

# CORPORATE PLAN

2017-2020



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# FOREWORD BY THE CHAIRPERSON

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

Having just passed the fifteen year milestone of the establishment of the new policing and policing oversight structures, it is clear that much has changed and been achieved to date. However, the fundamental reasons for having a Board that delivers effective independent scrutiny of our policing service remain as important today as they did in 2001.

In developing this Plan, the Board has taken wider views and given much thought as to how its work should be reshaped to keep pace with new demands,

new developments and best incorporate the move to a more outcomes based approach to delivery across the public sector.

Whilst the majority of the Board's work will be centred on the scrutiny and accountability of the PSNI, the Board must also act as an advocate for policing and provide leadership and give support to the Police Service when needed.

The Board's credibility and authority will continue to be judged on delivery.

The Board is proud of what has been achieved over the years. There remains a strong desire, within the Board's Membership and the organisation to build on this and continue to deliver on our statutory duties in the time ahead and through this Corporate Plan.

The Board is committed to delivering the best possible policing service for all the people of Northern Ireland.

# INTRODUCTION BY THE CHIEF EXECUTIVE

As Chief Executive I am responsible for ensuring the delivery of the Outcomes and Indicators set in the Board's Corporate Plan for 2017-2020.

In developing these and an organisational vision, the focus has been on ensuring the Policing Board fulfils its statutory functions, and supports delivery against the strategic outcomes for policing contained within the Policing Plan, whilst working collaboratively to deliver against the Justice Minister's priorities and the outcomes in the draft Programme for Government. The Board has firmly established itself as a strong, effective and publicly respected organisation within the policing architecture in Northern Ireland and plays a

key role in building trust and confidence in policing through the delivery of effective and independent oversight. This would not have been possible without the commitment and hard work of Board Members, Board staff and all those who contribute to our work. But, as with any modern, progressive organisation which values continuous improvement and the desire to achieve and deliver excellence, there is always more to do. This is particularly important in the ever-changing environment we work within.

We have consulted with and listened to the views of the wider public and those whom we work closely with. We have also taken account of the key challenges for the Policing Board over the next number of years. The Board will provide leadership and use its influence to build trust and confidence in policing. As an organisation we are committed to making a lasting and positive impact on people's lives by making communities safer and will provide support and challenge to the police and others to achieve this.

# OUR PURPOSE, VISION AND VALUES

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.

# PURPOSE

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



1

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



2

Consult with people on how their area is policed.



3

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



4

Monitor the work of the police and how well they perform against the measures set by the Policing Board.



5

Support the work of PCSPs in making communities safer.



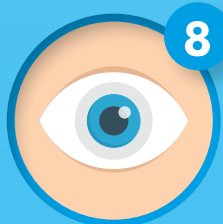
6

Approve budgets and ensure local people get best value from the PSNI and the Board.



7

Appoint the Chief Constable, Deputy Chief Constable, Assistant Chief Constables and senior civilian staff.



8

Monitor how the PSNI meet their responsibilities under the Human Rights Act.



9

Oversee complaints and disciplinary proceedings against senior officers.

The work of the Board is wide ranging and includes 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 measures 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;



- 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 the 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.



# 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 community 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.

## COLLABORATIVE

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

## 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.

## INCLUSIVE

The Board will undertake its duties in a manner that is free from bias or inequality, and which demonstrates a fair and human rights complaint approach and recognises our increasingly diverse society. 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.

# VALUES

## 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 using available external reports and commissioned research where necessary.

## 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.

## TRANSPARENT

The Board will discharge its duties in a transparent, open and honest way demonstrating to the community how it is fulfilling its role.

