

The Northern Ireland Policing Board
and the Police Service of Northern Ireland

Policing Plan 2012 - 2015

Personal



Professional



Protective

Northern Ireland
Policing Board





Policing Plan 2012 - 2015



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Foreword by the Chair of the Northern Ireland Policing Board and the Chief Constable

We are pleased to present the Policing Plan 2012-2015 which sets out the objectives and priorities for policing for the next three years.

The Northern Ireland Policing Board (the Board) was reconstituted in May 2011 and new political and independent members have brought with them fresh ideas and experience. This, in part, has influenced the change of approach to developing the Policing Plan 2012-2015, with a move away from purely statistical targets, whilst not diluting the accountability role of the Board. The numerical targets of previous plans, while being an important means of monitoring crime reduction and detection rates, did not adequately reflect the impact that the Police were making on community confidence or the depth and breadth of policing responsibilities and influence. Similarly, it was felt that performance against a numerical target was not evidence that the Police were improving the service provided to the people of Northern Ireland.

We have been successful in recent years in delivering significant improvements in police performance. For example:

- The level of crime in Northern Ireland is at its lowest for ten years;
- Deaths on our roads are at their lowest since the 1930s;
- Burglary has reduced significantly; and
- The level of antisocial behaviour has been reduced by over a third in the last five years.

There is no room for complacency and we will continue to strive for further improvements in performance. Policing is not only about statistics and numbers; that is why much of this plan is focused on improving how policing services are delivered ultimately leading to improved confidence in policing.

Policing with the Community (PWC) is essential to all that the police can achieve and both the Board and the Police Service of Northern Ireland have worked hard to develop the PWC 2020 strategy. This will ensure that local people and effective partnership working continue to be at the core of policing in Northern Ireland. The

Police Service has also introduced the Policing Commitments, a set of promises indicating the service people can expect, and for which they can hold the Service accountable.

This year will see a welcome addition to the local policing arrangements with the formation of Policing and Community Safety Partnerships (PCSPs). These new bodies will be invaluable in the process of agreeing local policing priorities and in addressing the issues that concern the community. We look forward to working with the PCSPs and the benefits that they will bring for improved safety and engagement with the community.

We also continue to be mindful of the environment in which the Police Service operates and the threat to officers that sadly still exists. However, the activities and actions of these minority groups have simply deepened the resolve and commitment of the both the Board and the Police Service to ensure the delivery of personal, professional and protective policing to all communities in Northern Ireland.

For the coming year and beyond the Board will oversee, scrutinise and report on performance across all aspects of this Plan; ensuring the best possible policing service for the community being served.

Brian Rea MBE JP

Chair

Northern Ireland Policing Board

Matt Baggott CBE QPM BA (Hons)

Chief Constable

Police Service of Northern Ireland

The Northern Ireland Policing Board and the Police Service of Northern Ireland Policing Plan 2012 to 2015

Introduction

This is our policing plan for the next three years. It sets out our vision, the outcomes we want to achieve and how we will achieve them. It is backed by our 'Policing Commitments'¹, our long-term strategy for policing with the community² and our Strategic Principles. These principles guide our officers and staff and are aimed at making sure we:

- are personal, fair and answer for our actions;
- are responsive, flexible and provide a round-the-clock service;
- focus, in terms of resources and time, on making sure that we have the right people in the right place to prevent harm, protect you and inspire confidence in us;
- challenge set ways of doing things; and
- have a partnership approach at the heart of our outlook and actions and share expertise, information and responsibility.

We explain this more in Appendix 3.

The main theme of this plan is to improve community confidence in policing by improving:

- how we deliver our service;
- our engagement, consultation and involvement with the community; and
- how we work in partnership with other agencies.

¹ <http://policingcommitments.psni.police.uk/>

² http://www.psni.police.uk/pwc_-_2020_v2.pdf

We look forward to delivering these outcomes with our colleagues on the Northern Ireland Policing Board and in other government agencies and with the community of Northern Ireland.

We identified the issues we tackle in this plan after wide-ranging consultation with the community and a professional assessment of the major policing issues facing Northern Ireland, and by considering best practice at home and abroad. The plan is consistent with the Minister of Justice's 'Long Term Objectives for Policing' (see Appendix 4). The outcomes we have identified reflect the concerns you have and the challenges we face.

There is no doubt that the financial pressures on the police budget are very real and demanding. Over the next few years we will have to put into practice a wide range of savings initiatives while delivering value for money and focusing our available resources on the things that matter most. You can find details of how this plan will be paid for in Appendix 5.

