



BUSINESS PLAN 2015/2016

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

OVER-ARCHING THEME: Promoting Public Confidence in Policing

Objective 1 – An Effective and Efficient Policing Board			
Work Areas	Targets for 2015 /16	Progress as at 31 March 2016	Comments
1.1 Implementing an agreed Policing Board Continuous Improvement Plan by 31 March each year reporting progress in the NIPB Annual Report.	1.1.1 To report on the Board's continuous improvement arrangements for 2014/2015 via biannual reporting and to publish continuous improvement arrangements for 2015/2016 by 31 March 2016.	Achieved. Partnership Committee on 7 April 2015 agreed a review of the Board's corporate governance arrangements as the continuous improvement programme for 2015/16. An update report was considered by Resources Committee in November 2015 and February 2016. Resources Committee agreed the continuous improvement arrangements for 2016/17 in March 2016.	
1.2 Ensuring a Board Annual Report and Accounts is laid before the Assembly.	1.2.1 To prepare the Policing Board Annual Financial Statements and Remuneration Report to be laid before the Assembly prior to the summer recess.	Achieved. 2014/15 the Board's Financial Statements were authorised by A&RM Committee on 5/6/2015 and laid before the Assembly on 2/7/2015.	
1.3 Ensuring the efficient and effective management of the injury on duty and medical retirement application process.	1.3.1 Continue to plan and agree an implementation plan with DOJ and PSNI on the review and the guidance issued by DOJ. This will be tied in with the draft Injury Award Regulations due in April 2015 and policy intent from the DOJ by 30 September 2015. Subject to this input by DOJ to progress implementation of Scofield Review by 31 March 2016.	Partially Achieved Scofield Action Plan agreed at Tripartite meeting on 1 May 2015. Eight of the nineteen recommendations have been completed. Of the remaining eleven three recommendations which require legislative change will be implemented when the new regulations are	

		published by the DOJ. Liaison with DOJ will continue in respect of the remaining recommendations with a view to progressing implementation.	
	1.3.2 To continue to pursue the installation of a case management system in collaboration with and through a joint business case with the PSNI by 31 March 2016 .	Partially Achieved. Procurement of the case management system is ongoing with central procurement. This work remains ongoing and will be carried forward to the 2016/17 financial year.	
1.4 Securing and Managing funding for NIPB demonstrating effectiveness and efficiency.	1.4.1 To scrutinise the Board's monthly Management Accounts and report results to the Resources Committee each month .	Achieved. The Board's management accounts were scrutinised by the Resources Committee meetings in May 2015 to March 2016.	
	1.4.2 To reduce the staff absenteeism rate by complying with Board policy and ensuring access to, and awareness of, support services.	Target not met. Staff Absence increased during this reporting year. 5.64% equivalent to 13.78 days per employee). (4.79% in 2014/15 equivalent to 11.89 days per employee)	Absence continues to be managed in line with the Board's Absence Policies and Procedures and a new e-learning course on attendance will be rolled out for all staff in the next reporting year.
1.5 Publishing an annual business plan by 31 March each year underpinned by SMART targets where appropriate and publishing an assessment of performance against Business Plan in the Annual Report.	1.5.1 To assess Board performance against the 2015/2016 Business Plan and publish assessments in October 2015 and April 2016 and to assess Board performance against the 2014/2015 Business Plan and publish in the Board's Annual Report for 2014/2015 .	Achieved. Quarterly performance reports were considered by the senior management team and issued to a DOJ Governance meeting in June 2015, November 2015 and January 2016. Board performance against the 2014/15 Business Plan was	

