

**1 APRIL 2020 - 31 MARCH 2023**

# **CORPORATE PLAN**

**& BUSINESS PLAN**  
**1 APRIL 2020-31 MARCH 2021**



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# FOREWORD BY THE **CHIEF EXECUTIVE**

This Corporate Plan sets out the key areas of work that the Northern Ireland Policing Board intends to focus on over the next 3 years.

In 2021, the 20 year milestone anniversary of the introduction of the new policing arrangements and oversight structures will be reached.

Our responsibility to deliver independent scrutiny of the policing service remains as important now as it was in 2001. However, in addition to our accountability function, we also have an important advocacy role to meet on issues that contribute to confidence building in the service.

In developing this Corporate Plan we have reviewed our accountability and advocacy duties and completed a public consultation on our work to obtain feedback on areas that we should be focusing on in the time ahead. This engagement has helped inform the Plan's outcomes, objectives and actions.

In doing so, we have worked to make sure that the outcomes set are aligned with those

contained in the NI Policing Plan 2020-25, Departmental priorities and taken account of issues contained in the wider draft Programme for Government. This will help ensure we are working on outcomes that collectively contribute to improving the delivery of the policing service and some of the wider community safety issues that often impact on our work and that of the PSNI.

This plan also sets out the values that inform our approach to our work whilst considering some of the key challenges ahead.

As Chief Executive and Accounting Officer to the Board, I look forward to working with Board Members and leading Board staff in delivering this new Plan and the annual Business Plans which will support it.

**Amanda Stewart**  
Chief Executive

# GLOSSARY

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

# OUR ROLE

We are responsible for delivering independent policing oversight in Northern Ireland. We are a non-departmental public body of the Department of Justice and have 19 Members; 10 of whom are nominated by the 5 main political parties and 9 Independent Members appointed by the Department of Justice.

We were established on 4 November 2001 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.

We deliver on our statutory duties through monthly meetings

with the Chief Constable and a number of Committees that are tasked with scrutinizing all aspects of the work of the PSNI and issues that fall within our legislative duties. Our work is supported by the Chief Executive who leads and manages a team of approximately 55 staff. We also have a number of volunteers who assist our oversight work.

# OUR PURPOSE

WE TAKE OUR POWERS FROM THE POLICE (NI) ACT 2000 AND 2003.  
OUR 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

# KEY STATUTORY DUTIES

Our primary job is to hold the Chief Constable to account for the delivery of the policing service. Our statutory duties are set out in legislation under the Police (Northern Ireland) Act 2000 as amended by the Police (Northern Ireland) Act 2003.

These include:

- consulting with the community to obtain their views on policing and their co-operation with the police in preventing crime;
- setting and publishing outcomes and measures for PSNI as part of an Annual Policing Plan and to monitor PSNI performance against this Plan;
- appointing all Chief Officers of the PSNI above the rank of Chief Superintendent including civilian officer equivalents;
- approving the annual budget for policing and monitor expenditure;
- keeping ourselves 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;
- monitoring PSNI compliance with the Human Rights Act 1998;
- assessing 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
- monitoring 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.



The following values underpin our work and how our duties will be delivered:

# VALUES

## 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.

## 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 our 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.

## 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 the work we have undertaken.

We are committed to demonstrating these values in our conduct, behaviour, decisions and actions.

# CHALLENGES

## CONFIDENCE IN POLICING AND THE POLICING BOARD



Having a rights based policing service that is accountable for its actions is a central element for public confidence in policing. These are embedded in our policing structures

and we are committed to making sure that the PSNI continues to deliver the standards expected in all aspects of its work.

We also know 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 with issues that are affecting them.

Our focus will be on supporting transformation in policing to develop an even broader acceptance of policing structures and ensure that officers are working in local areas to build police community relationships.

## 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 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 the PSNI. We are committed to contributing to initiatives that will address these challenges during the next Corporate Plan period.

## POLICING IN A POST-CONFLICT SOCIETY



In the absence of any alternative political, legislative or societal

initiatives 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.

