



CORPORATE PLAN

CONSULTATION

14 NOVEMBER 2019 –
23 JANUARY 2020

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NORTHERN IRELAND POLICING BOARD CORPORATE PLAN

The Northern Ireland Policing Board (the Board) is currently developing its Corporate Plan and is seeking the views of the wider public and stakeholders. The Board's Corporate Plan has been designed to align with the Policing Plan which is also in the consultation stage.

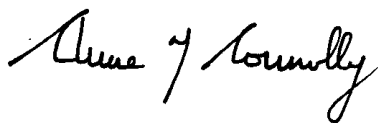
This consultation document sets out the key challenges and high level priorities for the Board to address.

In order to develop the Board's Plan, it would like your feedback on its priorities, the most significant actions it should take to address them and specifically how the Board might contribute to the key outcomes for policing which are that:

1. We have a safe community
2. We have confidence in policing
3. We have engaged and supportive communities

The consultation will run for 10 weeks and responses should be submitted by 12:00 noon on 23rd January 2020.

We look forward to hearing from you.



PROFESSOR ANNE CONNOLLY OBE

Chair

Glossary

NDPB	Non-Departmental Public Body
PSNI	Police Service of Northern Ireland
PCSPs	Policing and Community Safety Partnerships
NCA	National Crime Agency

Introduction

Background to the Northern Ireland Policing Board

The Board is an independent public body made up of 19 Political and Independent Members established to ensure, for all the people of Northern Ireland, an effective, efficient, impartial, representative and accountable police service which will secure the confidence of the whole community, by reducing crime and the fear of crime. The Board is currently developing its next Corporate Plan and is seeking your views to inform the direction it takes over the next number of years. As the Board approaches the 20th year of the introduction of the policing oversight structures, it is clear that much has been achieved yet there is a lot still to be done. The Board's responsibility to deliver effective independent scrutiny of the policing service remains as important as it was in 2001.

A key statutory duty of the Board is to hold the Chief Constable to account while at the same time ensuring the PSNI is effective and efficient. Other statutory responsibilities are to:

- consult with the community to obtain their views on policing and their co-operation with the police in preventing crime;
- set and publish outcomes and measures for PSNI as part of an Annual Policing Plan and to monitor PSNI performance against this Plan;
- appoint all Chief Officers of the PSNI above the rank of Chief Superintendent including civilian officer equivalents;
- approve the annual budget for policing and monitor expenditure;
- keep itself informed as to trends and patterns in recruitment of police and police support staff and the extent to which membership of the police and police support staff is representative of the community in Northern Ireland;
- monitor PSNI compliance with the Human Rights Act 1998;
- assess the level of public satisfaction with the performance of the police and improving the performance of and assessing public satisfaction with Policing and Community Safety Partnerships (PCSPs); and
- monitor the exercise of the functions of the National Crime Agency (NCA) in Northern Ireland and to make arrangements for obtaining the co-operation of the public with NCA in the prevention of organised crime.

This document explains the values that inform the Board's approach, the purpose of this organisation, the challenges the Board faces and the Board's intended focus over the next number of years.

Review of Performance/Achievements

Measuring and reviewing performance against the Corporate Plan is fully integrated into the governance arrangements of the Board. Through its Committees, the Board receives regular progress reports in relation to key areas of police performance. These are then captured in a formal assessment of annual business plans which are published in the Board's Annual Report.

In addition to the detailed review of progress against its Objectives, the Annual Report also sets out in some detail how other areas of work have been taken forward during the period being reported on. The Board's Risk Management and Business Planning processes are also fully aligned.

The Board is required to keep the public informed about its performance and to achieve this, it spends time engaging with the community and communicating its work to let you know how it is delivering on its statutory responsibilities.

Find out more about the Board's work programmes at

www.nipolicingboard.org.uk, **[facebook.com/policingboard](https://www.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**

Progress to date

The Board's Corporate Plan for the period 2017-2020 was developed around the following 3 outcomes which were agreed in 2017, that:

- We have an effective, efficient and continually improving police service;
- We have trust and confidence in policing; and
- We have a safe community, where we respect the law and each other.

Over the period of this Plan, a programme of work was delivered against each of the outcomes and details of how this work has been progressed can be found in the Board's [Annual Report](#).

