



# CORPORATE PLAN



**1 APRIL 2023 - 31 MARCH 2025**



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# FOREWORD BY THE **BOARD CHAIR**

**As Chair of the Northern Ireland Policing Board, I am pleased to present this Corporate Plan for the period 2023-2025.**

The Plan sets out the wide-ranging work of the Board in the delivery of key legislative duties and aligns with the Outcomes and Measures set in the Northern Ireland Policing Plan, the Justice Minister's Long Term Policing Priorities and wider Executive programmes. It also sets out some of the challenges ahead, alongside areas where greater advocacy and support will be needed for the Policing Service going forward.

We set out on pages 13 & 14 of this plan the strategic context of the demands on policing and the specific key issues of confidence in policing and the Policing Board, representativeness, and policing in a post conflict society, as well as the ongoing budgetary challenges.

The resourcing challenge facing the Police Service over the next number of years is concerning. The Chief Constable and his leadership team are working to protect key areas of policing, but the service assessment is clear: continued reductions will undoubtedly be felt within policing, within partner agencies and within particular aspects of service delivery to the community.

# GLOSSARY

These impacts will only become fully clear in the months and years to come but already the service is under strain, a situation which has only been exacerbated by the increase in the threat level from substantial to severe.

Our priority going forward will be making sure that the resource available to policing in Northern Ireland is used to best effect and in a way which secures the ethos of policing with the community. Greater focus will need to be brought to the issue of cross Government working and outcomes being achieved through partnership working, including the network of Policing and Community Safety Partnerships (PCSPs).

As a Board we are committed to delivering on our responsibilities for all the people of Northern Ireland.

**Deirdre Toner**  
Board Chair

**NDPB** Non-Departmental Public Body

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**PSNI** Police Service of Northern Ireland

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**NCA** National Crime Agency

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**SET** Service Executive Team

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**ASB** Anti-Social Behaviour

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# OUR ROLE

The Board is an independent non-departmental public body made up of 10 political and 9 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, including through delivery of the Outcomes in the 2020-2025 Policing Plan which are:

# OUTCOMES

**1**  
We have a safe community

We work to make sure that policing has the resources necessary to deliver an effective service which protects and supports public safety; and ensures people feel safe in their environment.

**2**  
We have confidence in policing

We will work to make sure that our oversight and advocacy work supports building public trust and confidence in policing.

**3**  
We have engaged and supportive communities

We will work to improve the connection between the police, the community and key partners on issues that benefit the delivery of the policing service and community safety issues; including supporting PSNI Officer and staff welfare.

# SOME OF OUR KEY STATUTORY DUTIES ARE:

THE NORTHERN IRELAND POLICING BOARD TAKES ITS POWERS FROM THE POLICE (NI) ACT 2000 AND 2003. OUR MAIN STATUTORY DUTIES 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 their performance against the outcomes set by the Board.



Support the work of the PCSPs in making communities safer.



Approve budgets and ensure PSNI and the Board deliver against continuous improvement commitments.



Appoint the Chief Constable, Deputy Chief Constable, Chief Operating Officer, Assistant Chief Constables and Assistant Chief Officers.



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



Adjudicate complaints and oversee disciplinary proceedings against senior officers.



Manage and administer the police pension and injury benefit schemes.

# 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.



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.

### ACCOUNTABILITY

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

### TRANSPARENCY

We will discharge our duties and responsibilities in a transparent, open and honest way demonstrating to the community we exist to serve and how we are fulfilling our role.

