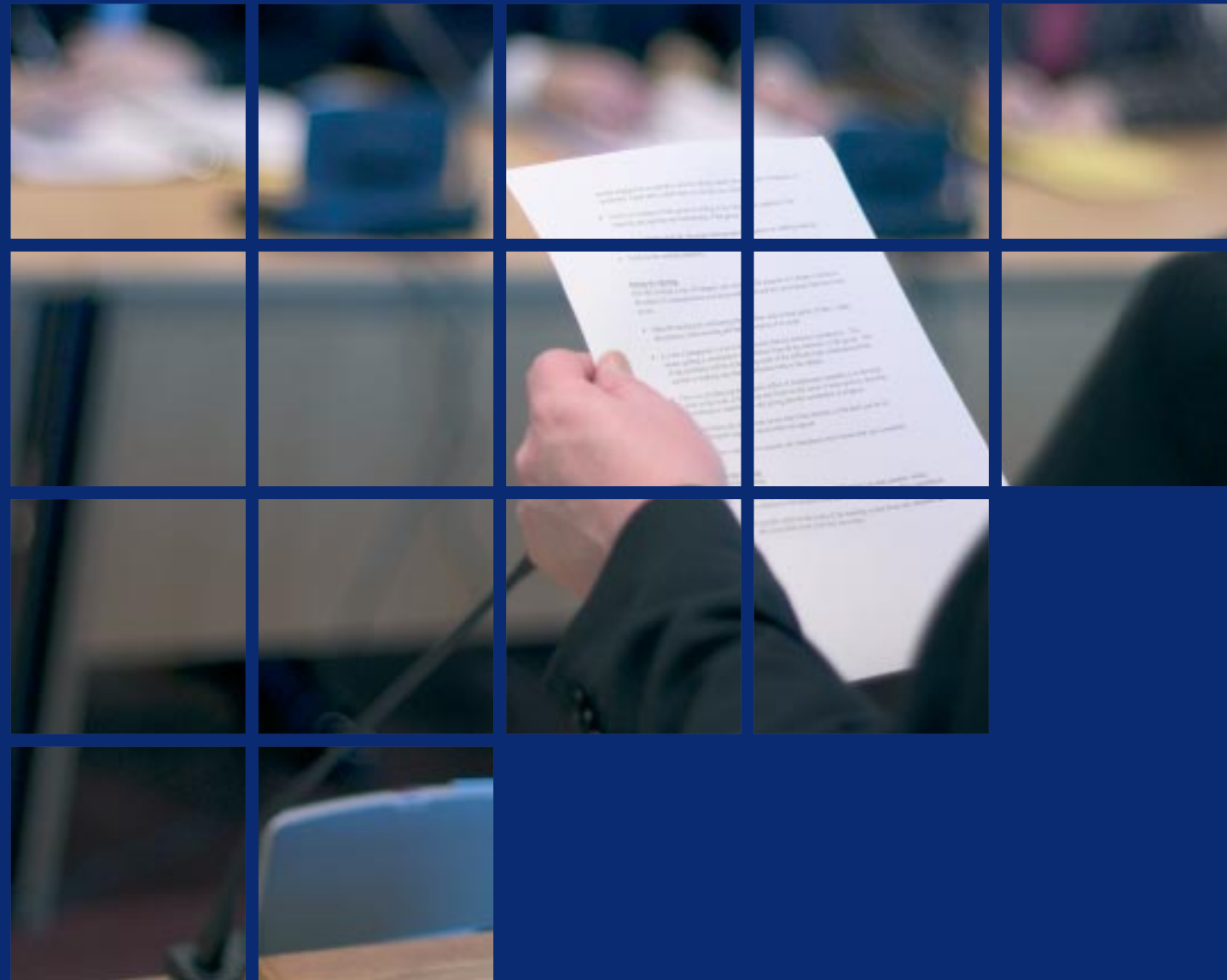
Costing the policing plan

4.7 For the first time the Police Service has costed the policing aims contained in this policing plan. A “broad-brush” costing methodology has been used representing the historical use of police time, which may differ from how police officers currently spend their time. While the costs shown are allocated against each of the four overarching aims, in reality police activity may achieve more than one aim at a time. The Police Service is developing better systems of activity based costing and these, together with the further expansion of devolved budgeting, will help us to provide more robust figures in future years.

4.8 Appendix F (costed policing plan) shows how the organisation’s financial resources have been allocated between the policing objectives. Many of the organisation’s activities cannot be directly related to the objectives and these have been treated on the same basis as overheads and allocated to the objectives using appropriate apportionment methods.