	<p>1.5.2 To develop and publish the 2016-2017 Business Plan by 31 March 2016.</p>	<p>published in the Board's Annual Report for 2014/15.</p> <p>Achieved. Business Plan 2016/17 was approved by the Board in March 2016 and was published online by 31st March 2016.</p>	
<p>1.6 Providing research and evidence based advice and guidance to the Board and its Committees.</p>	<p>1.6.1 To continue to research cyber-enabled crime and bring relevant emerging issues to the attention of the Performance Committee every six months.</p>	<p>Achieved. PSNI briefed the Performance Committee in April 2015 in relation to a number of emerging issues with regard to PSNI's approach tackling cybercrime, including the OCTF Cybercrime Tactical Assessment, PSNI's newly established Cyber Crime Centre, capacity building and training. Performance Committee considered key findings in an HMIC inspection of online Child Sexual Exploitation in England & Wales in December 2016 Members considered PSNI cyber-enabled crime recording at the January 2016 Committee meeting.</p>	

	1.6.2 To pursue relevant research projects subject to funding by 31 March 2016.	Achieved. The Board commissioned a survey on Young Peoples' confidence in Policing (September 2015). This survey was followed up by a series of interviews and focus groups that were commissioned in February 2016. The Board has also commissioned a suite of Omnibus questions for the April 2016 survey.	
	1.6.3 To complete an assessment on the implementation of the revised Professional Standards Monitoring Framework by 31 March 2016.	Achieved. A revised framework was agreed by the Performance Committee in October 2014. An assessment on the implementation was undertaken by the Professional Standards Advisor and completed by 31 March 2016.	
1.7 Providing the Board with a statistics and research service to assist it in carrying out its statutory duties	1.7.1 To provide the Board with statistics and research support in line with the priorities and milestones in each of the Committees programme of work by 31 March 2016.	Achieved. Statistics and Research support provided to the Board on request throughout the year.	

Objective 2 – An effective and efficient PSNI			
Work Areas	Targets for 2015 /16	Progress as at 31 March 2016	Comments
2.1 Approving an annual budget for policing by 31 March each year and monitoring expenditure against budget throughout the year.	2.1.1 To review and approve the PSNI's financial estimate for the 2016/2017 Financial year by 31 March 2016 .	Achieved. PSNI Financial estimate for 2016/17 was considered at Resources Committee in February 2016 and March 2016 Board meeting.	
	2.1.2 To scrutinise the PSNI's monthly Management Accounts and report results to the Resources Committee each month .	Achieved. PSNI management accounts were scrutinised by the Resources Committee from May 2015 to March 2016.	
2.2 Appointing and if necessary dismissing Police and Staff Chief Officers.	2.2.1 To appoint senior police officers and staff within 5 months of being made aware of the vacancy and to ensure compliance with the Code of Practice for senior police officers and staff in line with relevant legislation.	Achieved Asst Chief Constable interviews are scheduled for the end of April 2016 following notification to commence on 1 st February 2016. A new procedures manual has been developed to ensure compliance with Codes of Practice.	
	2.2.2 To manage the performance of the Chief Constable in line with the agreed Performance Management system.	Achieved. Performance appraisal carried out by the Board's Chair.	
2.3 Annually lay the PSNI audited financial statements with the Assembly before the summer recess deadline.	2.3.1 To lay the PSNI Financial Statements with the Assembly before Summer recess deadline.	Achieved. 2014/15 PSNI Financial Statements laid before the Assembly on 2 July 2015.	
	2.3.2 To approve the PSNI Financial Statements for 2014/15 by 30 September 2015 .	Partially Achieved. PSNI financial statements were presented to Resources Committee at their October 2015 meeting.	Due to an unexpected delay, the PSNI financial statements were presented to the October 2015 Resources Committee.

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2.4 Publishing the PSNI Continuous Improvement arrangements by 31 March each year securing measurable improvements and outcomes which are reported in the Board's Annual Report.	2.4.1 To approve and publish the PSNI continuous improvement arrangements for 2015/2016 by 31 March 2016 and scrutinise progress against projects in the 2014/2015 arrangements via biannual reporting.	Achieved. PSNI's Continuous Improvement Strategy published as part of the Policing Plan 2015/16. Schedule of reporting agreed with relevant Committee and specific PSNI continuous improvement projects have been considered throughout the reporting year to various committees.	

