

Consultation on the Priorities for the Corporate Plan

2017-2020



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FOREWORD – ANNE CONNOLLY, POLICING BOARD CHAIR



The Northern Policing Board is developing its next Corporate Plan, which will cover the period 2017-2020. In doing so, we have been reflecting on what we have learned over the last 15 years and re-focusing to meet the very significant challenges in the years ahead.

In the Executive's draft Programme for Government, there is a strong focus on collaboration and outcomes, a significant challenge and change for how we will work in the future. We are particularly interested in hearing views about how the Board might contribute to the draft Programme for Government, specifically in relation to the outcome indicators of:

- reduce crime and harm and vulnerability caused by crime;
- increased effectiveness of the justice system;
- reduced re-offending;
- increased respect, reconciliation and shared space.

Policing is an issue of significant public interest to communities across Northern Ireland. As the body responsible for police oversight and accountability, the Policing Board has established strong relationships with the community, a wide range of stakeholders across the Criminal Justice system, and with the voluntary and community sector. These relationships are important to us in helping to represent views on policing issues and concerns.

This consultation on the Corporate Plan provides an opportunity for the community and our stakeholders and others to shape our priorities for the next 3 years.

During this consultation, we will be continuing to engage wide a range of interest groups, Members of Policing and Community Safety Partnerships, our staff and Board Members. We will hold a number of meetings and will use social media and our networks to engage widely.

Information on how to respond to the consultation is outlined at Section 5 of this document. The closing date for receipt of responses is **Friday 3 February 2017 at 5.00 pm.**

We look forward to hearing from you.

A handwritten signature in black ink, appearing to read 'Anne', followed by a comma.

Anne Connolly OBE

Board Chair

1. Purpose, Vision and Values

Purpose

Policing and police service delivery remain an issue of significant public attention. As the body responsible for police oversight and accountability, the Board seeks to present and represent a strong public image on policing issues and concerns, providing feedback to communities across Northern Ireland.

The Board has a unique role in that it has primacy for policing accountability, but it also has an important advocacy role to play on issues that contribute to police service effectiveness, efficiency, partnership working and overall good policing.

The Board was established on 4 November 2001 by the Police (Northern Ireland) Act 2000. It is the role of the Board to secure the delivery of an effective, efficient and impartial policing service for the entire community in Northern Ireland and to hold the Chief Constable to account for the exercise of his functions and those of the police service in an open and transparent manner.

The main statutory duties and responsibilities of the Policing Board are to:

1. secure an effective and efficient local police service;
2. consult widely with local people on how their area is policed;
3. set priorities and targets for police performance;
4. monitor the work of the police and how well they perform against the targets set by the Policing Board;
5. publish a rolling three year policing plan each year which informs people what they can expect from their police service and reports on police performance every year;
6. ensure local people get best value from the police;
7. appoint (and dismiss, if necessary) the Chief Constable, Deputy Chief Constable, Assistant Chief Constables and senior civilian staff;
8. oversee complaints against senior officers;
9. discipline senior officers.

The work of the Board is wide ranging in respect of its statutory duties which include measures to ensure effective oversight and monitoring of the work of the police and encouraging the engagement of the community with the police. For example through:

- the development and monitoring of the Annual Policing Plan, which is the key document for policing in Northern Ireland setting the outcomes and targets for an effective and efficient police service;
- monitoring police performance in delivering key strategies – including Equality, Diversity and Good Relations; Training and Development and People Strategy; Information and Communication Systems; Estate Services; Policing with the Community; and Community Engagement;
- monitoring the compliance of the police with the Human Rights Act, which includes the development and monitoring of the effectiveness of the PSNI Code of Ethics which sets down standards of conduct and practice for police officers and is intended to make police officers aware of their rights and obligations under the Human Rights Act 1998;
- oversight of complaints and disciplinary proceedings against the PSNI;
- negotiating the annual budget for policing and scrutinising expenditure;
- Approving PSNI assistance to international jurisdictions;
- assessing the level of public satisfaction with the performance of the police and improving the performance of and assessing public satisfaction with Policing & Community Safety Partnerships (PCSPs);
- partnership working with PCSPs and other stakeholders to make arrangements to gain the co-operation of the public with the police in preventing crime;
- ensuring arrangements are in place to secure continuous improvement with PSNI and the Board; and
- monitoring the NCA's performance in carrying out its Annual Plan in Northern Ireland; and making arrangements for obtaining the co-operation of the public with NCA in the prevention of organised crime and serious crime.

