



**Police Service**  
of Northern Ireland

# Horizon 2025

SERVICE MODERNISATION PLAN



**we care**  
**we listen**  
**we act**

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# Introduction

This new plan will illustrate how the Police Service of Northern Ireland aims to embrace change in the work we do, to ensure that we continue to deliver a high quality service to the communities we serve.

This document outlines how we will shape our business to deliver the Policing Plan outcomes and build a modernised policing service.

We will deliver innovative ways of making lasting change, focusing on evidence-led, digitally-enabled results, driven through ambitious business transformation. We will constructively renew current ways of doing things, whilst supporting our staff to continue

to deliver an agile, fast paced front-line service delivery model.

The old adage that 'form follows function', means that the Police Service of Northern Ireland will embrace drivers for visible community policing, managing complex investigations and building a diverse and agile workforce, through an ambitious change programme 'Horizon 2025'.

Using an evidence base, we will develop new ways of doing things through greater analysis of new work and priorities. This will increase our effectiveness and trigger new ways of working.

This plan is ambitious, but realistic and will be reviewed annually.

We have an ambition to build on our cherished Policing with the Community foundations, to embrace the learning from good practice across the world, to improve the quality of policing to residents, businesses and visitors in Northern Ireland and show - We Care, We Listen, We Act.

# Our Vision

A Service that is visible, accessible, responsive and community focused.

We will demonstrate in our behaviours and interactions that we care, listen and act about what matters to the public, our partners and our staff.