4.9 The figures relate to the latest estimates for 2003-2004, including all main grant revenue income and expenditure, Patten severance expenditure and Patten non-severance expenditure.





PART FIVE

SUMMARY OF THE BEST VALUE PERFORMANCE PLAN

Background to Best Value in the Police Service

5.1 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.”

5.2 For each financial year the Policing Board, in consultation with the Chief Constable, is required to publish a Best Value Performance Plan covering a number of points:

- how the arrangements for continuous improvement are being implemented;
- the programme for Best Value Reviews;
- results of previous reviews; and
- the performance indicators and standards against which functions will be measured.

5.3 The Police (Northern Ireland) Act 2000 replicates similar requirements in respect of Best Value, contained in the Local Government Act 1999, for police services throughout England and Wales.

5.4 As a sub-accounting officer the Chief Constable has a responsibility to ensure that the resources for which he is responsible are efficiently, effectively and economically utilised. The programme of Best Value and Continuous Improvement will ensure that this responsibility is achieved.

The planned approach to Best Value and Continuous Improvement

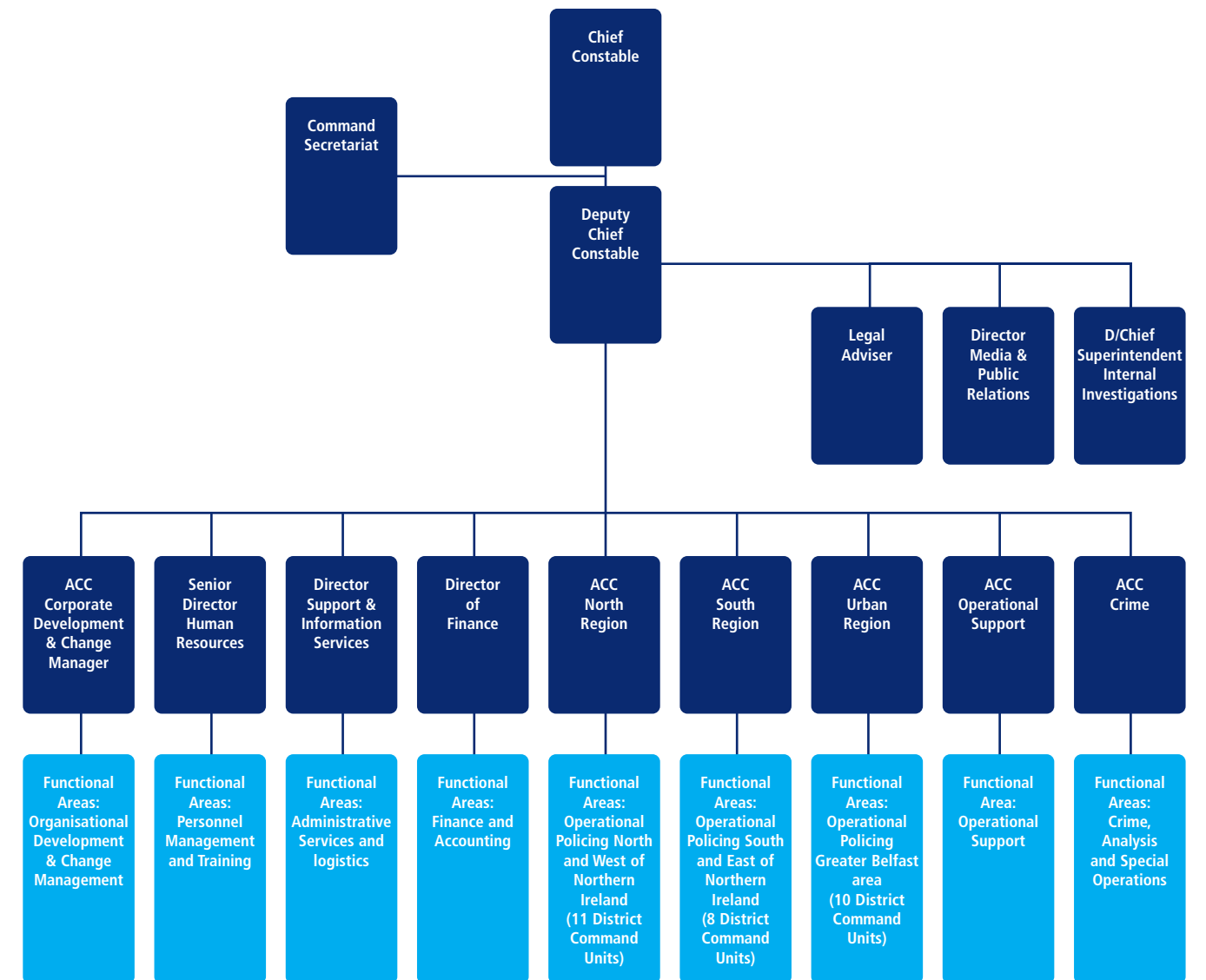
5.5 The approach to Best Value and Continuous Improvement is based upon a business process improvement methodology. At the core of the methodology is an assessment of the needs of the internal and external customers, making sure these are clearly understood and defined. The actual service delivered to customers is then compared to the customers' requirements forming a basis on which existing processes and structures may be analysed. The final stages involve the development, evaluation and implementation of options for improving the business processes, matched by the necessary structures required to support the revised processes.