Vision

‘An innovative proactive organisation, holding the police to account, by working in partnership to deliver improvements in policing.’

Values

Our Corporate Plan is underpinned by a set of core values which will guide the work of the Board. They reflect the culture of the organisation and our approach to how we get things done. The Policing Board is:

- **Accountable** – The Board is accountable to the people of Northern Ireland and it will practice this through adherence to its Governance arrangements, Standing Orders and Code of Conduct. It will measure, and publish, public satisfaction with its work on an annual basis.
- **Inclusive** – The Board will undertake its duties in a manner that is free from bias or inequality, and which demonstrates an approach to conducting its business which is fair, recognises our increasingly diverse society, and is human rights compliant. The Board has due regard to promote equality of opportunity and Good Relations and is committed to meeting all of its responsibilities under statutory legislation.
- **Independent** – The Board acts independently of the police and government. In its oversight of policing matters the Board will be independent, objective and balanced.
- **Innovative** – We are a forward thinking organisation, innovative and open to change. The Board will continue to learn from others (including external reports) and commission and undertake research where necessary.
- **Transparent** – The Board will discharge its duties in a manner which is open and honest and demonstrates to the community how it is fulfilling its role.
- **Engaging** – The Board will proactively engage with a diverse audience in order to communicate its message and to encourage the wider participation of society with the police in preventing crime. In promoting this engagement the Board is mindful of the specific needs of victims, vulnerable groups, disadvantaged communities and young people.
- **Respectful** – The Board will ensure that, in all of its dealings with the public, police, other statutory and voluntary agencies. It shows respect and acts with integrity.
- **Collaborative** – The Board will foster the development of partnership arrangements with the community, police, police support staff, staff associations, central and local government, other accountability bodies and voluntary agencies.

2. Review of Performance/Achievements

Measuring and reviewing performance against the Corporate Plan is fully integrated into governance arrangements within the Board. Through the Board and its Committees, regular reports on progress against key elements of business are scrutinised with a formal assessment of Annual Business Plans published in the Board's Annual Report. In addition to the detailed review of progress against the Objectives, the Annual Report also sets out in some detail how other areas of work have been taken forward during the period. The Board's Risk Management and Business Planning processes are also fully aligned, with Risk Registers at all service delivery levels specifically providing linkages between identified Risks/Threats and Corporate Plan and Business Plan objectives.

The public have a right to know how the Board is performing and the Board undertakes a wide range of communications and community engagement activity to ensure the public have the opportunity to find out how the Board is delivering its statutory responsibilities.

More information on the Board's work can be found online at **www.nipolicingboard.org.uk**, **facebook.com/policingboard**, on twitter **[@nipolicingboard](https://twitter.com/nipolicingboard)** or by contacting the Board by phone on **028 9040 8500**, or by email to **information@nipolicingboard.org.uk**

3. Key Challenges

In planning for the next three years, the Board has considered the following key challenges:

- **The Changing Nature of Crime**

While traditional crimes are showing some reductions, other crimes including cyber-enabled crime, human trafficking and increase offending against vulnerable people are presenting new challenges. Police are also now dealing with a range of non-crime incidents which are not captured in police recorded crime.

- **Confidence in Policing and the Policing Board**

The figures of the public's perception of policing from the most recent (April 2016) Omnibus Survey indicate a high level of confidence (88%) in the PSNI's ability to provide an ordinary day-to-day service. However, we also know that there are communities where people are much less likely to work in partnership with police – either because they don't trust the police or have little confidence in the PSNI's ability to deal with issues.

The Survey also charts public opinions of the Policing Board. We welcome that a high number of those questioned (79%) believed the Board is working either adequately, well or very well. We will continue to meet the challenges of our accountability role and remain focused on ensuring the delivery of good, effective policing for the community. At a time of reducing resources and increasing demands on the PSNI, this scrutiny continues to be critically important. The Board recognises the need to improve how it reports to the public on police performance and its oversight work, and is committed to this as a priority for 2017-2020.

- **Resourcing**

There is likely to be continuing pressure on public sector finances with the potential implications for delivery against priorities. It is not known whether the settlement for next year will be for a longer period. Uncertainty about budget settlements inhibits longer term planning.

- **Collaborative Working – Future Policing and Public Service Delivery**

NI Executive's Draft Programme for Government has been published for consultation. There are outcomes and indicators that are relevant to the work carried out by the Board. Partnership working remains central to the Board's work. There are also benefits to be derived from Community Planning through PCSPs and others, enabling better partnership working and supporting the delivery of a safe community where we respect the law and each other.