### RESPECT

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

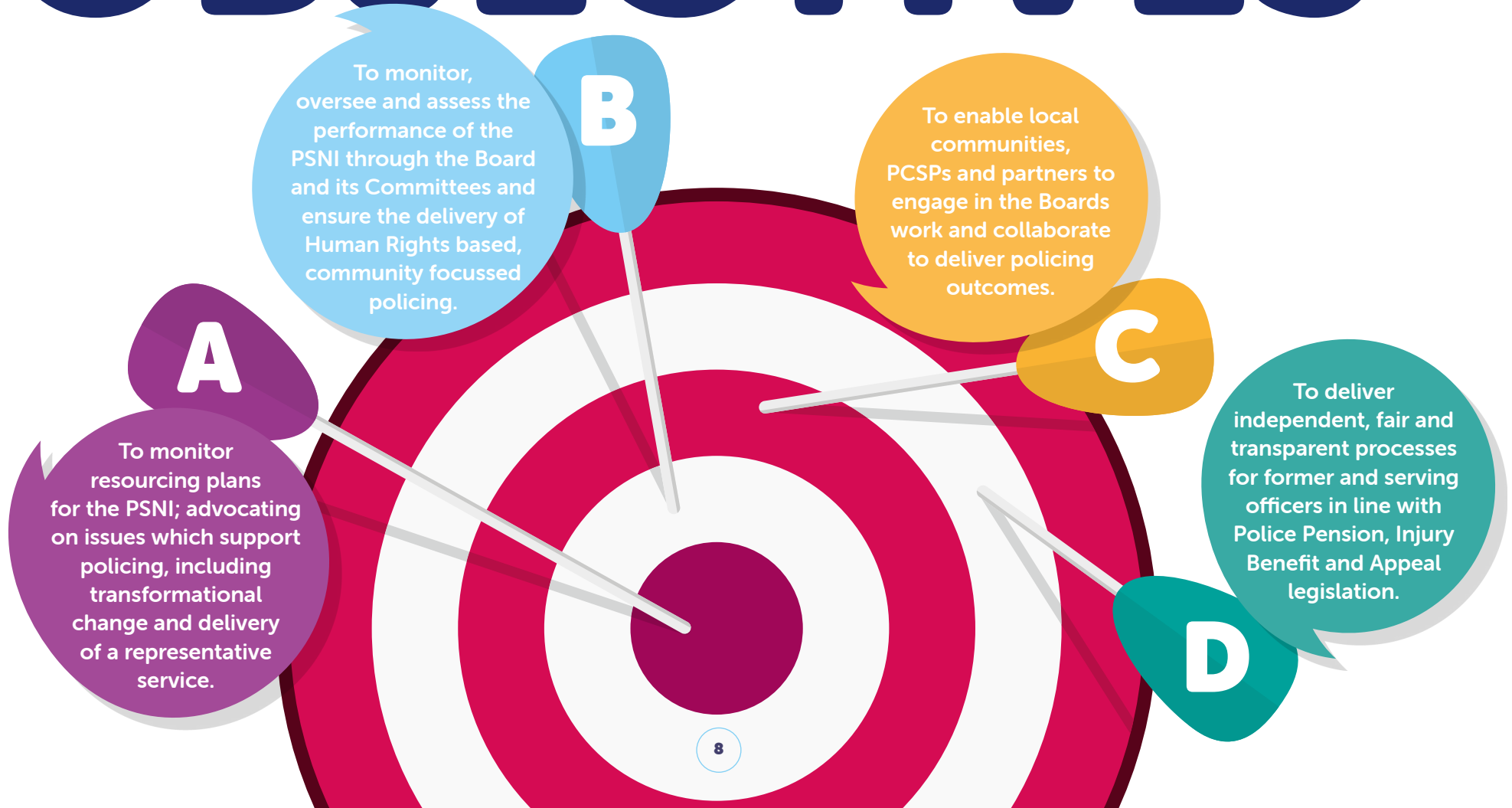
### INTEGRITY

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

### COLLABORATION

We will foster the development of partnership arrangements with the community, police, police support staff, staff associations, central and local government and other organisations.

# OBJECTIVES



# OBJECTIVE A

**To monitor resourcing plans for the PSNI; advocating on issues which support policing, including transformational change and delivery of a representative service.**

The Board has sought to support PSNI in securing and maximising the resources needed to deliver an effective policing service in Northern Ireland. The restructuring of the PSNI leadership team is completed providing the opportunity for a business focus on management of the service. Oversight of sickness absence levels remains at the forefront of the work of the Resources Committee, recognising the significant gains to be had in increasing the numbers of officers available for duty, alongside monitoring delivery of the PSNI People Plan, including notably efforts to improve the representativeness of the service. Driven by developments locally and nationally, and to complement wider work to tackle violence against women and girls, the Board has also supported PSNI in their development of a route map for a cultural audit of the service.

This sharp focus on resources will continue during this Corporate Plan with the Board looking forward to the strengthened leadership team driving transformational change across policing, including through the PSNI People Plan, Estates Strategy, Digital and Fleet Strategies and other transformational initiatives. The Board will also oversee work to enhance the management of sickness absence and efforts to improve representativeness in the service, while accepting the latter will be hampered by reduced recruitment levels. Recognising the challenging operating environment, and the notable rise in assaults and attacks on officers, the Board will wish to see continued investment in health and wellbeing support for officers. We will continue to lobby the Police Remuneration Review Body to ensure continued parity for PSNI officers with officers in England and Wales across pay and allowances.