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2.5 Conducting a value for money assessment on how resources are utilised, including comparisons with similar police services in Great Britain.	2.5.1 To consider HMIC and other relevant reviews as appropriate.	<p>Achieved. In April 2015 the Resources Committee considered the HMIC Review “Responding to Austerity” which was published on 19 March 2015.</p> <p>The Board agreed in December 2015 to progress an efficiency and effectiveness inspection of PSNI in 2015/16. Board Members and two lead officials were invited to a ‘hot debrief’ at which HMIC provided PSNI with the initial findings of the inspection.</p> <p>In addition, Board officials brought relevant HMIC inspections to the Performance Committee for consideration. This has included inspections of crime data integrity, a follow-up inspection of the HET, and online Child Sexual Exploitation. Work has been ongoing to ensure that PSNI have fully implemented all recommendations made arising from such inspections.</p>	

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2.6 Scrutinising PSNI compliance with the Human Rights Act 1998 and reporting in a Human Rights Annual Assessment Report and thematic reviews.	2.6.1 To publish a Human Rights Annual Report (HRAR) by 31 March 2016 .	Achieved. Follow up work in relation to PSNI's implementation of recommendations from the HRAR 2014 was reported upon in the HRAR 2015 report published on 31 March 2016.	
	2.6.2 To complete a Human Rights thematic review and follow-up review by 31 March 2016 .	Achieved. Follow up reviews have been completed. An LGB and Transgender update reports were published in June 2015. An update from PSNI on implementation of recommendations from the stop & search thematic review was considered by the Performance Committee in September 2015. Research and stakeholder engagement for the race hate crime thematic review has been completed. The final report will be submitted to the Performance Committee for approval once the Board has been reconstituted.	
2.7 Monitoring PSNI's Human Resources Strategies and monitoring police recruitment and composition, training and diversity.	2.7.1 To carry out Police Appeals Tribunals (PATs) in line with relevant regulations.	Achieved. Six PATs have been initiated in 2015/16 and three PATs concluded in 2015/16.	
	2.7.2 To monitor performance against the PSNI People Strategy (including recruitment and composition).	Achieved. PSNI presented reports against the strategy in June, October and December of	

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		<p>2015 and in March 2016. In addition, a range of questions was raised throughout the year with the Chief Constable and the ACC for HR in respect of the People Strategy.</p> <p>In respect of Diversity, the Resources Committee received a report in October 2015 and attended a joint workshop in January 2016 with Partnership Committee in relation to Policing with the Community.</p>	
	2.7.3 To approve the PSNI Training Strategy 2015/16 and monitor progress via biannual reporting .	Achieved. The PSNI Training strategy was monitored and approved in April 2015. It was monitored in October 2015 and questions were also raised with PSNI during the reporting year in respect of Training.	
2.8 Publishing a Policing Plan which sets clear and ambitious priorities for policing by 31 March each year (including SMART Targets where appropriate) and holding the PSNI to account for delivery against each Plan.	2.8.1 To publish the Policing Plan 2016-2017 by 31 March 2016 setting clear and ambitious priorities for policing and ensuring that there is a robust mechanism for reporting progress against measures/targets.	Achieved. The Policing Plan 2016/17 was approved by the Board in March 2016 and published on 31 March 2016.	

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	2.8.2 To scrutinise PSNI Performance against the Policing Plan 2014-2017 quarterly and publish a full assessment of performance against the Policing Plan 2014-2017 by 30 June 2015 .	<p>Achieved. A full year assessment of performance against the Policing Plan for 2014/15 was considered by the Board at its meeting on 4 June 2015. Second and third quarter performance against the 2015/16 Policing Plan was considered by the Performance Committee at its October 2015 and February 2016 meetings.</p> <p>Monthly PSNI Performance against the Policing Plan has also been included as a standing item on the Performance Committee monthly.</p>	
	2.8.3 To ensure biannual updates on PSNI supporting strategies listed in the Policing Plan 2014-2017 are received and considered by the relevant Committee.	Achieved. Reporting arrangements agreed with PSNI and relevant Committees.	