As well as this plan, your local police commander will produce their own policing plan which will concentrate on the issues that matter to you. We look forward to working closely with the new Policing and Community Safety Partnerships to make sure that local problems are tackled effectively.

Overview of the Policing Plan

Improved confidence in policing

Personal policing

Outcomes
Reduced crime and antisocial behaviour, fewer road deaths and injuries and fewer victims

- The impacts
- **Reduced harm from crime, traffic collisions and antisocial behaviour.**
 - **Vulnerable people are protected and feel safe.**

Professional policing

Outcome
Improved satisfaction with the service you receive

- The impacts
- **The public, especially victims of crime, are satisfied with the service we provide.**
 - **We continue to achieve a balanced budget while maintaining operational capability.**
 - **We maintain high standards of leadership, governance and stewardship.**

Protective policing

Outcome
Vulnerable people are protected

- The impacts
- **Reduced harm caused by organised crime.**
 - **Reduced violent crime and improved understanding of the effect of alcohol on violent crime.**
 - **Improved service to vulnerable groups.**
 - **Reduced harm caused by paramilitary groups and public disorder.**

Priority initiatives for continuous improvement

Tackling human exploitation

Tackling crime carried out on the internet

Demand modelling **Modernising the workforce**

Penalty notices **New public services college**

Review of the operational policing model

Reducing offending **What is provided in terms of custody**

Resource Management and Decision Support System

Supporting strategies

Policing with the community

Equality, diversity and good relations

Information and communication technology strategy

Procurement Individual performance review

Public protection arrangements for Northern Ireland

Transport **The counter-terrorism strategy**

Our four-year efficiency plan

The Police Estate

The People strategy

Personal policing

Personal policing means dealing with those issues which affect you most in your daily life and making sure that our service meets your needs as an individual. Through the District Policing Partnership consultations, you told us about a number of issues which cause you most concern, including burglary, antisocial behaviour and road safety.

Outcomes: Reduced crime and antisocial behaviour, fewer road deaths and injuries and fewer victims

The impact we want to achieve with this outcome:

- **Reduced harm from crime, traffic collisions and antisocial behaviour.**
- **Vulnerable people are protected and feel safe.**

What we will do to achieve this outcome:

Antisocial behaviour - You told us antisocial behaviour is one of the major problems affecting local communities. We have been successful over the past few years in substantially reducing the level of antisocial behaviour in all areas of Northern Ireland. However, we will continue to work to improve performance in this area and to improve service to victims of antisocial behaviour.

Our priority initiatives include the following:

We will use technology (specifically software to help us manage our relationship with the public and systems to manage resources and help us support our decisions) to allow us to more easily identify repeat victims and the main hotspots for antisocial behaviour. This will make sure we provide more effective patrolling and a better response to victims.

Crime and burglary – The level of crime, and more specifically burglary, is of particular concern to everyone - householders and businesses, large and small. Preventing and reducing crime improves the quality of life for all communities. Crime is at its lowest level since 1999 and detection rates are at the highest level since 2002. The overall trend in

burglary has been generally reducing since 2003. However, we know this type of crime has a serious effect on the victims and we will try to increase the number of offenders brought to justice. There is a particular concern about burglaries where older people (60 years and over) are the victims. While crimes such as these are rare, we will continue to work hard to reduce them even further.

Our priority initiatives include the following:

Alongside our partners in the criminal justice system, we will focus on those who offend the most by using the Reducing Offending in Partnership Programme.

Alongside this, we will work with those with an interest in our work to review district operational policing aimed at making sure we:

- provide best practice in investigating crime and the way we respond to crime; and
- make the most of opportunities to detect crime, deal with antisocial behaviour and bring offenders to justice.

Road safety - Traffic offences and the dangers on our roads continue to be a concern in our communities. There has been a dramatic reduction in the number of casualties on our roads. In fact, road casualties are at the lowest level since 2000, and the number of people killed on the roads is at the lowest level since records began in 1931. However, every death on our roads is one too many and we will aim to improve road safety for all road users.

Our priority initiatives include the following:

We will

- carry out initiatives aimed at educating and involving the public such as speed-awareness, driver-improvement and young-driver courses and 'Roadsafe' roadshows;
- develop safety centres; and
- support the outcomes of the Road Safety Strategy to 2020.