- **'A Fresh Start'**

The Stormont Agreement and Implementation Plan were published in November 2015. The NI Executive's Action Plan published in July 2016 from this Agreement is of relevance to the Board. In particular, the Board has a key role in working with the Executive, PSNI, DOJ, PCSPs in promoting lawfulness.

- **Brexit**

There may be implications for the Board and policing in terms of the UK vote to leave the EU following the Referendum, particularly in terms of cross-border working.

- **Legacy**

The Board continues to recognise the impact of 'unresolved' issues on present day policing in terms of confidence in the service and resource availability. Subject to agreement on the legacy institutions contained in the 2014 Stormont House Agreement, there may be implications for the Board for the oversight of any such bodies set up to investigate troubles-related deaths.

- **Potential Legislative Change**

The Board has been reflecting on the last 15 years and what we have learned. Members are giving consideration to areas for potential legislative change, that will strengthen its role in police oversight and accountability in the future.

4. NIPB Draft Priorities for Corporate Plan 2017-2020

The Board's Corporate Plan will primarily be informed by the views from the community and our key stakeholders; the Minister and Department's priorities together with the Programme for Government 2016-2021

The Board's draft priorities for the period 2017-20:

- i. **Priority 1 - Delivering on the Board's core statutory obligations** to hold the Chief Constable to account for the delivery of a good service of policing and embedding Policing with the Community within PSNI.
- ii. **Priority 2 - Playing a key role in building trust and confidence in policing** – with a priority focus on achieving a police service that is truly representative of community, in particular women, young people and members of the Catholic community, and disadvantaged communities who continue to be under-represented in PSNI.
- iii. **Priority 3 – Contributing to the NI Executive's Action Plan in tackling paramilitary activity, criminality and organised crime**, with a focus on the need for engagement and contribution of the wider voluntary and community sector; civic society and a strong partnership approach in the Board's approach to the recommendations.
- iv. **Priority 4 – Engagement and voice** - including strong public awareness and engagement regarding changing demands on policing, key policing priorities and improving how we report to the public on police performance and on oversight work.
- v. **Priority 5 – Providing Leadership and Influence** supporting progress on unresolved issues from our peace process; dealing with the past; parades and protests; flags and emblems, and building stronger and closer working relationships with key partners in justice and the community and voluntary sector.

- vi. **Priority 6 – Maintaining a focus on the effectiveness, efficiency and continuous improvement of the PSNI and the Board in the face of continuing budgetary challenge.** For the Board, this will include a focus on being a respected, dynamic and adaptable organisation with a confident and empowered workforce, and a focus on PSNI in terms of use of resources to meet demand for policing services; the sustainability and affordability of its workforce and financial sustainability.

- vii. **Priority 7 – Collaborative Working – Future Policing and Public Service Delivery.** With a priority focus on supporting the PSNI and PCSPs in collaborative delivery against the Programme for Government and, in particular reducing harm caused by crime and anti-social behaviour and protecting the most vulnerable (older persons, children and young people, victims of domestic abuse and vulnerable missing persons).

5. Responding to this Consultation

Duration

The consultation will run for 8 weeks.

Closing Date for Responses

The closing date for responses to the consultation is 5.00 pm on Friday 3 February 2016.

Questions

The consultation questions are included in the next section. Comments are invited on the issues highlighted and on any other issues contained in this paper.

Enquiries and Responses

Please send any responses, queries or requests for information to:

By E-Mail to: information@nipolicingboard.org.uk

In writing to: Corporate Plan Priorities Consultation
 Secretaries Office
 Waterside Tower
 31 Clarendon Road
 Belfast, BT1 3BG

Who is Responding

When responding, please state whether you are making a submission as an individual or representing an organisation.

Alternative Formats

Hard copies of this consultation document, and copies of other formats, can be made available on request. If it would assist you to access the document in an alternative language other than English, please let us know and we will do our best to assist you.

6. Questions

The questions that we are asking during this consultation process are:

1. What are the most important issues and actions that the Board should focus on over the next three years?

2. How can the Board deliver on the Programme for Government outcome indicators of:

- reduce crime and harm and vulnerability caused by crime;
- increased effectiveness of the justice system;
- reduced re-offending;
- increased respect, reconciliation and shared space.

3. How can the Board improve communication to support its role and work?