# CHALLENGES

## RESOURCING



Adequate resourcing to meet service delivery requirements

is an issue that impacts on policing. We will work to make sure that the PSNI has and uses available resources to best effect in meeting the statutory responsibilities and duties while also ensuring that we are resourced and structured to deliver our oversight responsibilities. With continued resourcing pressures and increasing public demand on PSNI services our scrutiny function remains essential.

## 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

and human trafficking. We recognise that areas which experience persistent anti-social behaviour can be less likely to engage with police or to report crime. We are committed to monitoring these issues and advocating that the PSNI is adequately resourced to respond to this dynamic situation.

## EU EXIT



There are potential impacts for policing and the Board in relation to the UK having left the European Union

on 31 January, including the uncertainty of the relationship between Northern Ireland and the European Union. We will continue to review issues relating to the work of the PSNI.

## POLITICAL LANDSCAPE



The absence of the Northern Ireland Assembly meant that progress could not be made in a number of critical areas across the justice system including policing. The absence of Executive Ministers, led to a significant gap in policy development within justice and associated issues that impacted on collaboration in tackling crime and community safety issues. With the Assembly restored we will work to advocate on issues that assist policing.

# 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 and through effective, independent oversight of policing, a continually improving police service which is representative of the community it serves.

**1**

**We have  
a safe  
community**

This means as a Board 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.

**3**

**We have engaged  
and supportive  
communities**

This means as a Board 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.

**2**

**We have  
confidence  
in policing**

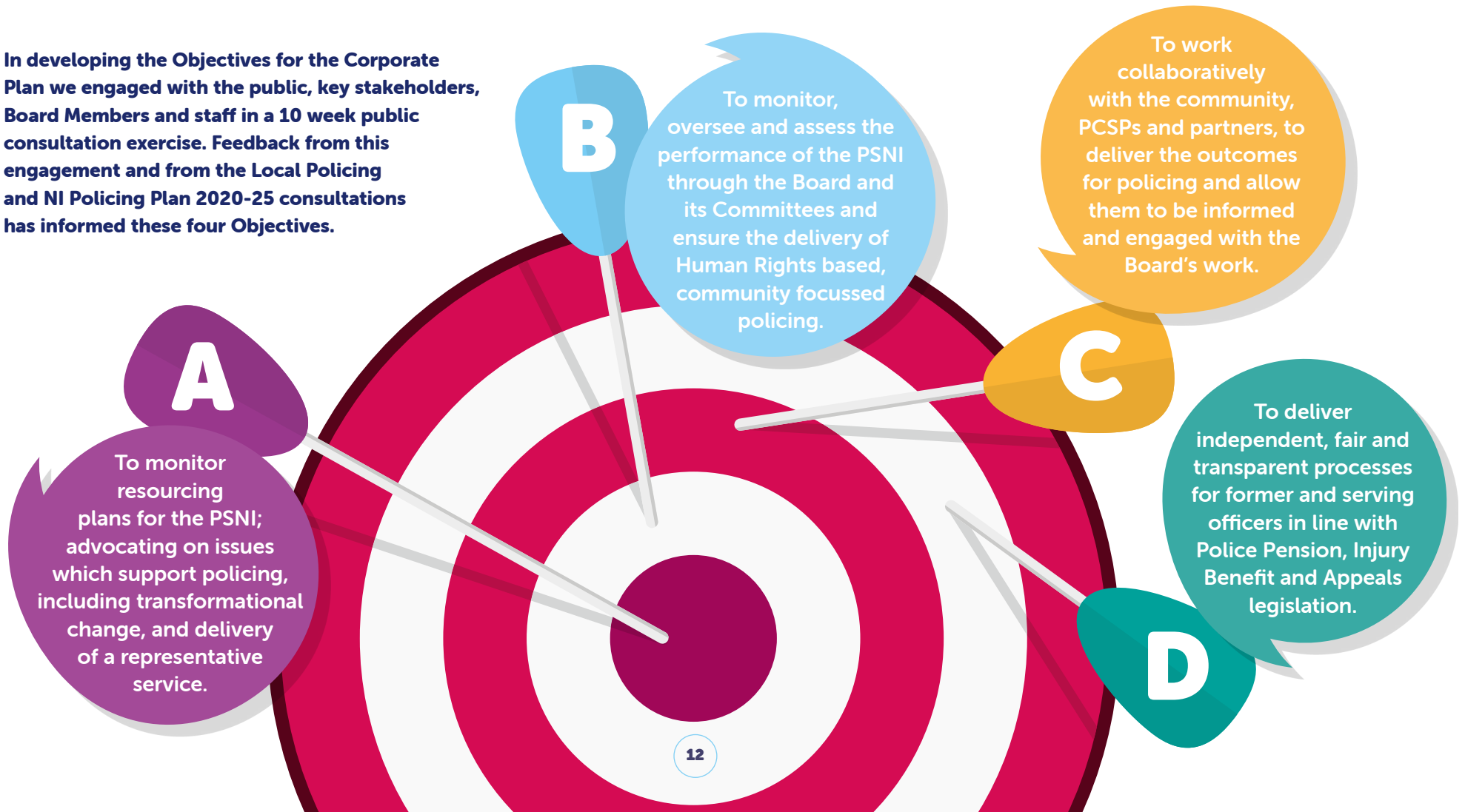
This means as a Board we will work to make sure that our oversight and advocacy work supports building public trust and confidence in policing.