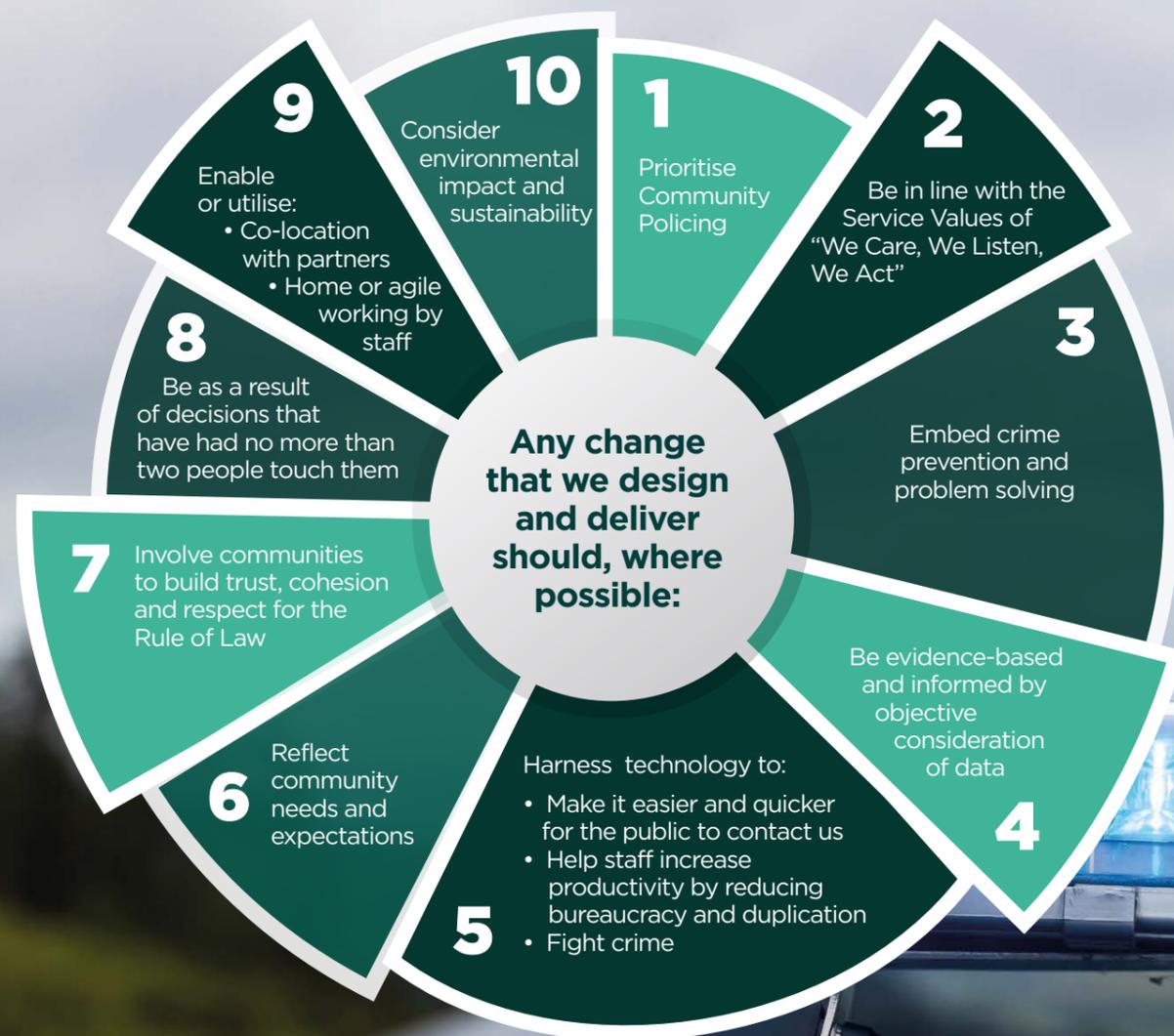


**Police Service**  
of Northern Ireland



# Foundation Principles for Transformational Change

# Oversight Context





## Our Challenges

Many issues we face will come from external factors and this will in turn influence how we allocate our resources against the challenges we are facing in relation to policing in a COVID environment and beyond.

Whilst these external and resource factors will alter the demands we face and how we deliver policing, we still have to consider how we will meet the external strategic outcomes that come from our accountability bodies. We are 20 years beyond Patten and we continue to review and evaluate our tone, style and method of how we deliver our services.

Our work in relation to Neighbourhood Teams and the new Service Operating Model within this Plan will provide us with the opportunity to continue to deliver a policing style which is reflective of our communities' requirements.

These strategic outcomes do not cover everything that we deliver as a Police Service, but have been identified by our accountability bodies as being important to our community and society. Against all these challenges we also have the significant uncertainty around outworkings of the EU Exit Protocols and changes to legacy investigations and how these could influence policing demands across Northern Ireland.

## Drivers for Change

The drivers for our ambitious transformation programme are:

- A Public Service ethos
- IT modernisation
- Workforce modernisation
- Estate renewal

### Benefits

- More engaged staff delivering value added services
- Released capacity and realignment to where demand requires
- Reduced duplication and bureaucracy
- Improved effectiveness
- Modernisation of systems
- Reducing non-value added ways of working
- Increased Public Confidence in Policing and Victim Satisfaction

This is about investing for the future to ensure that our Service is equipped to harness opportunities and drive sustainable productivity.

### Project Workstreams and Enablers

The overall programme of work has been divided into distinct workstreams which are categorised under the following headings:

- Strategic Planning and Transformation
- People and Culture
- Operational
- Digital
- Business Support

### Enablers are:

- Engagement and Communication
- Change and Project Management Capacity
- IT - Agile - Mobile
- HR - Skills and Capabilities
- Estates

# Governance

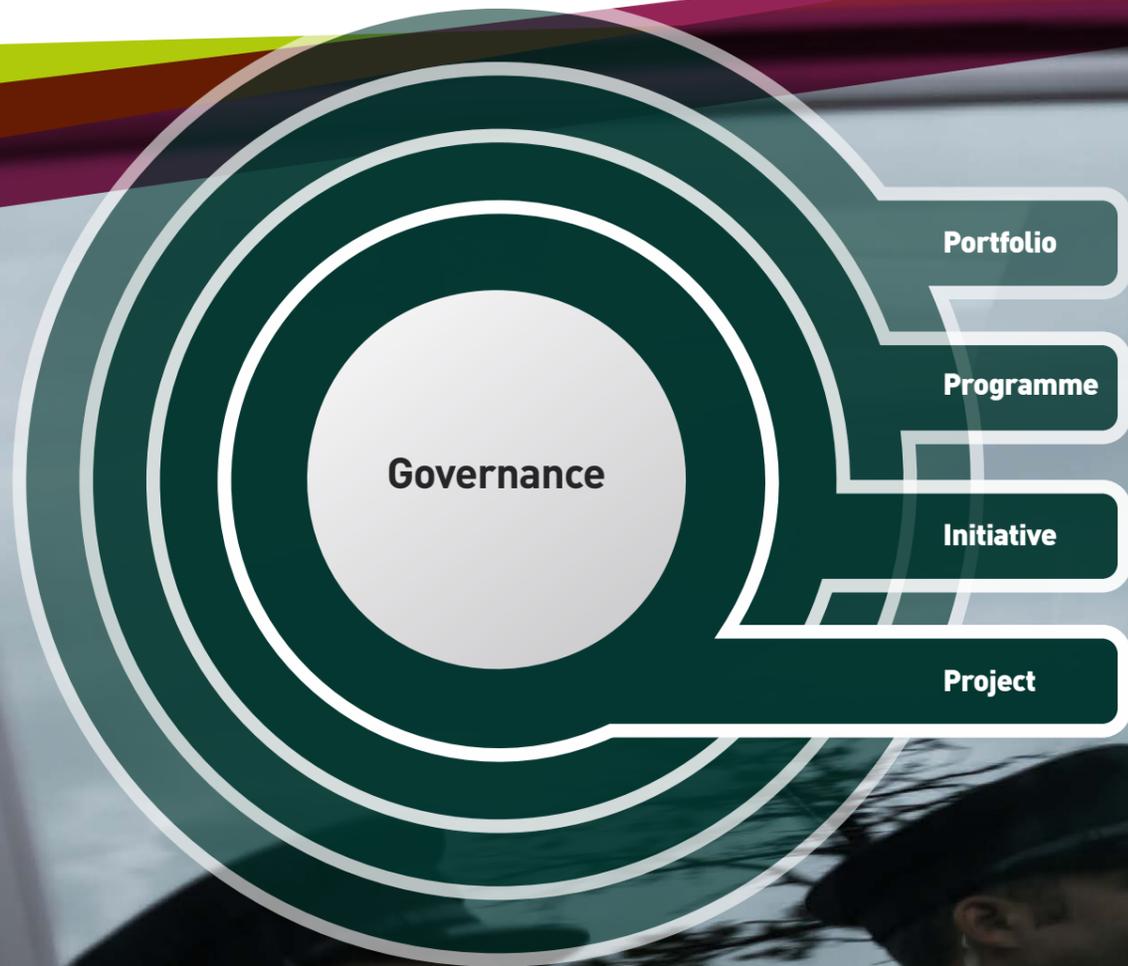
Appropriate project management and change management expertise will be provided to support key projects to assist with the implementation of outcomes.