The Board was not legally constituted for a significant period of time covered by the previous Corporate Planning period, however Independent Members worked to ensure the structures of accountability continued to function. In the absence of a properly constituted Board, Members held meetings with the Chief Constable and his senior officers on key policing issues such as resources, recruitment, and policing with the community. Reports and information from the PSNI and the NCA continued to be received and analysed by Independent Members of the Board.

A number of public seminars were also rolled out to facilitate debate and discussion on key policing issues linked to day to day service delivery. Meetings and engagements were held with a wide range of stakeholders and interest groups on policing issues. Support was also given to PCSPs and the Board's Custody Visiting Scheme.

Since its reconstitution in December 2018, the Board has been focusing on addressing the backlog of work that is required to be undertaken to update the oversight of PSNI's performance. During this period, the Board has also appointed a Chief Constable to the PSNI and a new Human Rights Advisor to help the Board scrutinise how the PSNI meets its Human Rights responsibilities. More information can be found about how the Board delivers its work programme on its website at www.nipolicingboard.org.uk.

Corporate Plan 2020

At the end of this Planning period, the Board will complete a full review of the Corporate Plan and publish its assessment of its delivery against the Plan. It has been developing its Policing Plan, which sets out the strategic direction for policing over the next five years, and the work of the Board in contributing to this is contained within the priorities in the Corporate Plan.

Values

The Board has agreed the following values which will inform the approach it will take in meeting its statutory responsibilities in developing an appropriate culture and informing how the Board Members and its staff will get things done.

The Board will;

Accountability

be accountable to the community and demonstrate this through adherence to its governance arrangements. The Board will publish an Annual Report which will include briefings and updates on all the work it has undertaken.

Collaboration

foster the development of partnership arrangements with the community, police, police support staff, staff associations, central and local government and other public bodies.

Integrity

ensure that proper consideration is given to the interests of its partners, the PSNI, other stakeholders and the public. Its actions will be human rights compliant and consistent with its values and statutory responsibilities.

Respect

ensure that, in all of its engagements with the public, police and other statutory and voluntary agencies, it will demonstrate respect and acknowledge their purpose and statutory roles.

Transparency

discharge its duties and responsibilities in a transparent, open and honest way demonstrating to the community it exists to serve and how it is fulfilling its role.

Board Members and staff are committed to demonstrating these values in their conduct, behaviour, decisions and in Board and Management actions.

Challenges

Confidence in Policing and the Policing Board

Accountability and human rights are two of the critical foundations for the delivery of effective policing and the Board is committed to continue building on these foundations. The Board's central focus will be to continue the transformation in policing to develop an even broader acceptance of policing structures. The Northern Ireland Crime Survey indicates a high level of public confidence in the PSNI's ability to provide a day to day police service. However, the Board also knows that there are communities where people are much less likely to work in partnership with the police – either because they don't trust the police or have little confidence in the PSNI's ability to deal issues that are affecting them.

The Board will continue to address these challenges to achieve meaningful accountability by remaining focussed on ensuring the delivery of effective and efficient policing with the community.

Resourcing

Resourcing is an issue across all public sector organisations. The Board will ensure that the PSNI is adequately resourced to meet the statutory responsibilities and duties while also ensuring that the Board is resourced to fund its oversight responsibilities. At a time of reducing resources and increasing demand on the PSNI, the Board's scrutiny function becomes even more critical.

Representativeness

While human rights and accountability provide critical foundations for building community confidence, the issue of representativeness continues to be a critical challenge for the Board and the police service.

For a police service anywhere in the world to have confidence and consent, it must seek to be representative of the community it serves – in terms of gender, ethnicity and community background. Like other police services, the PSNI still faces significant challenges in achieving a service that is truly representative of the community. The working class loyalist community, together with the nationalist

community, women, LGBT and people from ethnic backgrounds continue to be under-represented in PSNI. The Board is committed to contributing to initiatives that will address these challenges during the next Corporate Plan period.

Political Landscape

The current political landscape is uncertain resulting in a lack of progress in a number of critical areas across the justice system including policing. The absence of Ministers, in particular, is leading to a significant gap in policy development.

Opportunities are limited but it is not weakening the Board's ambition or resolve to make progress. Despite the absence of political leadership at a legislative and policy level the Board does have, as part of its membership, representatives of five of the Northern Ireland political parties. This ensures its deliberations reflect a range of perspectives from across the political spectrum.

