

Police Service of Northern Ireland

Policy for Public Disclosure.

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POLICY DIRECTIVE

PROCESS IMPROVEMENT UNIT POLICY DIRECTIVE

1. POLICY IDENTIFICATION

POLICY TITLE: Process Improvement Unit Policy Directive

POLICY OWNERSHIP: Nichola Murphy

DEPARTMENT: Process Improvement Unit

BRANCH:

POLICY APPROVED BY: Top Team at CCF

**CCF REF/OTHER
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2. POLICY STATEMENT

(1) The Chief Constable's vision is:

“A service everyone can be proud of because it delivers policing at its best.”

(2) The Police Service of Northern Ireland (PSNI) is committed to improving the efficient management of its services, operations, and resources.

(3) The PSNI will strive to demonstrate continuous improvement through the elimination of inefficiency, variability and inflexibility in its operations thereby creating an efficient and effective Service, which delivers value for money.

(4) The activities undertaken by the Process Improvement Unit (hereafter referred to as PIU) will adhere to the values of honesty and openness; fairness and courtesy; partnerships, performance, professionalism; and respect for the rights of all.

3. INTRODUCTION

(1) Executive Summary

(a) The aim of this Policy is to define the role and raise awareness of the PIU.

(b) This Policy will further detail how the PIU will contribute to the PSNI's statutory duty to maintain an efficient and effective Police Service.

(2) Drivers for Change

(a) One of the main drivers for change is the Police (Northern Ireland) Act 2000. The relevant section of this is detailed in the Legal Basis section of this document.

(b) The Chairman of the Northern Ireland Policing Board, Professor Sir Desmond Rea, states in his foreword to the 2008-2011 Policing Plan that:

“... Continuous improvement has been added in the Programme of Change and Modernisation objective. The Board will measure this objective assessing the extent of progress made by the PSNI towards implementation of actions as detailed in Part 3 of the Policing Plan. ... The PSNI are committed to making Northern Ireland a safer place to live and they strive continually to improve their performance and the service they deliver. May they continue on the good progress already achieved.”

(3) Aims/Objectives

(a) This Policy is aimed at reducing, or where possible eliminating, unnecessary bureaucracy and administrative burdens. The focus of the PIU is to eliminate inefficiency, variability and inflexibility where possible.

(b) The PIU approach will involve rigorous challenging of why and how a particular function is provided.

(c) Informed comparison of processes alongside management, performance and financial information is essential to an effective review. The PIU will gather relevant data and benchmark across a range of data such as:

(i) The PSNI's own standards and targets for the service

(ii) Most similar forces, as defined by the Police Crime Standards Directorate of the Home Office

(iii) Best in class nationally; and

(iv) Other private, public or voluntary bodies as appropriate.

(4) Contribution

- (a) This Policy ensures that the PIU contributes towards the 2008-2011 Policing Plan by striving to improve the efficiency of the existing processes within the PSNI while at the same time eliminating inefficiency and creating cost savings.
- (b) The PIU, as part of the 2008-2011 Policing Plan should help provide the public with policing services which:
 - (i) Contribute to increasing public safety through reducing crime and the fear of crime, preventing, re-offending and bringing those to justice, who break law.
 - (ii) Increase public confidence in the PSNI through effective, efficient, visible and accountable policing.
 - (iii) Be an effective partner in working with criminal justice agencies, other partners and the whole community

as mentioned as the long term Policing Objectives by the Secretary of State.

(5) Legal Basis

The Policing Board has a statutory duty to maintain an efficient and effective police service for Northern Ireland. Part V of the Police (Northern Ireland) Act 2000 states:

“The Policing Board shall make arrangements to secure continuous improvement in the way its functions, and those of the Chief Constable, are exercised, having regards to a combination of economy, efficiency and effectiveness”.

4. IMPLICATIONS OF THE POLICY

(1) Financial Implications/Best Value/Continuous Improvement/Efficiency

- (a) All activity under the Process Improvement Unit Policy will, where successful, have a tangible/intangible benefit for PSNI. All activity will be fully costed and, where possible, have only minimal financial impact on external areas in either resourcing or cost terms.
- (b) The PIU aims to be a resource which budget-holders will be able to call upon in order to assess their departmental efficiency alongside supporting internal drives for efficiency and increased effectiveness. The Deputy Chief Constable may also call upon PIU to address any Departments, Districts or specific areas of the organisation, which are of concern.

(2) Human Resources/Training

Apart from the small team within the PIU, no immediate Human Resources or Training need is identifiable at this time. It is anticipated, however, that some additional training may potentially be required as a result of future continuous improvement activity. This will be developed and coordinated with the relevant Departments and/or training areas as part of the continuous improvement activity.

(3) Partnerships

- (a) The PIU will strive to create and maintain partnerships which will help it in its role within PSNI. An example of this may include the creation of ongoing links with external UK police departments involved in continuous improvement activity or oversight bodies such as Her Majesty's Inspectorate of Constabulary.
- (b) Where suitable and relevant the PIU is happy to liaise with external agencies that are considered our key stakeholders at their convenience outlining our projects and progression.
- (c) The PIU will operate under the Governance structure outlined in Appendix C. This structure ensures that the PIU is in close contact with the two main strategic projects (CORE and LINKS), which will ensure that overlap and duplication of effort is reduced/avoided.

(4) Risks

- (a) The existence of the PIU reinforces the PSNI's intention to seek efficiency and effectiveness in all of its activity. Failure to actively seek to improve the way we do things will be contrary to Part V of the Police (Northern Ireland) Act 2000.
- (b) To ensure that PIU have the ability to work within sensitive areas of the organisation, PIU staff will be vetted to the appropriate level and will ensure that no security restrictions are breached.

(5) Bureaucracy

- (a) The PIU will actively seek to reduce or eliminate what is demonstrated to be ineffective bureaucracy and administration within the PSNI.
- (b) The PIU will seek to be a resource which may be called upon by other Departments to analyse existing administrative processes and strive to increase internal efficiency and effectiveness.
- (c) The Home Office states that, "...we are committed to reducing the administrative burdens and eliminating the unnecessary paperwork and inefficient working practices that keep officers off the streets". The PIU aims to contribute to this goal by highlighting inefficiencies and promoting best practice where possible.

(6) Consultation

Consultation has taken place with the following:

PSNI Top Team, Heads of HQ Departments, District Commanders, Superintendents Association of Northern Ireland, Northern Ireland Policing Board, and Police Ombudsman for Northern Ireland.

5. HUMAN RIGHTS/EQUALITY/INTEGRITY/FREEDOM OF INFORMATION

This Policy Directive is deemed to be Human Rights compliant; it has been screened for Section 75 considerations and meets integrity standards.

6. MONITORING AND REVIEW

- (1) The Policy will be reviewed annually. The next review will take place on or before the date of issuing this version of the document.
- (2) The PIU, Headquarters, will undertake the review. In carrying out this review, the Process Improvement Unit will proactively seek the views of key partners and relevant service providers.
- (3) Any feedback should be forwarded by email to the PIU Programme Leader.