5.6 This focus on the systems that actually deliver customer services, outputs and outcomes is the key to the success of this approach. Appendix G sets out details of the Best Value Review Programme for the financial years 2003-2006.



APPENDIX A

APPENDIX A: Organisational structure for the Police Service of Northern Ireland



APPENDICES

APPENDIX B

APPENDIX B: Civilianisation in the Police Service

1) An internal police report on creating district command structures identified 680 police posts as suitable for civilians to carry out. As this work was based on the year 2000 figures of 8500 regular officers and 2900 full time reserve officers, we needed to validate the identified posts because of the downsizing process. A number of these posts have already been civilianised.

2) Currently there are 3250 whole time equivalent support staff with around 200 whole time equivalent vacancies. At present, about half of these are at Headquarters. It is anticipated that there may be changes flowing from the change in relationships between headquarters and district command unit's (another important part in the Human Resource Planning Strategy).

3) We estimate that there is a potential to replace approximately 650 police with civilians before April 2005. However this will depend on identifying the necessary funding (for 300 posts), achieving more efficiency using current staff (350 posts) and recruiting the required numbers of staff with the necessary skills.

4) The Police Service intends to replace 100 police posts with civilians by April 2003, and a further 200 during 2003-2004, followed by another 350 during 2004-2005. To achieve this all chief officers and district commanders will identify suitable non-operational police posts. How we use the current support staff will also be validated to identify where necessary efficiencies may be gained.

5) To begin with, there will be a programme to civilianise station duty officers (these officers are mainly responsible for dealing with members of the public at the front reception desk at most stations). We will also consider the posts of closed circuit television operators (CCTV), HOLMES indexers (who perform a key-supporting role in murder investigations), press officers and certain functions within the Criminal Justice Units.

6) To support civilianisation, an external campaign is taking place emphasising career opportunities and the social contribution made by civilian staff. Where appropriate, internal trawls of the current support staff will also be carried out.

APPENDIX C

APPENDIX C: Assessing the performance of police officers

1) On 1st April 2003 the Police Service will introduce a new staff appraisal system, called the "annual performance review", for regular officers up to and including the rank of chief superintendent. This is based on the National Competency Framework and will be carried out on 1st April each year, to link with the organisation's planning processes.

2) Each officer will be assessed against the behavioural competencies that are outlined in their role profile. Also they will be evaluated against a human rights assessment guide and against their respect for a neutral working environment.

3) There are three distinct themes:

I: What has the officer done?

This will examine officers' attendance records and assess their contribution towards the district/departmental policing objectives over the past year.

II: How has the officer done?

This will examine officers' performance against the behavioural competencies relevant to their role, and against the human rights assessment guide.

III: Development

Officers will agree a development plan with their line manager if performance is deemed to fall below satisfactory, or if an officer specifically asks for development.

4) Overall the system is designed to be simple, and will play a central role in the Human Resource Planning Strategy for the Police Service.

APPENDIX D

APPENDIX D: Training assessment for the education of police and support 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'.

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

The training, education and development strategy of police staff is an important part of assessing 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 behaviour that are appropriate to the service;
- an improvement in the quality and performance of our staff;
- continuous career-long learning; and
- best value returns for investment in training.

4: Nine core themes of the Strategy

- human rights theory and practice;
- diversity, equal rights, community and race relations;
- professional standards and ethics;
- community policing;
- community safety;
- problem solving;
- health and safety;
- best value; and
- best practice.