Objective 3 – Effective Engagement and Communication			
Work Areas	Targets for 2015 /16	Progress as at 31 March 2016	Comments
3.1 Ensuring that policing is accountable to the community and that the service meets community need.	3.1.1 To hold at least 8 meetings in public of the Policing Board by 31 March 2016 to enable Board Members to question the Chief Constable on current policing issues.	Achieved: Ten meetings in public held in 2015/16 -April (2 and 30), June (4 and 25),3 September,1 October, 5 November, 3 December, 4 February and 3 March.	
3.2 Keeping the public and stakeholders informed about our work and how we are delivering on our statutory responsibilities.	3.2.1 To use all channels of communication identified in the Board's 2014-2017 Communication Strategy and review activity through biannual reports.	Achieved: Report considered by the Board in June 2015 and December 2015.	
	3.2.2 To increase the percentage of people who think that the Board is working well by 31 March 2016 ¹ .	Target not met. The January 2015 Omnibus figure of 30% is similar to the 2014 figure of 31%.	The EQIA and consultation for the Policing Plan will also support increased public awareness.
3.3 Ensuring that policing delivery reflects the involvement, views and priorities of local communities.	3.3.1 To support the work of PCSPs and the inclusion of initiatives and projects in PCSP Plans aimed directly at meeting the objectives of the NI Policing Plan by 31 March 2016 .	Partially Achieved. Guidance to PCSPs on development of Transitional Action Plans was issued by the Joint Committee and included joint PSNI/PCSP Policing Plan measures. Delivery was impacted by the delay in PCSP reconstitution and the ability of PCSPs to plan initiatives following cuts to PCSP operational budgets.	

¹ Comparison will be made with the January 2014 Omnibus figure of 31% who think that the Policing Board is working well
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Objective 3 – Effective Engagement and Communication			
Work Areas	Targets for 2015 /16	Progress as at 31 March 2016	Comments
	3.3.2 To increase the percentage of people who feel that their local PCSP has helped to improve policing in their local area by 31 March 2016 ² .	Target not met. The January 2015 Omnibus figure of 37% is similar to the 2014 figure of 38%.	The Board has established with PCSP Managers a Communications Group to identify opportunities for communications and messaging at a local and NI wide level. All Partnerships are now constituted and developing work plans.
3.4 Providing opportunities by which the community is kept informed and can ask questions of the Board and PSNI directly on issues of concern and the delivery of policing services.	3.4.1 To deliver by 31 March 2016 at least 2 public meetings of the Policing Board aimed at raising public confidence in the work of the Board.	Partially Achieved. A public meeting of the Board was held on 17 June 2015 in Craigavon.	The launch of the Policing Plan 2016/17 was planned to be a Public Meeting but has been postponed to the new financial year.
3.5 Developing a programme of work to support building confidence in policing with young people and those in disadvantaged communities.	3.5.1 In partnership with the Board's Youth Advisory Panel to develop and implement a programme of work to support PCSPs youth engagement work and confidence in policing of young people by 31 March 2016 .	Achieved. Partnership Committee approved an approach to a youth engagement strategy at its meeting in May 2015 following Youth Advisory Panel input. Two models were implemented by N.Belfast DPCSP and Armagh, Banbridge and Craigavon PCSPs to support PCSPs youth engagement and confidence in policing of young people throughout the final quarter of 2015/16.	