Professional policing

Professional policing means providing an excellent service to communities. It is about being visible, available and responding to the needs of everybody, getting things right first time, and focusing on winning the trust and confidence of the people we serve. It also relates to managing our budget while maintaining our operational capability.

Outcome: Improved satisfaction with the service you receive

The impact we want to achieve with this outcome:

- **The public, especially victims of crime, are satisfied with the service we provide.**
- **We continue to achieve a balanced budget while maintaining operational capability.**
- **We maintain high standards of leadership, governance (the way we are directed and controlled) and the way we handle public funds.**

What we will do to achieve this outcome:

Policing with the Community – satisfaction with policing

Policing with the community is a model of policing which focuses on engagement, partnership and delivering our service. The Policing with the Community 2020 Strategy aims to improve the community's confidence and satisfaction with us and improve safety through personal, professional and protective policing. We will also continue to raise our investigative standards, improve our service and respond professionally, politely and considerately to requests for help. We will monitor how we are doing by putting into practice our individual performance review process, our Policing Commitments and our focus on reducing complaints against our staff.

Our priority initiatives include the following:

Seeking to increase public satisfaction in policing by delivering results on our Policing Commitments. These are standards of service which focus on customer service, neighbourhood policing, contact management and services to victims.

- Developing Collaborative Working in disadvantaged areas;
- Implementation of a new Individual Performance Review process for our officers and staff;
- Speedy Justice initiatives including the introduction of Penalty Notices for Disorder will allow officers to deal with less serious cases more efficiently therefore ensuring that officers have more time to deal with other issues; and
- Maintaining and enhancing our Policing profile in areas of particular disadvantage.

Achieving a balanced budget while maintaining our operational capability, high standards of leadership, governance and stewardship

We bettered our efficiency savings target last year. Funding for the four-year period to 2014/2015 included the requirement to achieve efficiency savings of £135 million over this period.

Our priority initiatives include the following:

We will:

- review the custody arrangements we have;
- make the most of technology (by putting into practice the Information and Communications Technologies Strategy);
- continue developing the new public services college;
- develop our ability to deal with crime committed on the internet;
- develop our ability to communicate using the internet;
- make sure we have the most effective workforce mix between police officers, police staff and outsourced contracts;
- raise investigative and behavioural standards of officers;
- put into practice the procurement, estates and transport strategies;
- reduce the time and cost involved in paperwork, dealing with red tape and official procedures; and
- continue to put the four-year efficiency plan into practice.

Protective policing

Police officers and staff protect people. We aim to make sure that you are safe from the threats and risks to your safety posed by those who are opposed to the peace process, and by other organised and violent criminals.

We also recognise that we must improve our service to victims of crime, in particular the most vulnerable in society. The effect of alcohol on crime is a cause for concern. Over the coming years, we plan to concentrate on this as a cause of crime and develop initiatives to tackle it.

Outcome: Vulnerable people are protected

The impact we are aiming to achieve with this outcome:

- **Reduced harm caused by organised crime.**
- **Reduced violent crime and improved understanding of the effect alcohol has on violent crime.**
- **Reduced harm caused by paramilitary activity.**
- **Improved service to vulnerable groups.**
- **Reduced harm caused by public disorder.**

Paramilitary activity

The threat from dissident republicans is severe. Paramilitary activity, including shootings and beatings, continues to affect vulnerable communities while aiming to prevent the personal policing style that everyone wants and deserves. Your police service must respond to these threats in a way that keeps to our responsibilities in terms of Human Rights – including taking positive action to protect life. Every modern police service uses covert methods (for example, undercover work) to tackle serious threats, and we are no different. We will continue to work under the conditions of Devolution of Policing and Justice, set out in the St Andrews³ and Hillsborough⁴ Agreements, to keep people safe.

Organised crime

There is increasing concern about incidents where people are being brought into, or moved around Northern Ireland to work for virtually nothing or to be sexually exploited by organised crime gangs. The victims of these crimes are particularly vulnerable and we are committed to helping them and to bringing those responsible to justice.

You have told us that drugs are a major concern. Every day, police officers deal with illegal drug use in our local communities. We are also committed to tackling those organised gangs who control the drugs trade by importing, growing and distributing drugs.

Organised crime gangs are also involved in a number of serious offences across the country, including robbery and violent crime.