5: Overview of the strategy

The overarching aim is to create a group of professional people of exemplary integrity, enjoying broad support, whose influencing, negotiating and partnership skills provide a service which protects public safety, helps the delivery of justice and balances competing human rights.

To achieve this aim we will work to:

- meet the skill and knowledge needs of staff to have the greatest effect on Police Service performance;
- put in place a structure and process that will make sure that the training, education and development project is flexible and responsive, that it meets organisational needs, and brings together police and support staff training;
- create a lasting training, education and development project, emphasising best value, using ring-fenced investments in training, education and development opportunities, staff, estate and equipment; and
- maintain and develop the objectives of the training, education and development enterprise and meet the evolving needs of the Police Service.

6: Present stage of development

The Training, Education and Development Strategy, approved by the Policing Board during 2002, will be developed to include a costed training plan covering the training year 2003–2004, which will also be placed before the Policing Board for approval.

APPENDIX E

APPENDIX E: Financial summary for 2003-2004

	Actual Expenditure 2001/02 £000	Project Outturn 2002/03 £000	Estimates 2003/04 £000
REVENUE EXPENDITURE:			
Police pay and allowances	409,594	422,300	409,070
Civilian staff	56,530	62,000	65,730
Pensions	57,051	55,800	62,265
Incidental expenses	38,203	39,689	42,400
Transport	13,512	13,800	13,675
Telecommunications & Information Technology	16,907	13,660	14,050
Accommodation services	25,790	27,130	29,030
Supplies and catering	9,083	10,020	13,020
Non-cash Items (applicable from 2003/04)	0	0	52,300
TOTAL GROSS REVENUE	626,670	644,399	701,540
Less receipts	(5,782)	(5,610)	(3,740)
Total Revenue - Main grant	620,888	638,789	697,800
Total Revenue - Patten Non-Severance*	9,780	11,746	23,400
Total Revenue - Patten Severance*	48,278	59,799	11,500
TOTAL PSNI REVENUE	678,946	710,334	732,700
CAPITAL EXPENDITURE:			
Gross Expenditure	25,513	21,622	22,900
Less capital receipts	(9,531)	(500)	(3,000)
Total Capital - Main Grant	15,982	21,122	19,900
Total Capital - Patten Non-Severance*	6,188	19,316	31,500
TOTAL PSNI CAPITAL	22,170	40,438	51,400

* Please note that the NIO hold Patten severance and non-severance budgets.

APPENDIX E

APPENDIX E: Financial summary for 2003-2004 : continued

The following charts set out in graphical format the 2003-2004 police estimates as detailed previously.

Police Service Revenue Estimates 2003-2004



Police Service Capital Estimates 2003-2004



* Please note that the NIO hold Patten severance and non-severance budgets.

APPENDIX F

APPENDIX F: Costed policing plan for 2003-2004

OVER-ARCHING AIM	Estimated Costs	Estimated Costs
	£000s	%
To promote safety and reduce disorder	236,398	32.3
To reduce crime and the fear of crime	405,313	55.3
To contribute to delivering justice in a way which secures and maintains public confidence in the rule of law	46,190	6.3
To implement the programme of change	44,799*	6.1
Total Budget for the Financial Year	732,700	100

Note: These are indicative figures based on a 'broad brush' costing methodology, which shall be revised when more robust activity analysis information is obtained.

APPENDIX F

APPENDIX F: Commentary on the Policing Plan's costs

The following provides a brief explanation of the main areas that have been directly charged to each objective. In each instance a charge for district command unit business support costs and corporate sustaining overheads has been incorporated.

To promote safety and reduce disorder includes:

- beat and patrol officers on enquiries/preventative patrol;
- beat and patrol officers on non-crime incidents such as general complaints/nuisance;
- tactical support groups;
- community affairs;
- public order equipment.
- traffic branch; and
- beat and patrol officers on traffic-related incidents.

To reduce crime and the fear of crime includes:

- beat and patrol officers on crime-related incidents;
- Crime Department;
- Crime Teams;
- Regional Crime Squads;
- Scene of Crime Officers;
- "HOLMES" units;
- Crime Management unit;
- Child Abuse and Rape Enquiry (CARE) units;
- Forensic Science;
- Forensic Medical Officer costs;
- Drug Squad;
- Drug Liaison Officers; and
- beat and patrol officers on drug-related incidents.

To promote safety and reduce disorder, continued:

- beat and patrol officers on security and anti-sectarian duties;
- close protection units;
- court protection units;
- arms and ammunition;
- armoured vehicles;
- security-related accommodation costs; and
- firearms training.