² Comparison will be made with the January 2014 Omnibus figure of 38% who feel that their local PCSP has helped to improve policing in their local area

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Work Areas	Targets for 2015 /16	Progress as at 31 March 2016	Comments
	3.5.2 To develop a programme of work to support confidence in policing in disadvantaged communities by 31 March 2016 .	Achieved. Partnership Committee developed the TALK Programme, a Young Leadership Programme with PSNI, the DFA and American Consulate to support confidence in policing and develop emerging young leaders. The young people involved are all independent PCSP members and it is due to complete in July 2016.	
3.6 Overseeing a reduction in the number of oppressive behaviour, incivility and failure-in-duty allegations against the PSNI.	3.6.1 To monitor performance against the targets in the Policing Plan ³ every 6 months .	Achieved: The Performance Committee met with representatives from OPONI and PSNI at meetings in June & November 2015 to discuss complaints and allegations made against PSNI. Board officials also attend meetings of the Policy Evaluation Group (PEG) on a regular basis alongside officials from PSNI, PONI, HMIC and CJINI in order to review and evaluate how PSNI implement policy recommendations made by the Police Ombudsman. The	

³ As contained in the 2014-2017 and 2015/16 Policing Plans published at www.nipolicingboard.org.uk

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Work Areas	Targets for 2015 /16	Progress as at 31 March 2016	Comments
		last meeting of the PEG was on 22 June 2015 with the next meeting scheduled for April 2016.	
3.7 Ensuring that the management, leadership and governance arrangements within PSNI for historical cases are scrutinised and are fit for purpose.	3.7.1 To monitor arrangements for the establishment of the Historical Investigation Unit and the potential impact on the Board’s monitoring role every six months.	<p>Achieved. Performance Committee held a meeting in May 2015 with the DOJ Legacy Unit to discuss the oversight role of the Board and the appointment of a Director Designate. Correspondence outlining the Committee’s views was subsequently issued.</p> <p>A draft Northern Ireland (Stormont House Agreement) Bill was provided to the Board in October 2015 and discussed during the 15 October Performance Committee. Correspondence expressing the Committee’s view was subsequently issued to the DoJ. Given that the establishment of the HIU is subject to ongoing political talks, relevant legislation has not as yet been finalised.</p> <p>The Performance Committee will continue to focus upon the work of the PSNI’s Legacy Investigations Branch.</p>	

Objective 3 – Effective Engagement and Communication			
Work Areas	Targets for 2015 /16	Progress as at 31 March 2016	Comments
	3.7.2 To monitor and report on the work of the Legacy Investigations Branch within one month of the publication of the HMIC follow up report and thereafter at six monthly intervals .	<p>Partially achieved: The Performance Committee met with HMIC on 18 June 2015 to discuss the HET follow-up inspection report.</p> <p>PSNI requested additional time to respond to the findings of HMIC's follow-up inspection in order to allow for a full discussion on the work of the LIB and the implementation of HMIC's recommendations. PSNI briefed the Performance Committee at the January 2016 meeting on:</p> <ul style="list-style-type: none"> • Implementation of the outstanding recommendations in the HMIC follow up inspection of HET; • The LIB case sequencing model; • Review summary reports/family reports; and • HET/LIB manual of guidance. 	
3.8 To ensure the Board's oversight role in respect of NCA operations in Northern Ireland is carried out.	3.8.1 To agree a programme of work to scrutinise the work of the NCA by 30 June 2015 .	Achieved: Officials from the Board and NCA drafted a performance monitoring framework and narrative reports were submitted to the Performance Committee on a	

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		<p>quarterly basis.</p> <p>The Board also met the NCA at the November Board meeting to discuss NCA performance in Northern Ireland. A meeting with the Director General was held in March 2016.</p>	
	<p>3.8.2 To establish the efficacy of, and monitor the working relationship between, the PSNI and NCA at six monthly intervals.</p>	<p>Achieved: As part of the MoU between the Board and the NCA, the NCA Director General attends meetings with the Board on a biannual basis to discuss the NCA's Annual Plan so far as it relates to the NCA's exercise of functions in Northern Ireland and to discuss performance issues. These meetings took place at the October 2015 and March 2016 meetings. The Chief Constable is also in attendance in these meetings at which Members are provided with further details on the working relationship between the two organisations.</p>	