Applicable supporting documentation such as business cases, project plans, status/progress reports, risk and benefit registers will be produced and regularly presented to the relevant

Governance Board each led by a senior officer or member of police staff for scrutiny and oversight.

A programme plan will be created to outline all projects and an implementation timeframe agreed.

The outcome of this programme of work is a community that feels safer, more confident, engaged and supportive of policing.



# Our Business

Police Service of Northern Ireland

## Our Principles

Objectivity

Evidence Based

Innovative

Productive

Harnessing Technology

Collaborative in Decision Making

Committing to the Community

Representative of the Community

Valuing Diversity and Inclusion

# Outcomes

## Northern Ireland Policing Plan Outcomes



1

**WE HAVE  
A SAFE  
COMMUNITY**



2

**WE HAVE  
CONFIDENCE  
IN POLICING**



3

**WE HAVE  
ENGAGED AND  
SUPPORTIVE  
COMMUNITIES**

### Why we are here

#### Our Purpose

Keeping People Safe

#### Our Vision

A Service that is Visible, Accessible, Responsive, Community Focused

#### Our Values

##### We Care

about the public, our staff and our partners

##### We Listen

to the public, our staff and our partners

##### We Take Action

with the public, our staff and our partners

#### Our Oversight

The Policing Board will drive forward, on behalf of the community, a continually improving police service which is representative of the community it serves through effective, independent oversight of policing

### What we do

#### Our Strategies

We will place problem solving, crime prevention and harm reduction at the core of our service

We will exploit technology to make public contact quicker, easier and make staff more productive. We will harness technology to fight crime

We will evolve Neighbourhood Policing so that the public can see it and feel its direct contact

#### Our Strategic Priorities

##### Turning the Curve

People feel safe and have trust and confidence in the Police service of Northern Ireland

Protect the most vulnerable in our communities

Tackling Serious and Organised Crime

Dealing with Violent Extremism

Building a culture of Community Policing

Encouraging innovation and risk taking

Progression for a diverse workforce and procedural fairness

### How we do it

#### Our People Are:

Valued  
High Performing  
Equipped and Empowered  
Visible  
Accessible  
Responsive  
Victim Focused

#### Our Partnerships

We will work with communities to harness their talents to build cohesion, trust and respect for the rule of law

#### Our Transformation Programme

Northern Ireland Policing Plan

Modernising Our Service Delivery

Evidence Based Policing

Community Empowerment and Partnership Working

#### Corporate Performance Management Framework

# Project Workstreams

Our new plan has been created in support of the Policing Board's five year Policing Plan. A key objective is to improve the performance of our services which will deliver more agile, adaptive and sustainable solutions to our diverse communities.

This plan brings together an Efficiency and Transformation Plan.

These plans will identify projects which deliver efficiencies through more effective ways of delivering our services. This will be achieved through more innovative solution designs which will transform how we deliver our services to the communities we serve.