³ http://www.nio.gov.uk/st_andrews_agreement.pdf

⁴ http://www.nidirect.gov.uk/castle_final_agreement15__2_-3.pdf

Our priority initiatives include the following:

We will:

- continue to support the work of the Organised Crime Task Force;
- prevent and detect organised crime; and
- tackle human trafficking through reducing the demand for prostitution and sexual exploitation.

Violent crime

You told us violent crime is a major concern. Although we have considerably reduced the level of violent crime in recent years, we know there is more to be done. We have listened to victims of serious sexual crime and domestic violence and want to improve the service we provide. In most incidents of violent crime, alcohol is a contributing factor. There is also evidence to suggest that alcohol plays a significant part in incidents of domestic violence.

Our priority initiatives include the following:

To better understand the relationship between alcohol and crime, we plan to analyse all incidents of crime and disorder where alcohol has been identified as a contributory factor. We will then use this information to develop a programme of action along with our partners, aimed at reducing the harm caused by alcohol-related crime over the next three years.

Improving our service to vulnerable groups

We have identified from a number of consultations and reports that the following groups of people need an improved service from the police due to their vulnerability to crime, particularly violent crime.

- Children and young people, in particular males aged 16 to 24 and children in care
- Older people (aged 60 years and over)
- Victims of domestic abuse
- Victims of hate crime
- Victims of serious sexual crime

Our priority initiatives include the following:

We will:

- put into practice accepted recommendations contained in the Policing Board's Human Rights Thematic Review for Children and Young People (and other reviews concerning vulnerable groups); and
- improve the service we provide to victims of domestic abuse, serious sexual crime and hate crime.

Reduce the harm caused by public disorder

Public disorder brings fear and disruption to communities and gives a negative image of Northern Ireland across the world. The social and economic consequences of disorder are far-reaching, resulting in injury to individuals and communities, and damage to relationships, infrastructure (for example buildings, roads, transport systems, and so on), property, and the wider Northern Ireland economy.

We have reviewed public order policing to continue to develop our policing and to make sure that it meets the highest possible standards. Community needs and human rights obligations will stay at the heart of our policing and in particular our response to incidents of public disorder.

It is in all of our interests to prevent public disorder and we will continue to work with local communities to build relationships to prevent and reduce the harm caused by these events.

Our priority initiatives include the following:

We will put into practice the findings of the Review of Public Order.

Appendix 1 Monitoring Performance

CONFIDENCE IN POLICING

Measuring Success

Success will be measured using data derived from the Northern Ireland Crime Survey. This information will be published quarterly.

Confidence in Policing	
Desired outcome	
Improved Confidence in Policing	
Indicator	Measure
Level of confidence in policing	Increase the level of confidence/satisfaction in policing: The percentage of people saying they strongly agree/tend to agree that the local police: a) Can be relied on to be there when you need them; b) Would treat you with respect if you had contact with them; c) Treat everyone fairly regardless of who they are; d) Can be relied on to deal with minor crimes; e) Understand the issues that affect this community; f) Are dealing with the things that matter to this community. Overall Confidence in the local Police.

PERSONAL POLICING:

Measuring Success

Success will be viewed in terms of a reduction in antisocial behaviour incidents, a reduction in overall crime and burglary and a reduction in people killed or seriously injured on our roads. Statistical information will be available via the Police Service of Northern Ireland website, updated every month.

Personal Policing	
Desired outcome	
Reduced level of crime and antisocial behaviour, fewer road deaths and injuries and fewer victims	
Indicator	Measure
The number of burglaries	A reduction in the number of burglaries.
	A reduction in the number of domestic burglaries and robberies where older people are victims. ⁵
The number of antisocial behaviour incidents	A reduction in the number of antisocial behaviour incidents.
The percentage of people who perceive the level of antisocial behaviour to be high in their local area	A reduction in the percentage of people who perceive the level of antisocial behaviour to be high in their local area. ⁶
The level of overall crime	A reduction in the level of overall crime.
The number of people killed or seriously injured on the road	In partnership with other agencies, a reduction in the number of people killed in road collisions by at least 60% by 2020. ⁷
	In partnership with other agencies, a reduction in the number of people seriously injured in road collisions by 45% by 2020. ⁷
	In partnership with other agencies, a reduction in the number of children (0-15yrs) killed or seriously injured in road collisions by at least 55% by 2020. ⁷
	In partnership with other agencies, a reduction in the number of young people (16-24yrs) killed or seriously injured in road collisions by at least 55% by 2020. ⁷

⁵ 'Older person' means a person aged 60 or over. (Sec 25 Commissioner for Older People (Northern Ireland) Act 2011)

⁶ Using data from the Northern Ireland Crime Survey

⁷ Baseline – average of 2004-2008 figures. From Road Safety Strategy to 2020

PROFESSIONAL POLICING:

Measuring Success

Success will be viewed in terms of continued progress in implementing the Policing with the Community 2020 Strategy and maintaining our performance on the Policing Commitments. We will also focus on delivering value for money and reducing bureaucracy. Statistical information will be available via the Police Service of Northern Ireland website, updated every month.

