



## **BUSINESS PLAN 2016/2017**

***'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**

<b>Objective 1 – An Effective and Efficient Policing Board</b>	
<b>Work Areas</b>	<b>Proposed 2016/17 target</b>
1.1 Implementing an agreed Policing Board Continuous Improvement Plan by 31 March each year reporting progress in the NIPB Annual Report.	<p>1.1.1 To report on the Board's Continuous Improvement arrangements for 2016/17 via biannual reporting and to publish continuous improvement arrangements for 2016/17 by 31 March 2017.</p> <p>1.1.2 To report on the Board's Continuous Improvement arrangements for 2015/16 by 31 May 2016.</p>
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 <b>prior to the summer recess.</b>
1.3 Ensuring the efficient and effective management of the injury on duty and medical retirement application process.	1.3.1 In collaboration with DOJ and PSNI to implement the Scofield Action Plan recommendations reporting updates on progress <b>twice yearly</b> to Resources Committee.
	1.3.2 Procure a case management system by <b>31 October 2016</b> and fully embed the system within NIPB Police Administration Branch by <b>31 March 2017.</b>
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 <b>each month.</b>
	1.4.2 To reduce the staff annual absenteeism rate to 11 days or less, from 12.3 days per employee in 14/15 by complying with Board policy and ensuring access to, and awareness of, support services.
	1.4.3 To retain Investors in People status by <b>31 March 2017</b>

<p>1.5 Publishing a 3 year corporate plan by 31 March 2017 and an assessment of performance against the Business Plan for inclusion in the Board’s Annual Report.</p>	<p>1.5.1 To assess the Board’s performance against the 2016/2017 Business Plan and publish assessments in October 2016 and April 2017 and to assess the Board’s performance against the 2015/2016 Business Plan and publish in the Board’s Annual Report for 2015/2016.</p> <p>1.5.2 To consult and develop a 3 year corporate plan in line with the Strategic Outcomes for Policing 2016 – 2020 by <b>31 March 2017</b>.</p>
<p>1.6 Providing research and evidence based advice and guidance to the Board and its Committees.</p>	<p>1.6.1 To pursue relevant research projects subject to funding by <b>31 March 2017</b>.</p>
<p>1.7 Providing the Board with a statistics and research service to assist it in carrying out its statutory duties</p>	<p>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 <b>31 March 2017</b>.</p>

<b>Objective 2 – An effective and efficient PSNI</b>	
<b>Work Areas</b>	<b>Proposed 2016/17 target</b>
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 2017/2018 Financial year by <b>31 March 2017</b> .
	2.1.2 To scrutinise the PSNI's monthly Management Accounts and report results to the Resources Committee <b>each month</b> .
2.2 Appointing and if necessary dismissing Police and Staff Chief Officers.	2.2.1 To appoint senior police officers and staff <b>within 5 months</b> 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.
	2.2.2 To manage the performance of the Chief Constable in line with the agreed Performance Management system.
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 <b>Summer recess</b> deadline.
	2.3.2 To approve the PSNI Financial Statements for 2015/16 by <b>30 September 2016</b> .

<p>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.</p>	<p>2.4.1 To approve and publish the PSNI continuous improvement arrangements for 2017/2018 by <b>31 March 2017</b> and scrutinise progress against projects in the 2016/2017 arrangements <b>twice yearly</b>.</p>
<p>2.5 Conducting a value for money assessment on how resources are utilised, including comparisons with similar police services in Great Britain.</p>	<p>2.5.1 To consider HMIC and other relevant reviews and inspections as appropriate.</p>
<p>2.6 Scrutinising PSNI compliance with the Human Rights Act 1998 and reporting in a Human Rights Annual Assessment Report and thematic reviews.</p>	<p>2.6.1 To publish a Human Rights Annual Report by <b>31 March 2017</b>.</p>
	<p>2.6.2 To complete a Human Rights thematic review and /or follow-up review by <b>31 March 2017</b>.</p>
<p>2.7 Approving PSNI's Human Resources Strategies and monitoring police recruitment and composition, training and diversity.</p>	<p>2.7.1 To carry out Police Appeals Tribunals in line with relevant regulations.</p>
	<p>2.7.2 To monitor performance against the PSNI People Strategy (including recruitment and composition and addressing under representation) <b>twice yearly</b>.</p>
	<p>2.7.3 To approve the PSNI Training Strategy 2016/17 and monitor progress <b>twice yearly</b></p>