Workstreams	Outcomes
 <p><b>Strategic Planning and Transformation</b></p>	<p>Our Leaders engage, encourage and enable the development and delivery of the organisation's Efficiency and Transformation Plans.</p>
 <p><b>People and Culture</b></p>	<p>Our workforce feels engaged and involved in our organisation. We have a collaborative and community focused culture that drives how we work with our partners and communities to deliver our policing purpose. Our Policing with the Community culture influences how we think and work together.</p> <p>The health and wellbeing of our staff and officers is of paramount importance and is clearly evident in how we engage with them to deliver our service.</p> <p>Our workforce is reflective of our community. Staff and officers are engaged and committed to delivering for their communities.</p>
 <p><b>Operational</b></p>	<p>We create safer communities and protect the most vulnerable in our society by collaborating effectively with our partners and community. Our front line police officers and staff feel valued and supported by the whole organisation.</p>

Workstreams	Outcomes
 <p><b>Digital</b></p>	<p>Our use of digital technology in Policing is pioneering and demonstrates how we support our workforce to deliver a more effective and efficient service to our community. Our communities make digital contact with us and we collect digital evidence and intelligence that deliver successful policing outcomes.</p>
 <p><b>Business Support</b></p>	<p>Our business support services are assisted by digital policing to provide an effective and consistent solution across our organisation.</p> <p>Efficient and more sustainable solutions are embedded across business areas, supported by a sufficiently resourced Information and Communications Services Branch.</p>
 <p><b>Efficiency and Transformation</b></p>	<p>Significant investment in new, innovative and more efficient and effective ways of working will ensure that we continue to deliver on our policing purpose in the future.</p> <p>Being innovative, investing to save, developing our workforce skills and capabilities to effectively deal with challenges that face policing.</p>

## Appendix 1 Framework

The following is the framework and implementation phases for each workstream. Each workstream will be developed under the following headings:

- Define
- Design
- Deliver
- Evaluation



## Appendix 2 New and Continuing Projects / Priorities 2021-2022

The Projects below were identified for 2021/22. These were prioritised based on organisational / operational risks

Workstream	Projects / Priorities
 <b>Strategic Planning and Transformation</b>	<ul style="list-style-type: none"> <li>• Phase 2 of delivering a service performance framework ethos will:                             <ul style="list-style-type: none"> <li>• Establish demand</li> <li>• Identify capacity</li> <li>• Improve data analytics</li> </ul> </li> <li>• Create the HMICFRS Force Management Statement (new)</li> </ul>
 <b>People and Culture</b>	<ul style="list-style-type: none"> <li>• Phase 2 of delivering a People Strategy will implement and deliver the annual people action plan</li> <li>• Phase 2 of delivering a Review of Occupational Health and Wellbeing will create an implementation plan to deliver the recommendations</li> <li>• Human Resources Review Implementation (new)</li> </ul>
 <b>Operational</b>	<ul style="list-style-type: none"> <li>• Development of a Service Operating Model – key strands to include Neighbourhood Programme of work alongside the South Armagh review (new)</li> <li>• Review of Crime Recording (new)</li> <li>• Review of Corporate Information Branch (new)</li> <li>• Roll out operational uniform (new)</li> </ul>
 <b>Digital</b>	<ul style="list-style-type: none"> <li>• Phase 2 of delivering a Digital Strategy will create an implementation plan</li> <li>• Automation project work</li> <li>• Further roll out of 4000 ruggedised laptops (new)</li> <li>• New website - digital police station (new)</li> </ul>
 <b>Business Support</b>	<ul style="list-style-type: none"> <li>• Phase 2 of delivering an Estates Strategy will create an implementation plan</li> <li>• Phase 2 of delivering a Fleet Strategy will create an implementation plan</li> <li>• Phase 2 of delivering a Corporate Sustainability Plan will create an implementation plan</li> </ul>

### Appendix 3 Horizon 2025 Progress Report 2020-2021

Progress against achievement 2020-2021 has been monitored and reported through our Governance Boards to the Service Executive Team. The following represents an update on the status of the Horizon Plan projects & strategies which have been delivered under the challenging conditions of the pandemic.