Professional Policing	
Desired outcome	
Improved satisfaction with the service you receive	
Indicator	Measure
Continued Implementation of the Policing with the Community Strategy	Continue to implement the Policing with the Community Strategy: <ul style="list-style-type: none"> • Continue to reduce the level of allegations of incivility. • Continue to increase the number of cases resolved by the use of officer discretion. • Continue to increase the amount of time spent by each officer on patrol. • Maintaining and enhancing our Policing profile in areas of particular disadvantage.
Achievement of a balanced budget whilst maintaining our operational capability, high standards of Leadership, Governance and Stewardship	<ul style="list-style-type: none"> • Complete a review of custody facilities. • Make the most of technology through implementation of the Information and Communications Technology (ICT) Strategy. • Continued progress towards the building of the New Public Services College. • Develop our ability to deal with crime committed on the internet. • Develop our ability to communicate using the internet. • Make sure we have the most effective workforce mix between police officers, police staff and outsourced contracts. • Raise the investigative and behavioural standards of our officers. • Put in place a new Individual Performance Review process for our officers and staff. • Reduce the time and cost involved in paperwork, dealing with red tape and official procedures. • Continue to put the Four Year Efficiency Plan into practice. • Put into practice the Procurement Strategy, Estates Strategy and Transport Strategy.

PROTECTIVE POLICING:

Measuring Success

Success will be viewed in terms of the impact we make on organised crime gangs and by reduced levels of violent crime. In addition where people are victims of crime, they will receive a high quality of care and reassurance from the police service. Statistical information will be available via the Police Service of Northern Ireland website, updated every month.

Protective Policing	
Desired outcome	
Vulnerable people are protected	
Indicator	Measure
The impact on Organised Crime	To demonstrate progress in tackling organised crime by reporting on: <ul style="list-style-type: none"> • The number of organised crime gangs frustrated disrupted and dismantled. • The actions taken to reduce the harm caused by human exploitation. • The actions taken to reduce the harm caused by drugs. To increase: <ul style="list-style-type: none"> • The number of financial interventions into criminal finances. • The amount recovered by interventions.
The level of Violent Crime	To reduce the number of non-domestic violent crimes involving injury.
The level of Alcohol Related Crime	To benchmark and analyse the number and type of incidents where alcohol is a contributory factor.
Service to Vulnerable Groups	To improve the quality of engagement with, and service provided to the following groups: <ul style="list-style-type: none"> - Children and Young People, in particular males aged 16-24 and Children in care. - Older People.⁸ - Victims of Domestic Abuse. - Victims of Hate Crime. - Victims of Serious Sexual Crime.
The harm caused by public disorder	To demonstrate progress in tackling public disorder by implementing the actions identified by the Review of Public Order.

⁸ 'Older person' means a person aged 60 or over. (Sec 25 Commissioner for Older People (Northern Ireland) Act 2011)

Appendix 2

Accountability to the NI Policing Board

As well as monthly reports and statistical information on levels of crime, antisocial behaviour and collisions on the road, the Board will receive regular reports on the following initiatives and strategies we have in place to continuously improve our service. We will also be inspected by oversight bodies and will respond positively to any recommendations from those inspections.

Priority initiatives for continuous improvement

Project	Brief description	Timeline
Custody provision	We will review custody facilities to improve the experience of people in custody.	March 2015
New public services college	We will move training functions from the existing training locations in the Police Service to the new Joint Public Services College in Desertcreat, Cookstown.	June 2014
Managing resources and supporting decisions	By using tracking technology we can significantly improve our ability to respond and be seen to be doing so.	March 2013
Introducing penalty notices for disorder	We will introduce penalty notices for disorder for the most common crimes and low-level crimes.	September 2012
Reviewing the operational policing model	This project will review and examine the operational policing model to make sure that it can deliver against service priorities and manage risk.	March 2013
Reducing Offending in Partnership Programme	We will bring together the right agencies to make sure that the right interventions are carried out with the right offenders at the right time.	September 2013
E Crime	This project is designed to increase our effectiveness in identifying and making best use of online evidence and information in the most timely way possible to support investigations into crime carried out over the internet.	March 2013
Demand modelling	We will develop a model to help us understand the nature and extent of the demand for the police. We will then use this information to make sure that the right number of officers with the right skills are in place to meet this demand.	March 2013