The Board fully supports the Chief Constable in seeking to secure an improved financial settlement. The stark reality of the resourcing and delivery implications of the financial pressures facing the service in this, and future, financial years are now clear. The Board will continue to advocate for policing to be properly funded and ensure that the significant resource available to PSNI is managed efficiently. We look forward to working with the senior team to understand the optimum service operating model and to minimise the organisational risks to policing going forward, along with supporting the change and restructuring now required as a result of the financial pressures.

Finally, but importantly we will continue to keep a focus on securing the respect for all that the public expects of its police service, while striving to support the vast majority of officers and staff who come to work every day to provide a fair, impartial service to the community in Northern Ireland.

## OBJECTIVE B

To monitor, oversee and assess the performance of the PSNI through the Board and its Committees and ensure the delivery of Human Rights based, community focussed policing.

The Board and its Committees continue to meet on a monthly basis to fulfil the statutory duties of the Board in holding the PSNI to account. Each Committee is responsible for scrutinising the relevant Measures identified within the five-year Policing Plan. The Board produces and publishes an annual assessment of PSNI's performance against delivering the Measures, Indicators and Outcomes identified with the 2020-2025 Policing Plan. The report focuses on PSNI's performance against the baselines and impacts identified for each Measure. The Board will continue to scrutinise the performance of the PSNI including in relation to new measures planned for the Annual Performance Plan 2023-2024 on Violence against Women and Girls, on Police Conduct and Behaviour, and on levels of 999 and 101 calls. We will also put in place the process to develop and consult on a new five-year Policing Plan for the period 2025-2030.

The Board also has a duty to ensure the delivery of a Human Rights based policing service. The Board is currently implementing a three-year Human Rights Monitoring Framework producing a Human Rights Annual Report and focussed reports on Spit and Bite Guards, Use of Force, and the Human Rights of Police Officers.

Going forward the work of the Independent Human Rights Advisor to the Board will examine other areas such as Privacy and Technology, Custody, the Use of Police Powers and Strip-Searching of children. Next year the Board will carry out consultation and stakeholder engagement in developing a new three-year Human Rights Monitoring Framework for the period 2024 to 2027.

The Board will continue to monitor the delivery of community focussed policing and measure the community's confidence in policing. Outcome Three of the Policing Plan focusses on Engaged and Supportive Communities and the Board will continue to engage with local stakeholders and carry out surveys to gauge community support and confidence in the PSNI. The Board delivered the first major Policing Plan Survey in May 2022 that provided detailed data on confidence in policing and engagement with local policing. The Board will carry out this major survey during this Corporate Planning period in order to develop key baselines and track trends and patterns in confidence in policing.

# OBJECTIVE C

To enable local communities, PCSPs and partners to engage in the Boards work and collaborate to deliver policing outcomes.

The Board continues to work with and support PCSPs. The Board consulted on and provided updated Strategic Priorities for the Partnerships, developed training and learning opportunities including regional induction sessions and online seminars including on Race Relations, Domestic Violence and Cyber Crime. PCSP regional engagement events were held during 2022 along with PSNI which provided an opportunity to discuss and develop local policing reporting to the PCSP.

The Police Property Fund Programme was developed and approved in 2020 with the first small grants scheme awarding almost £320,000 to 46 projects, delivering a diverse range of activities such as cross community sport and mental health. The Board undertook engagement events both virtually and in person including an event in 2021 to mark the 20th anniversary of the NIPB and the new policing arrangements in Northern Ireland, stakeholder focus groups in eight Neighbourhood Policing areas and an event in Crossmaglen to meet and hear the concerns of local community representatives.

The Board's Communications Action Plan was delivered including proactive and responsive support for Board and Committee meetings and the publication of information and reports about the Board's role and work using a range of communication channels.

Against a challenging financial and political backdrop, the Board intends over the next two years to develop further its outreach and engagement work by focusing on "engagements with a purpose". The Board will build on the success of events such as the 'Let's Talk Policing and Human Rights' Event to support the launch of the Annual Report and provide opportunities for meaningful discussions between the community and police. It is important we hear the community experience of policing, provide a space for the challenges of providing a police service to be articulated, and use both to inform our evaluation of police policy and practice, and our advocacy on behalf of policing. During the next two-year period the Board will appoint Independent Members to the 11 PCSPs and 4 DPCSPs. To support reconstitution, the Board will undertake engagement activities with the wider community and key stakeholders to assist with achieving representativeness in the Partnerships. The new Independent Members, along with their political colleagues that make up the full Partnership, will receive training to support them to improve community safety and increase confidence in policing by working with local communities, partners and statutory agencies across government, to address key areas of concerns. The Police Property Fund Programme for large grants will launch during 2023, with grants available for up to £30,000 for strategic projects, and a second small grants scheme will launch in 2024.