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 year 2 of the Policing Plan by 31 March 2017 setting clear and ambitious priorities for policing and ensuring that there is a robust mechanism for reporting progress against measures/targets against the Strategic Outcomes for Policing 2016-20.
	2.8.2 To scrutinise PSNI Performance against the Strategic Outcomes for Policing 2016-20 through thematic meetings of the Board and publish a full assessment of performance against the Policing Plan by 31 March 2017.
	2.8.3 To ensure <b>twice yearly</b> updates on PSNI supporting strategies listed in the Policing Plan 2016-2017 are received and considered by the relevant Committee and linked to the monitoring of the Strategic Outcomes for Policing 2016-20.

<b>Objective 3 – Effective Engagement and Communication</b>	
<b>Work Areas</b>	<b>Proposed 2016/17 target</b>
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 <b>31 March 2017</b> to enable Board Members to question the Chief Constable on current policing issues.
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 <b>twice yearly</b> reports.
	3.2.2 To increase the percentage of people who think that the Board is working well by <b>31 March 2017</b> <sup>1</sup>
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 <b>31 March 2017</b> .
	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 <b>31 March 2017</b> <sup>2</sup>
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 2017 at least 2 public meetings of the Policing Board aimed at raising public confidence in the work of the Board.

<sup>1</sup> Comparison will be made with the January 2015 Omnibus figure of 30% who think that the Policing Board is working well

<sup>2</sup> Comparison will be made with the January 2015 Omnibus figure of 37% who feel that their local PCSP has helped to improve policing in their local area

<b>Objective 3 – Effective Engagement and Communication</b>	
<b>Work Areas</b>	<b>Proposed 2016/17 target</b>
3.5 Developing a programme of work to support building confidence in policing with young people and those in disadvantaged communities.	3.5.1 To continue to build on the research in respect of confidence in young people
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 <sup>3</sup> <b>every 6 months</b>
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 <sup>4</sup> To make preparations for the anticipated establishment of the Historical Investigation Unit to support any proposed statutory responsibilities for the Board and report progress to the Performance Committee <b>every 6 months</b> .
	3.7.2 To monitor the work of the Legacy Investigations Branch <b>every 6 months</b> .
3.8 To ensure the Board's oversight role in respect of NCA operations in Northern Ireland is carried out	3.8.1 To monitor NCA performance and activity in Northern Ireland, including the working relationship with the PSNI, on a <b>quarterly basis</b> .
	3.8.2 To hold at least two meetings in public of the Policing Board by <b>31 March 2017</b> to enable Board Members to question the Director General on NCA performance and

<sup>3</sup> As contained in the 2016/17 Policing Plans published on the Board's website.

<sup>4</sup> Assuming the HIU is to be established in 2016/17



<b>Objective 3 – Effective Engagement and Communication</b>	
<b>Work Areas</b>	<b>Proposed 2016/17 target</b>
	activity in Northern Ireland.

<b>Objective 4 – Partnership Working</b>	
<b>Work Areas</b>	<b>Proposed 2016/17 target</b>
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 Scheme reporting <b>quarterly</b> to the Performance Committee and publishing the accompanying statistics.
	4.1.2 To maintain community oversight of PSNI recruitment by delivering the Independent Community Observer Scheme reporting to the Resources Committee <b>within 2 months</b> of the end of the campaign and publishing the accompanying statistics
4.2 Implementation of the objectives and priorities of the Board's Partnership Strategy.	4.2.1 To implement the Board's Partnership Strategy 2016-20 and review performance against the Strategy <b>by 31 March 2017</b> .
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 <b>31 March 2017</b> .

<b>Objective 4 – Partnership Working</b>	
<b>Work Areas</b>	<b>Proposed 2016/17 target</b>
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 introduction of community planning <b>within agreed timescales.</b>
	4.4.2 To appoint Independent Members to PCSPs and DPCSPs as required
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 continue to develop a programme of work to ensure the recommendations arising from the CJINI inspection of PCSPs are implemented <b>in line with agreed timescales.</b>