Objective 4 – Partnership Working			
Work Areas	Targets for 2015 /16	Progress as at 31 March 2016	Comments
4.1 Committing to the involvement of volunteers on the Independent Custody Visiting Scheme and the Independent Community Observer Scheme, by practicing Investing in Volunteers standards and recognising that volunteering is a two-way process which benefits the volunteers, the Board and the wider community.	4.1.1 To maintain community oversight of PSNI custody arrangements through delivering the Independent Custody Visiting (ICV) Scheme reporting quarterly to the Performance Committee and publishing the accompanying statistics.	Achieved. Regular visits continue to be made by the ICV teams across all designated custody suites in NI and the Serious Crime Suite. Statistics are published quarterly on the Board website and reported to the Performance Committee.	
	4.1.2 To maintain community oversight of PSNI recruitment by delivering the Independent Community Observer (ICO) Scheme reporting to the Resources Committee within 2 months of the end of the campaign and publishing the accompanying statistics.	Achieved. PSNI launched a recruitment campaign in September 2015. ICOs have attended initial selection on a range of dates in November and December 2015 and attended assessment centres between January and March 2016. Relevant reports will thereafter be submitted after the end of the campaign.	
4.2 Implementation of the objectives and priorities of the Board's Partnership Strategy.	4.2.1 To finalise the Strategy and achieve milestones and review performance against the Strategy by 31 March 2016.	Partially Achieved. Draft Partnership Strategy was considered at Partnership Committee on 10 th March and the Committee agreed that a scoping study should be completed to determine appropriate strategic partners and report back to the Committee at a future date.	

Objective 4 – Partnership Working			
Work Areas	Targets for 2015 /16	Progress as at 31 March 2016	Comments
4.3 Working in partnership with the Department of Justice (DoJ) to support PCSPs to operate effectively, providing strategic direction, monitoring their effectiveness and providing funding to support programmes to deliver safer communities and increased confidence in policing.	4.3.1 To work through the Joint Committee to provide financial and other support to PCSPs and assess their effectiveness in delivery against strategic objectives by 31 March 2016 .	Achieved: Joint Committee has agreed financial support for PCSPs and a programme of work to implement the recommendations from the CJINI PCSP Inspection Report. 4 Committee meetings were held in 2015-16. Training programme implemented to support PCSP development.	
4.4 Work with the DoJ and local government in developing the future structure for PCSPs within context of Local Government Reform.	4.4.1 To work with the Department of Justice, local government and PSNI to prepare for the establishment of 11 PCSPs by 30 June 2015 .	Achieved: PCSPs established and all independent members appointed. Introduction evenings for new PCSP Members held on 24 and 25 June and 10 September 2015.	
	4.4.2 To appoint Independent Members to PCSPs and DPCSPs by 30 June 2015 .	Partially Achieved: Eight of the eleven PCSPs were reconstituted on 25 June 2015. The remaining three were completed in September 2015.	
4.5 Engaging with the community and with our partners in the Criminal Justice System and with Criminal Justice Inspection Northern Ireland (CJINI), Her Majesty's Inspectorate of Constabulary (HMIC) and the Office of the Police Ombudsman for Northern Ireland (OPONI) to carry out themed scrutiny reviews which evaluate police policy in practice and issues raised by the community.	4.5.1 To develop a programme of work to ensure the recommendations arising from the CJINI inspection of PCSPs are implemented in line with agreed timescales .	Achieved: An Action Plan agreed by Partnership Committee, Joint Committee and the Minister has been submitted to CJI. Progress against delivery timescales has been monitored through Joint Committee meetings.	