# OBJECTIVE D

To deliver independent, fair and transparent processes for former and serving officers in line with Police Pension, Injury Benefit and Appeal legislation.

The Board is working to deliver independent, fair and transparent processes for former and serving officers in line with pensions and injury benefit legislation. The Covid-19 pandemic meant medical assessments and processes were placed on hold. Board Officials crafted and delivered a bespoke recovery plan ensuring that all revised processes were fit for purpose and met public health guidance post-pandemic. Board Officials also contributed to work on the recommendations arising out of the Northern Ireland Audit Office report entitled “Injury on duty schemes for officers in the PSNI and Northern Ireland Prison Service.” including the development of a consultation document on amendments to the legislative processes governing Injury on Duty schemes and revisions to the caselaw section of the Joint Medical Guidance to Medical Practitioners.

The Board awaits the Department of Justice bringing forward Injury on Duty legislation. The Board will also work with the Department on a full revision of the Joint Medical Guidance, which the Department intends to place on a statutory footing. Work has also commenced with stakeholders on the pension scheme roles and responsibilities in future. Other work will continue on the McCloud Remedy Project<sup>1</sup>, including responding to correspondence and queries from Members in relation to McCloud options, managing the McCloud Legacy Ill Health Reassessment Project, considering compensation and tax related issues and working with both the Police Pension Board and Scheme Advisory Board to finalise Remedy related work.

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<sup>1</sup> Further information on the McCloud Remedy Project is available on the Board’s website at [McCloud Judgment – Department of Finance Consultation Response | Northern Ireland Policing Board \(nipolicingboard.org.uk\)](https://www.nipolicingboard.org.uk)

# STRATEGIC CONTEXT

## FINANCIAL CHALLENGES

With the Police Service of Northern Ireland facing the second year of exceptional budgetary reductions, the capacity of the Service to continue providing a high level of service to the public is increasingly strained. A collective approach to issues across Government is now more important than ever. While continuing to advocate for sufficient funding, the Board looks forward to being part of the discussions needed on the policing model that will enable delivery of an effective policing service, that meets the demands now, and those to come over the next ten years.

## DEMANDS ON POLICING

The reduction in the threat level from severe to substantial in 2022 was welcomed. We must all hope that there can be further reductions over the coming years. Nonetheless, policing continues to operate within a challenging environment, including increasing numbers of assaults and attacks on officers. The challenge presented by crime is constantly evolving with the demand for a policing response increasingly including more complex and resource intensive work, for example, cyber-crime and human trafficking. We are committed to monitoring work on these issues and advocating that the PSNI is adequately resourced to respond to this dynamic situation.

For the final year of our previous corporate plan the Board has operated without an Assembly. It is hoped a functioning Assembly and Executive will be re-established during the course of our next Corporate Plan, and that the opportunities presented by cross Government approaches to harm and vulnerability can be maximized, along with progressing a number of necessary legislative reforms.

## CONFIDENCE IN POLICING AND THE POLICING BOARD

We know that there are communities which 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 with issues that are affecting them.

The Board will work with the PSNI and local communities to build trust and confidence in policing. We will continue to place an emphasis on securing a rights-based policing service that is accountable for its actions. And we will strive for the procedural fairness and ethical standards in policing that will engender trust and confidence in policing.

We will also put a specific focus on the relationship between young people and the police.

## REPRESENTATIVENESS

The legitimacy of the police service is closely linked with representativeness. Policing works best when it is representative and reflective of the community it serves – including in terms of gender, disability, sexual orientation, 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 Catholic community, women, disabled people and people from ethnic minority backgrounds continue to be under-represented in PSNI. We are committed to contributing to initiatives that will address these challenges, while recognising the limitation placed on this goal by reduced levels of recruitment.