Project	Brief description	Timeline
Modernising the workforce	We will work towards delivering the Chief Constable's vision of the finest personal, professional, protective police service in the world by making best use of the workforce and mix of skills, efficient structures and processes, and use of technology, against what is affordable for this Comprehensive Spending Review period.	March 2015
Human exploitation (including reducing the demand for prostitution)	We will tackle human trafficking through reducing the demand for prostitution and sexual exploitation. We will also raise community awareness around the issue of human trafficking and prostitution and drug dealing. As victims of human exploitation are particularly vulnerable, we will continue to deal with them sensitively. By doing so, we will inspire public confidence in policing.	March 2013

Supporting Strategies

Strategy	Brief Description
Policing with the Community	The aim of the Policing with the Community Strategy is to support the delivery of community confidence, satisfaction and safety through, personal, professional and protective policing.
Equality, Diversity & Good Relations	The Equality, Diversity and Good Relations Strategy aims to put fairness and respect for all individuals, regardless of their differences, at the heart of policing.
The Police Estate	Review the Estates related costs focusing on the recent Estate Review and forthcoming re-procurement of the core Property Management contract in order to identify cost savings and processes for improved efficiencies.
Procurement Strategy	To ensure value for money and fit for purpose processes that will assist in achieving the Chief Constable's strategic principles of personal, professional and protective policing.

Strategy	Brief Description
Information and Communications Technologies (ICT) Strategy	<p>The main areas of focus for the ICT Strategy are as follows:</p> <ul style="list-style-type: none"> - Business Alignment – Information and Communications Services (ICS) will support the delivery of the Policing Plan objectives, underpinning the delivery of targets for Personal, Professional and Protective policing. ICS will support the delivery of the Police Service’s workforce modernisation agenda, delivering professional products and services, whilst supporting the realisation of corporate business architecture. - Service driven – ICS will improve how it connects service provision to the needs of the business, focusing and consolidating service provision around what is important to the Police Service. - Agility – ICS will improve responsiveness when delivering what is important to the business. - Lowering of our fixed costs – ICS will drive forward a cost reduction programme for ICT service provision.
Transport	Options for alternative methods of service provision and processes giving rise to costs savings and/or improved Transport service provision.
People Strategy	The People Strategy will help deliver the Strategic Principles for service delivery by linking Human Resources policies and practices to contribute to improved organisational performance.
Individual Performance Review (IPR)	A revised appraisal process linking to organisational priorities within a performance management framework and encouraging individual ownership and personal responsibility.
Four Year Efficiency Plan	The requirement to achieve efficiency savings of £135 million over the four year period to 2014/15.
Public Protection Arrangements for Northern Ireland	To report on the Police Service’s contribution to Public Protection Arrangements (Northern Ireland) (PPANI) and Multi-Agency Risk Assessment Conference (MARAC).
Counter Terrorism Strategy	Protecting the community from the threat and risk of harm caused by violent extremism through strategies and actions which address the local, national and international security situation.

External Inspection Programme

An agreed programme of inspections will be conducted on the Police Service by independent oversight bodies such as Her Majesty's Inspectorate of Constabulary and Criminal Justice Inspection Northern Ireland. This will ensure that the service is benchmarked against national best practice.

Appendix 3

OUR PURPOSE

To work with communities and partners to make Northern Ireland safe, confident and peaceful.

OUR VISION

To be the finest, personal, professional and protective police service in the world.

OUR PRINCIPLES

- Personal, impartial and accountable police officers and staff, present and influential in the heart of all communities, in the right numbers to make a difference.
- Responsive, flexible, 24/7 service; tailor made to the unique needs of the person or place, with a reputation for promise keeping and professionalism.
- Resources and time focused upon genuine operational delivery. Ensuring we have the right people in the right place to prevent harm, protect from danger and inspire confidence.
- Challenging the status quo, keeping red tape to a minimum, always at the forefront of value for money and effective practice.
- Partnership at the heart of our outlook and actions, sharing expertise, information and responsibility. Open and transparent in line with over-riding Human Rights or legal obligations.