# OUTCOMES

**The outcomes for our Corporate Plan have been specifically designed to align with the draft Programme for Government, the Department of Justice's Corporate Plan and the NI Policing Plan 2020-25.**

# OBJECTIVES

In developing the Objectives for the Corporate Plan we engaged with the public, key stakeholders, Board Members and staff in a 10 week public consultation exercise. Feedback from this engagement and from the Local Policing and NI Policing Plan 2020-25 consultations has informed these four Objectives.



**Detail on how we will deliver these Objectives during 2020-21 is included within our Business Plan attached at Annex A.**

**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 2020-23. This screening document can be found on our website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

**INVESTING IN OUR PEOPLE**

We are an accredited Investor in People organisation and recognise the value learning and professional development has for our organisation and delivery of our work.

**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.

# REVIEWING AND REPORTING ON PERFORMANCE

## HOW WE WILL KNOW IF WE ARE MAKING A DIFFERENCE

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.

When measuring the success of the plan we will consider the relevant draft Programme for Government indicators;

- reduced crime
- reduced reoffending
- an effective justice system

## FIND OUT MORE ABOUT THE BOARD'S WORK

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# BUSINESS PLAN

**2020-2021**

# 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. Assess and approve PSNI senior leadership staffing requirements and progress appointments to fill vacancies to agreed timescales

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- ii. Assess police service resourcing requirements, key transformational projects and legacy issues; advocating for PSNI when appropriate

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- iii. Assess and monitor police service composition levels advocating for the PSNI on initiatives which increase community representativeness

## OWNER

**Director of Resources**

**Director of Resources**

**Director of Resources**

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. Deliver the 2020/21 Performance Plan in line with the 2020-2025 Northern Ireland Policing Plan

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

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- iii. Implement the Board's action from the Local Policing Review

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

## OWNER

- All Directors**

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- Director of Performance**

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- Director of Partnership**

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- Chief Executive and All Directors**

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 work collaboratively with the community, PCSPs and partners, to deliver the outcomes for policing and allow them to be informed and engaged with the Board's work.

## ACTIONS

- i. Support the delivery of PCSP Action Plans which contribute to increased community safety and confidence in policing

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- ii. Deliver a Communications Action Plan

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- iii. Develop and deliver an Engagement Strategy to support the Board's outcomes

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

## OWNER

**Director of Partnership**

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**Director of Partnership**

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**Director of Partnership**

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**Director of Partnership**

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.

## OBJECTIVES

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

## ACTIONS

- i. Develop and implement revised guidance to our Selected Medical Practitioners and Independent Medical Referees
- ii. Progress any recommendations made by the Northern Ireland Audit Office from their reporting on the Northern Ireland Injury Benefit Scheme

## OWNER

**T/Director of Police Administration**

**T/Director of Police Administration**

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.

# NOTES

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