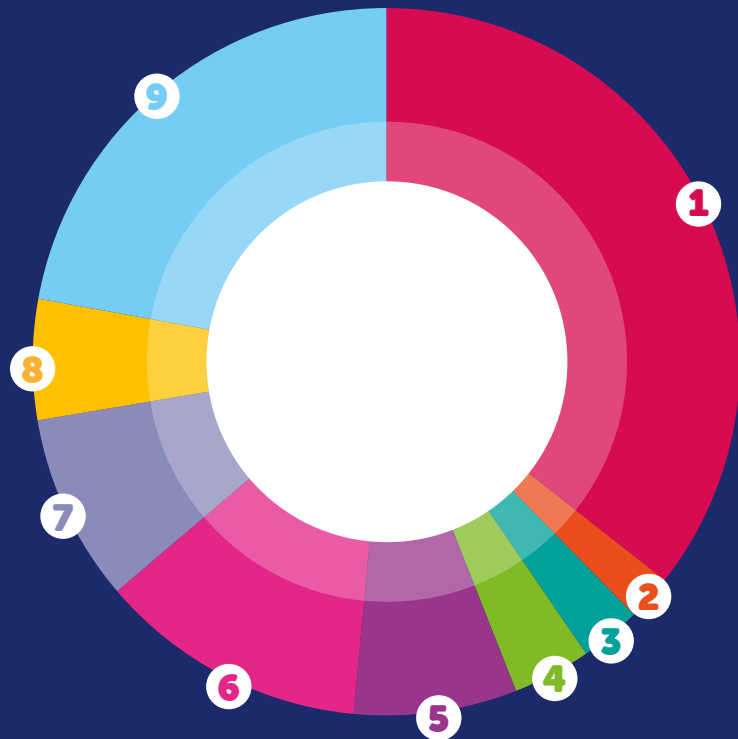
## POLICING IN A POST-CONFLICT SOCIETY

There are a number of post conflict societal issues around dealing with the past, parades and protests, and flags, emblems and symbols that can adversely influence community attitudes to policing and overall confidence in the service. Accountability through the Board and openness and transparency around police decision-making become all the more important in responding to these issues.



# BUDGET

While the Board does not yet have a budget for the 2023/24 period, in the first year of this corporate plan, anticipated spend across our key functional areas as a percentage of our overall 2022/23 budget is set out in the pie chart below.



**1. DELIVERY OF PCSPS ..... £2,234,155**

**Primary Functions:** Provide and monitor funding to support the annual Action plans developed by PCSPs to address community safety and confidence in policing issues are jointly fund with DoJ.

**2. DELIVERY OF ENGAGEMENT ACTIVITIES ..... £130,898**

**Primary Functions:** Management NIPB engagement activities.

**3. DELIVERY OF CUSTODY VISITING ..... £174,106**

**Primary Functions:** Delivery of Custody Visiting: Management of the PSNI Custody Visiting scheme.

**4. DELIVERY OF POLICE PERFORMANCE MONITORING ..... £224,940**

**Primary Functions:** To hold the PSNI to account for performance through the Policing Plan.

**5. DELIVERY OF HUMAN RIGHTS & PROFESSIONAL STANDARDS ..... £467,673**

**Primary Functions:** To monitor the performance of the PSNI in complying with the Human Rights Act 1998 and provide a secretariat function for the administration of all Police Appeals Tribunals.

**6. DELIVERY OF POLICE PENSION & INJURY BENEFITS ..... £771,406**

**Primary Functions:** Delivery of Police Pension & Injury Benefits: Management of PSNI Ill Health Retirement, Injury on Duty award scheme and PSNI Pension Scheme Management function.

**7. DELIVERY OF AUDIT/LEGAL/PROCUREMENT ACTIVITIES ..... £538,840**

**Primary Functions:** Delivery of Audit/Legal/Procurement activities: Delivery of Internal and external audit, procurement costs and legal fees.

**8. DELIVERY OF PEOPLE & ORGANISATIONAL DEVELOPMENT ..... £345,671**

**Primary Functions:** Day to Day HR functions, recruitment and selection of NIPB staff and Senior PSNI Officers and input to PSNI pay and rewards.

**9. DELIVERY OF OFFICE SERVICES ..... £1,390,310**

**Primary Functions:** Includes accommodation costs, IT, Process Freedom of Information requests, Data Protection, Communication activity and records management.

# EQUALITY, PEOPLE & VOLUNTEERS



## OUR COMMITMENT TO EQUALITY

We are committed to meeting our statutory equality responsibilities in all areas of our work. Equality screening has been completed on the Corporate Plan 2023-2025. This screening document can be found on our website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk). As we take forward the actions within our Annual Business Plan, which will support this Corporate Plan, we will undertake equality screening, and where necessary conduct an EQIA of workstreams.