To contribute to delivering justice in a way which secures and maintains public confidence in the rule of law includes:

- Criminal Justice Units;
- custody suites;
- Central Process Office;
- Corporate Development Department; and
- occupational health and certain other branches within the human resource department.

To implement the programme of change includes:

- Patten severance; and
- Patten non-severance.

APPENDIX G

APPENDIX G: Best Value review programme

YEAR 1: 2003-2004

CRUCIAL SUPPORTING PROCESS	ANTICIPATED DURATION	REMARKS
Transport Services - rationalisation of sites	3 months	With changes in police service requirements brought about by changing operational issues, this review will examine current and future requirements in line with operational objectives and public demands. This will establish the level of capacity in this field. The review will seek to optimise the current sites of Seapark and Lislea Drive.
Crime Recording	3 months	This review is necessary because of identified efficiencies in the current police service criminal records process. It will examine links between the police recording process and external agencies, i.e. the Court Service of Northern Ireland, and between the Criminal Records Office and the wider police organisation. Not least the review will question the Police Service's responsibility to maintain these records and the method in which they are recorded and accessed.
District command unit Control Rooms	3 months	This review is because of the introduction of call management and call grading policies, and the introduction of new technologies. An analysis will be conducted of the capacity of district command units control rooms with regard to the current and future demand to establish the most efficient, effective and economic dispersal of control rooms.
Force Publications	3 months	The need for printed documents and stationery is changing. This review will analyse current and future requirements and capacity. It will examine the current function in the light of similar services available in the open market to find out if this function could be a subject of an outsourcing review.
Floating Review	4 months	Capacity has been retained for the branch to carry out any strategic review thought necessary in liaison with Her Majesty's Inspector of Constabulary (HMIC), the Chief Constable's Forum or the Northern Ireland Policing Board.
Formal District Command Unit Review	3 months	This review shall follow guidelines set out in the HMIC Thematic Report "Going Local". The district command unit to be reviewed will be selected by ACC Corporate Development.

APPENDIX G

APPENDIX G: Best Value review programme

YEAR 2: 2004-2005

CRUCIAL SUPPORTING PROCESS	ANTICIPATED DURATION	REMARKS
Information and Computer Services	3 months	Area to be agreed with Head SIS following on from 5X Project
Transport Services - Transport Administration	3 months	
Occupational Health and Welfare	3 months	
Accommodation - Enquiry Offices	3 months	
Fixed Penalty Processing Office	3 months	
Formal District Command Unit Review	3 months	As agreed with Head of CD and Regional ACC's
Floating Review	4 months	As directed by Ch Const, NIPB or HMIC

YEAR 3: 2005-2006

CRUCIAL SUPPORTING PROCESS	ANTICIPATED DURATION	REMARKS
FARM Project	3 months	Following implementation of LFM
Community Involvement	4 months	
Digital Speed Cameras	3 months	
Recruitment - Police and Civilian	4 months	
Combined Operational Training	4 months	
Formal District Command Unit Review	3 months	As agreed with Head of CD and Regional ACC's
Floating Review	4 months	As directed by Ch Const, NIPB or HMIC

APPENDIX G

APPENDIX G: Departmental reviews

The following reviews, which are seen as crucial to the efficiency, effectiveness and economy of the Service, are being carried out in the following branches.

HUMAN RESOURCES (INCLUDING TRAINING)

Human Resources Planning Strategy

The Human Resources Planning Strategy is designed to bring an effective service delivery to the public. To do so, a number of actions will be undertaken, including:

- recruitment of police trainees, to achieve a total of 7500 police officers;
- a reduction in headquarters staff with corresponding re-deployment to operational duties; and
- a reduction in staff sickness levels.

The major efficiency savings will be a reduction in sick pay and a corresponding improved return on our money. A more effective service delivery will be helped by deploying more officers on operational duties. It must be emphasised that the plan will not lead to savings through redundancies. All police officers, other than those availing of voluntary severance and retirement, will continue to be employed.

Training, Education & Development Strategy

A number of best value reviews have already been conducted in the Training, Education and Development Strategy (TED), which has improved business processes and identified staff efficiency savings. These reviews are designed to enable TED to become more effective in supporting operational policing.

Over the next year the focus will be on reviewing the support and development specialism and foundation faculty, using the same aims as before. In addition we will be driving forward the outsourcing of training needs analysis and evaluation. This will help the organisation to clearly identify the training priorities at a strategic level and make sure the training budget is used effectively and efficiently.