Appendix 4

The Minister of Justice's Long Term Objectives for Policing

Objective 1:

That policing is delivered in a way that protects and vindicates the human rights of all and preserves the fundamental responsibility of the police to serve all parts of the community.

Objective 2:

That the community has an effective, accessible and accountable policing presence to address the identified and understood needs of the community, to enhance public confidence in the police, and to deter criminality and reduce harm.

Objective 3:

That policing in its widest sense is a shared responsibility that involves effective partnership working between police services, the public, and statutory, voluntary and private partners.

Objective 4:

That policing contributes to the transformation of Northern Ireland to a more inclusive and cohesive society; and that it pro-actively responds and adapts to emerging changes in society.

Objective 5:

That the Police Service continues to be:

- free from external interference in operational matters;
- accountable within the rule of law;
- answerable to the community through the Policing Board for operational decisions and overall performance and locally to Policing and Community Safety Partnerships (PCSPs); and
- accountable to the public through the Policing Board, the Department and the Assembly for the use of public money.

Appendix 5

Paying for the Plan

(Statement of Grant)

Introduction

The Chief Constable has a responsibility to manage resources within the available budget and to deliver the agreed efficiency programme.

As a result, the Director of Finance & Support Services issues monthly financial reports to the Service Executive Team and the Policing Board to monitor progress throughout the year.

Available Funding

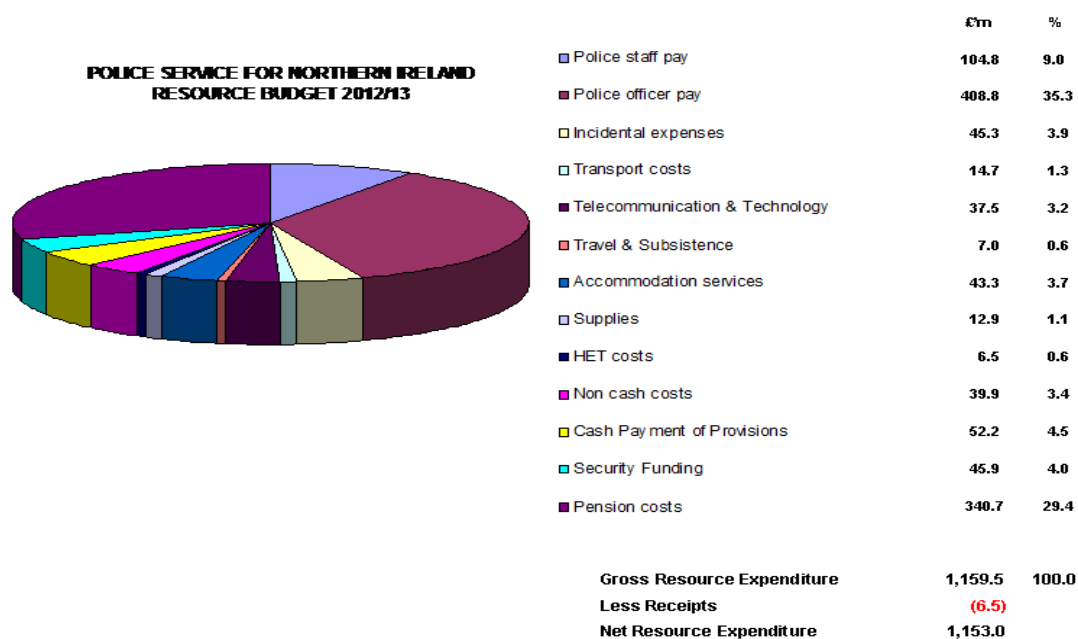
The Budget 2010 settlement established the available funding for the Police Service for the 4 year period from 2011/12 to 2014/15.

The budget for 2012/13 is shown below:

	2012/13 £'m
Resource:	
DEL (Departmental Expenditure Limit)	812.3
AME (Annually Managed Expenditure)	340.7
Total Resource	1,153.0
Capital (net of receipts):	54.6
Total available funding	1,207.6

Resource Expenditure

An analysis of the resource budget for 2012/13 is shown in the chart below:



Payroll Costs

The total payroll budget is **£513.6m**. This is based on 7009 Regular Police Officers and 604 Part Time Reserve Officers, supported by 2530 Police Staff as at 31 March 2013.

Other Programme Costs

The budget allocation for other programme costs (net of receipts) is **£160.7m**. These costs include incidental expenses, transport costs, telecommunications & technology, travel & subsistence, accommodation services, supplies and Historical Enquiries Team (HET) less receipts.