## INVESTING IN OUR PEOPLE

As an organisation we recognise the value learning and professional development has for our staff and the delivery of our work. We are committed to supporting staff development. Building on the results of recent Investors in People surveys we will be focussing in the next two years on the development of a People Plan which is co-designed with staff at all levels throughout the organisation.

## INVESTING IN OUR VOLUNTEERS

We are an accredited Investors in Volunteers organisation which is the quality standard for good practice in volunteer management. Our volunteers assist in aspects of our oversight work and we are committed to maintaining the standards of the schemes managed.

# HOW WE WILL DELIVER/REPORTING ON PERFORMANCE

It is important that there is regular review of performance against the outcomes and objectives set within the Corporate Plan and the Annual Business Plan that supports delivery. This is fully integrated into our governance arrangements with quarterly reports from the Chief Executive on progress and any associated risks.

Performance against the Corporate and Annual Business Plan is included in our Annual Report and Accounts along with a range of financial and organisational information.

As a public body acting for and on behalf of the community, we want people to know about our work and the types of issues that we are dealing with.

To assist with this, we undertake a varied programme of engagement and communications activity so that people can find out about issues that we are working on.

We provide updates to the Department of Justice on a quarterly basis through a well-established reporting mechanism. We will measure the success of our Corporate Plan through a range of tools including attitudinal and crime surveys.

# BUSINESS PLAN

**2023-2024**

# OBJECTIVE A

**We have a safe community: We have confidence in policing: We have engaged and supportive communities.**

## OBJECTIVE

To monitor resourcing plans for the PSNI; advocating on issues which support policing, including transformational change and delivery of a representative service

## ACTIONS

- i. To monitor the effectiveness of the revised SET structure in light of the non-policing expertise now embedded within the PSNI SET and assess the impact of the implementation of transformational initiatives and delivery of various PSNI Strategies (People, Estates, Digital, Fleet).
- ii. To monitor the effectiveness of all aspects of PSNI financial management, including the organisational operating model, workforce plan and priorities to reflect the assumed context of a shrinking budget including any impact on service delivery.
- iii. Monitor the effectiveness of measures taken to ensure that membership of the PSNI is representative of the community and monitor the impact on representativeness of measures taken to rationalise resources across PSNI in light of limited ongoing recruitment.
- iv. To advocate to secure sufficient funding for policing in Northern Ireland, and to make representations to national pay review bodies to ensure parity with other England & Wales police services.

**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.**

# OBJECTIVE B

**We have a safe community: We have confidence in policing: We have engaged and supportive communities.**

## OBJECTIVE

To monitor, oversee and assess the performance of the PSNI through the Board and its Committees and ensure the delivery of Human Rights based, community focussed policing

## ACTIONS

- i. Monitor the delivery of the 2023-24 Performance Plan in line with the 2020-2025 Northern Ireland Policing Plan.

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- ii. Implement a framework to assess PSNI's compliance with the Human Rights Act (1998).

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- iii. Deliver and report on the work of the Board and its Committees.

**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.**

# OBJECTIVE C

**We have a safe community: We have confidence in policing: We have engaged and supportive communities.**

## OBJECTIVE

To enable local communities, PCSPs and partners to engage in the Boards work and collaborate to deliver policing outcomes

## ACTIONS

- i.** Undertake the process to appoint Independent Members to 11 PCSPs and 4 D/PCSPs following the local government elections in May 2023 and support PCSPs in delivery of local partnership working.  
  
Assess and enhance the effectiveness of PCSPs through monitoring their compliance with the PCSP Strategic Priorities.

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- ii.** Deliver a Communications Action Plan.

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- iii.** Deliver a Programme of Engagement to support the Board's Outcomes and Objectives.

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- iv.** Deliver a funding programme to support and increase community engagement with policing.

**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.**

# OBJECTIVE D

**We have a safe community: We have confidence in policing: We have engaged and supportive communities.**

## OBJECTIVE

To deliver independent, fair and transparent processes for former and serving officers in line with Police Pension, Injury Benefit and Appeal legislation

## ACTIONS

- i. Scope and procure a third party supplier to assist with the development of bespoke revised guidance to Selected Medical Practitioners and Independent Medical Referees.
- ii. To progress and implement all statutory commitments as they relate to the processing of Injury on Duty award assessments and discharging the Board's responsibilities as Police Pension Scheme Manager (to include giving effect to new/updated legislation where applicable throughout the reporting period).
- iii. Continue to progress all PATs in accordance with the Regulations and engage with Department of Justice and PSNI regarding guidance/policy matters.

**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.**







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