Demand on Policing

The challenge presented by crime is constantly evolving with the demand for policing response increasingly including more complex and resource intensive work, for example, cyber-crime. The Board recognises that areas which experience persistent anti-social behaviour can be less likely to engage with police or to report crime. The Board is committed to monitoring these issues and advocating that the PSNI is adequately resourced to respond to this dynamic situation.

Policing in a Post-Conflict Society

As already indicated confidence in the PSNI is at over 80% however the Board is not complacent; it knows that there are communities in which trust and confidence in policing must be enhanced. The challenge of building confidence in these communities relates to a number of issues that are outside the control of policing. These issues include:

- dealing with the past;
- parades and protests;
- flags, emblems and symbols.

However, in the absence of any alternative, political, legislative or societal initiatives these issues continue to be left for policing and the broader Criminal Justice system.

Accountability through the Board and openness and transparency around decision-making become all the more important in responding to these challenging circumstances.

EU Exit

There are potential impacts to policing and the Board in relation to the UK leaving the European Union and the uncertainty around the relationship between Northern Ireland and the European Union. The Board will continue to review PSNI preparedness in advance of EU Exit.

Purpose

The Northern Ireland Policing Board takes its powers from the Police (NI) Act 2000 and 2003. Its main statutory duties and responsibilities are to:

Secure an effective, efficient and representative police service and hold the Chief Constable accountable for service delivery

Consult with people on how their area is policed

Set outcomes for police performance and inform the public about what they can expect from their police service

Monitor the work of the police and how well they perform against the outcomes set by the Board

Support the work of the PCSPs in making communities safer

Approve budgets and ensure local people get continuous improvement from the PSNI and the Board

Appoint the Chief Constable, Deputy Chief Constable, Assistant Chief Constables and Assistant Chief Officers

Monitor how the PSNI meets its responsibilities under the Human Rights Act 1998

Oversee complaints and disciplinary proceedings against senior officers

NIPB Corporate Plan

Vision

An efficient and effective police service contributing to a safe society which has the support, trust and confidence of the community it serves.

Mission Statement

To drive forward, on behalf of the community, a continually improving police service which is representative of the community it serves through effective, independent oversight of policing.

Outcomes

Outcome 1

We have a safe community

Working together with partners, we will protect and support all those who live, work, socialise and travel in Northern Ireland. This will enable individuals to feel safe in their communities, secure in their environment and ultimately thrive within society.

Outcome 2

We have confidence in policing

PSNI and the Board know that the success of policing in Northern Ireland is dependent on the support of the public. Individuals who have trust and confidence in the police are more likely to cooperate with the police and comply with the law. The PSNI, alongside key criminal justice partners, are ultimately responsible for safeguarding and protecting the public from a range of threats and harm.

Outcome 3

We have engaged and supportive communities

Building communities which are supportive of policing is a long term outcome which emphasises the importance of real and meaningful engagement. Locally recognised and visible officers are an essential building block, enabling us to work in partnership. There is a strong evidence base to support the benefits of a sustainable police presence in local communities to prevent crime and antisocial behaviour and also to aid prosperity and support in the longer term development of the most deprived areas of Northern Ireland. This will help to solve public safety problems together and provide a service which shows we care, listen and act in relation to our communities, partners and staff.

Priorities

Priority A

To advocate for sufficient resources for the PSNI and to ensure that they are used to benefit local communities

Priority B

To continue to monitor and scrutinise the performance of the PSNI through the outcomes agreed in the Policing Plan and delivering Human Rights based policing

Priority C

To continue to invest in our staff to enable effective oversight of policing and ensure continuous improvement in our internal policies and procedures

Priority D

Work collaboratively with partner organisations to deliver outcomes for policing in line with the draft Programme for Government

Priority E

To inform our partners, the PSNI and the public on our work. To be visible to the public, attending events and increasing use of our communications channels

Priority H

To engage with our communities and stakeholders in our work and to consult with all sections of our society

Priority F

To help build representativeness in the PSNI by ensuring it reflects the community it serves

Priority I

To support the work of the PCSPs to ensure effectiveness in the delivery of local policing for local communities

Priority G

To develop our volunteer schemes to ensure their role in policing oversight is maximised

Corporate Plan 2020

EQUALITY SCREENING

Equality screening has been completed on the Corporate Plan 2020. This screening document can be found on our website at www.nipolicingboard.org.uk



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