FINANCE AND RESOURCE MANAGEMENT (FARM) PROJECT

This project involves preparation for implementation of local financial management (LFM) across the Police Service on 1 April 2003. There are various implementation tasks including communication, training, and system change. This involves:

- preparation of district command unit level budgets in support of local financial management;
- provision of support to budget-holders and business managers;
- implementation of system and process changes required for devolution of non-pay budgets;
- procurement of an activity based costing system;
- completion of a study into overtime systems; and
- completion of costed policing plan.

The objectives of the project are as follows:

- the alignment of financial and operational decision making delegated to the lowest level, to make operational managers responsible for the financial consequences of their decisions (local financial management);

APPENDIX G

APPENDIX G: Departmental reviews : continued

- integration of short, medium and long-term operational, business and financial planning linking strategic policing plans to financial plans and forecasts. These forecasts will determine how investment requirements and funding reductions will be addressed (joined up planning); and

- transparency in the cost of providing policing services, including activity based costing that will form a key element of future funding bids and allocations. In addition, the development of an equitable resource allocation model responsive to policing strategies and that supports policing objectives.

The desired outcome is for the project to achieve its objectives within the agreed timescales. This will contribute to a better managed, more efficient and effective Police Service. Considerable responsibility will be devolved to local commanders.

INFORMATION AND COMPUTER SERVICES

There are a number of major communications and Information Technology projects in progress aimed at bringing the Police Service to the forefront of law enforcement technology as recommended by the Patten Report.

One of the largest projects is the administrative information system (AIS), which will deliver a single e-mail system with internal addresses for all staff, a service wide intranet, enhanced access to all relevant web sites on the world-wide-web and Microsoft Office to enhance productivity. District command units will also be able to publish their own information online through a central content management process. Future work on information technology assistance (entitled 5X Project) will introduce a system of electronic document management.

The implementation of the information technology project includes the issue of 6000 common terminals over the next 18 months ending in 2004. As an interim arrangement terminals will be placed in the communal areas of all major stations to ensure maximum access.

APPENDIX H

APPENDIX H: How the police planning process works

1) The Policing Board, under the Police (Northern Ireland) Act 2000, is responsible for issuing the Northern Ireland Policing Plan each year. The following sets out the police planning process required to produce the policing plan.

2) An important part of the Policing Board's role is to find out what the community expects from their policing service. The Board consults with community representatives, opinion formers, a wide range of community groups, district councillors and Members of the Legislative Assembly. The results of this consultation, conducted for this policing plan, are fully shown in the objectives, indicators and targets set by the Policing Board. The objectives identified by this process do not refer to all matters that the police are expected to deal with. Although certain crimes are not mentioned specifically this does not mean that they are ignored.

3) In brief, the process needed to produce the policing plan is as follows:

- the Secretary of State, after consulting with the Policing Board, the Chief Constable, and such other persons as he thinks appropriate, sets long term objectives for the policing of Northern Ireland;

- the Policing Board, after consulting with the Chief Constable and the district policing partnerships, sets annual objectives for the policing of Northern Ireland;

- the Policing Board sets performance indicators and targets for both sets of objectives; and

- the Policing Board after consulting with the Secretary of State issues the policing plan, which has been drafted by the Chief Constable. In the Plan, the Chief Constable aims to use the available resources to

meet the objectives and targets set by the Board and the Secretary of State.

4) In drafting the plan the Chief Constable takes account of relevant legislation, Regulations and the Secretary of State's Code of Practice. The plan contains:

- the Secretary of State's and Policing Board's objectives for policing;
- performance indicators and targets for both sets of objectives;
- a training assessment for the education and training of police and support staff;
- a statement detailing the financial grant for police purposes;
- the cost of delivering the policing objectives;
- a summary of the (Best Value) performance plan;
- proposals for civilianisation in the police service; and
- particulars for assessing the performance of police officers.

5) During the year the Policing Board monitors and reviews progress by using performance indicators, targets, reports from the Chief Constable, public consultation, and other methods. This oversight includes how the Chief Constable uses the available resources.

6) After the end of the financial year the Chief Constable submits an annual report on policing to the Policing Board, which is published, and sent to the Secretary of State who lays it before Parliament.

7) The Policing Board also publishes an annual report setting out, among other issues, the extent to which the policing plan has been fulfilled. A copy of this report is sent to the Secretary of State.