Cash Payment of Provisions and Non Cash Costs

The budget for cash payment of provisions is **£52.2m** which includes injury awards, compensation and severance payments. The budget for non cash costs is **£39.9m** which includes depreciation and impairment costs.

Security Funding

Following deterioration in the security environment, the Government agreed to provide additional security related funding to the PSNI. This funding amounts to **£45.9m** in the resource budget and **£16.4m** in the capital budget in 2012/13.

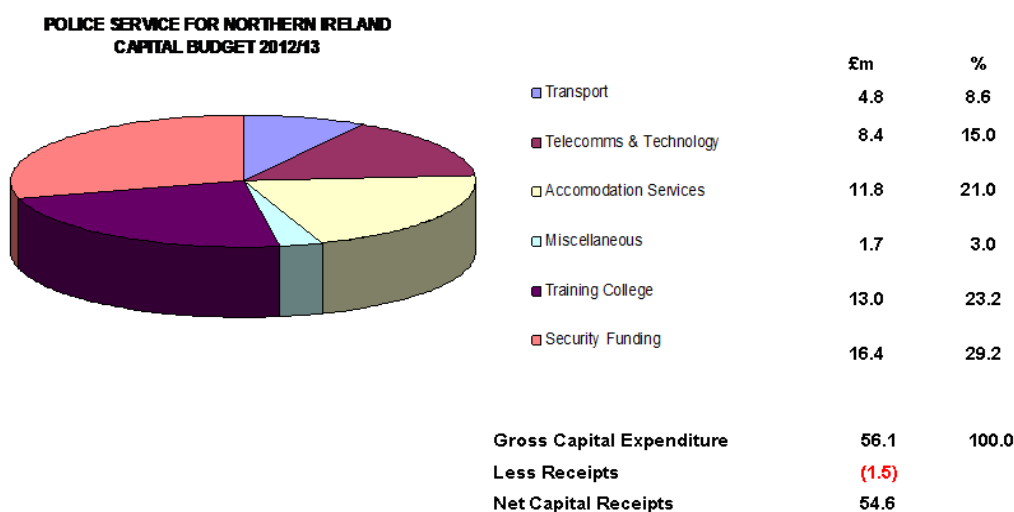
Pension Costs

The cost of Police Officer pensions is estimated at **£340.7m**.

Capital Expenditure

The net capital budget is **£54.6m**. This budget includes £13.0m ringfenced funding for the new Training College. The remaining £41.6m is for capital programmes in Transport, Telecommunications & Technology, Accommodation Services and Security.

An analysis of the capital budget is shown in the chart below:



Annual Report & Accounts

The audited Annual Report & Accounts for the year ended 31 March 2012 will be published by 30 June 2012.

Appendix 6

Training Assessment for Police Officers and Staff (The Training Strategy)

The function of the Training and Development Branch is to support the delivery of operational policing. It does this by ensuring that all officers and staff have the required skills, knowledge and understanding to be able to perform their roles effectively.

To achieve this, the Training and Development Strategy and Business plan supports the Northern Ireland Policing Plan and the Policing with the Community 2020 Strategy and is aligned to the three critical activities of Engagement, Service Delivery and Partnerships. The key challenges in this Strategy & Business Plan cycle continue to be the transition to the new Public Services College at Desertcreat, County Tyrone, now planned to take place in 2015, and managing the impact of financial pressures.

Training strategy and business is also informed by reviews and reports carried out by academic and community groups, those whose responsibility it is to hold the police service to account and our own internal audits and surveys. From this, we have identified that over the period of this plan we must further embed a culture of service excellence within a human rights based policing service whose core style is personal, professional and protective, delivering community trust and confidence while demonstrating value for money.

The area of leadership and management are high priority to ensure that leaders, managers and supervisors are properly equipped to lead people, manage resources as well as to account for and be accountable in providing a consistent, high quality and value for money service to the public of Northern Ireland. In this respect the Training and Development Strategy also complements and supports the Human Resources People Strategy in providing training to support the roll out of the IPR, recruitment and retention of people, staff development and wider engagement.

Key elements of the Strategy and Business Plan are:

- Leadership including Coaching and Mentoring
- Resource utilisation and productivity
- Demand Management
- Service Excellence
- Training to match operational need
- Transition to the new Public Services College and future planning
- Value for Money
- Engagement with external partners and agencies



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