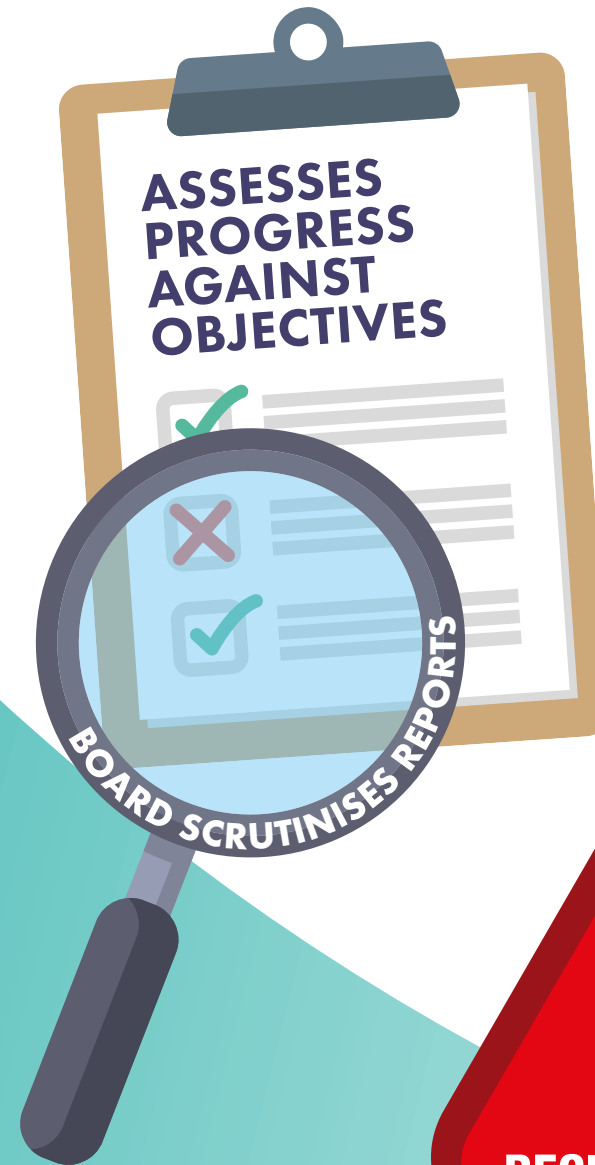
# REVIEWING AND MEASURING PERFORMANCE

Measuring and reviewing performance against the Corporate Plan is fully integrated into governance arrangements within the Board.

Delivery of the Plan will be supported each year by an Annual Business Plan which sets out in more detail areas of work being progressed.

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 Indicators, the Annual Report processes are also fully aligned, with Risk Registers at all service delivery levels specifically providing linkages between identified Risks/Threats and Corporate Plan Indicators and Business Plan measures.



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.

**TELLING  
YOU  
WHAT  
WE DO**



Find out more about what we do:

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# KEY CHALLENGES

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

## Crime

While traditional crimes are showing some reductions, new crimes including cyber-enabled crime, human trafficking and increased offending against the vulnerable 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 Omnibus Surveys indicate a high level of confidence 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 the 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 believe 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 making 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.

## A 'Fresh Start'



The Stormont Agreement and Implementation Plan were published in November 2015.

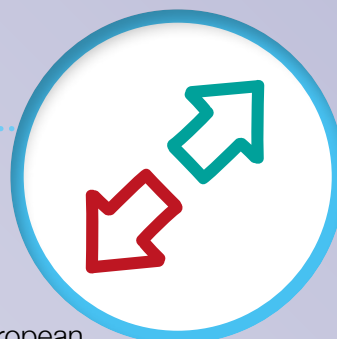
The Northern Ireland Executive's Action Plan published in July 2016 from this Agreement is of relevance to the Board. In particular, the Board has a key role in working with the Executive, PSNI, DOJ, PCSPs in promoting lawfulness.

## Collaborative Working



The Northern Ireland Executive's draft Programme for Government has outcomes and indicators that are relevant to the work carried out by the Board. We will work with PCSPs and others, enabling better partnership working and supporting the delivery of a safe community where we respect the law and each other.

## Brexit



There may be implications for the Board and policing in terms of the UK vote to leave the European Union 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.



# OUR PRIORITIES FOR 2017-2020

The Board has set 7 key priority areas of work for the next 3 years:

## PRIORITY:

1

Delivering on the Board's core statutory obligations to hold the Chief Constable to account for the delivery of a human rights compliant police service and for embedding Policing with the Community within the PSNI.

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.

3

Contributing to the Northern Ireland 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.



Informing and engaging the public and our partners awareness regarding changing demands on policing, key policing priorities and improving how we report to the public on police performance and on our oversight work.

4

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.

6

Providing Leadership and Influence in supporting the delivery of political agreements on unresolved issues from our peace process; dealing with the past; parades and protests; flags and emblems. Building stronger and closer working relationships with key partners in justice and the community and voluntary sector.

5

Collaborative Working – Future Policing and Public Service Delivery. 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).

7

# OUTCOMES AND INDICATORS

## Outcome 1:

We have an effective, efficient and continually improving police service, Policing Board and PCSPs. (Priorities 1 & 6)

## Indicators:

- 1.1 An implemented effective performance measurement and accountability framework for the PSNI; the Policing Board and PCSPs.
- 1.2 Effective and efficient management of the financial; human and physical resources of the PSNI and the Board.
- 1.3 Modernisation and improvement of the PSNI and Policing Board to address changes in community needs; statutory requirements and developments in policing.

## **Outcome 2:**

We have trust and confidence in policing.  
(Priorities 2, 4 & 5)

## **Indicators:**

- 2.1 Improve public awareness and participation in policing issues and increase accountability to the public.
- 2.2 Increase public confidence in the police by understanding and responding to the interests of the community, including those under-represented in the PSNI and areas where confidence is lower.
- 2.3 Promote equality, diversity and good relations practices within the Board and with those with whom we work.

# OUTCOMES AND INDICATORS

## Outcome 3:

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We have a safe community, where we respect the law and each other.  
(Priorities 3 & 7)

## Indicators:

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- 3.1 Support the PSNI and PCSPs in collaborative delivery against the Strategic Outcomes for Policing and the Policing Plan.
- 3.2 Contribute to the Northern Ireland Executive Action Plan in tackling paramilitary activity, criminality and organised crime.



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