### Appendix 3 Horizon 2025 Progress Report 2020-2021 *Continued*

Workstream	Projects/ Priorities	Progress	Update
 <b>Leadership and Management</b>	<b>Deliver a refreshed corporate identity and enhanced community engagement mechanisms</b>	During 2020, we have taken steps to develop a more modern corporate image for the Police Service. The standards of our uniform and imagery are directly connected to our visibility and accessibility to our community, partners and colleagues. We implemented a new social media approach, to ensure that the public is provided with information on issues that may be impacting on their community in real-time. This involved reducing our channels but enhancing content and modernising our corporate image.	<b>Completed</b>
	<b>Design and deliver a service performance framework and ethos</b>	We have introduced 'PULSE' as our new Performance Management Framework. PULSE provides real-time accessible performance information and analysis to officers and staff, in every role and at every level. PULSE will enable us to evaluate how well our services have been provided and inform choices to improve future service provision. The framework is designed to blend a retrospective evaluation of practice with a prospective consideration of risk and resilience.	<p><b>Phase 1:</b> PULSE Performance Portal designed, developed and launched - <b>Completed</b></p> <p><b>Phase 2:</b> We will further develop the framework to:</p> <ol style="list-style-type: none"> <li>1. Establish demand</li> <li>2. Identify capacity</li> <li>3. Create a HMICFRS Force Management Statement</li> <li>4. Improve data analytics</li> </ol>
	<b>Rank Ratio Review</b>	Deferred during development of the Resource Allocation Model (RAM).	<b>Subsume</b> into People Strategy. See next page.

Workstream	Projects/ Priorities	Progress	Update
 <b>People and Culture</b>	<b>Develop a People Strategy</b>	<p>The People Strategy and People Action Plan has been developed.</p> <p>The People Action Plan sets out the actions to be delivered against the five People Principles which are likely to have the greatest impact in terms of creating a thriving culture, where 'Our People, Your Service' is a central focus.</p> <ol style="list-style-type: none"> <li>1. Being representative and inclusive</li> <li>2. Resourcing for the future</li> <li>3. Leading together</li> <li>4. Serving with professionalism</li> <li>5. Valuing Health and Wellbeing</li> </ol>	<p><b>Phase 1:</b> People Strategy and People Action Plan developed and published - <b>Completed.</b></p> <p><b>Phase 2:</b> Implement and deliver Annual People Action Plan through the five delivery groups aligned to the five People Principles.</p>
	<b>Review of Police Staff Terms &amp; Conditions</b>	As per Northern Ireland Policing Board agreement this has been paused and will be progressed in 2022.	<b>Subsume</b> into People Strategy. See above.
	<b>Review of Occupational Health and Wellbeing</b>	A Benefits Realisation Plan has been drafted to assist with managing the implementation of recommendations from the 'As Is' Report.	<p>Phase 1: review <b>Completed.</b></p> <p><b>Phase 2:</b> Creation of an implementation plan to deliver the recommendations.</p>

### Appendix 3 Horizon 2025 Progress Report 2020-2021 *Continued*

### Appendix 3 Horizon 2025 Progress Report 2020-2021 *Continued*

Workstream	Projects/ Priorities	Progress	Update
 Operational	<b>Service Operating Model</b>	Development of a Service Operating Model.	Key strands to include Neighbourhood Programme of work alongside the South Armagh review - <b>Continue.</b>
	<b>Implement NCA Review of Department</b>	All NCA Review recommendations accepted by the Chief Constable and implementation plan in place.	<b>Completed</b>
	<b>Criminal Justice Performance Improvement</b>	Collaborative work with partners continues to develop and deliver a faster, fairer and more supportive criminal justice system to the community in Northern Ireland.	<b>Completed</b>
 Digital	<b>Deliver a Digital Strategy</b>	A refreshed Digital Strategy has been developed. Throughout 2020, we have worked purposefully to improve our operational effectiveness in the digital space. Targeted development includes: Increased agile working and video conferencing capability; a refresh of body worn video; development of the PULSE performance portal; enhanced online incident reporting system.	<b>Phase 1:</b> Digital Strategy updated and published - <b>Completed.</b> <b>Phase 2:</b> Create and deliver an implementation plan to include Automation project work.
	<b>Automation of Services</b>	There are currently eight projects at various stages of their project journey. These include - Vetting, CMC, Forensics, Fixed Penalty, ANPR, C3, Finance and HR.	<b>Subsume</b> into the Digital Strategy. See above.
	<b>Improve access to digital speed detection devices</b>	Procured and operationally in use.	<b>Completed</b>

Workstream	Projects/ Priorities	Progress	Update
 Business Support	<b>Develop &amp; deliver an Estates Strategy</b>	The refreshed Estates Strategy has been developed and will provide necessary clarity on, and impetus for, priority investment in the interests of facilitating a modern and progressive Police Service, which is both accessible to the community and conducive to a high performing, safe and healthy workplace.	<b>Phase 1:</b> Estates Strategy developed - <b>Completed.</b> <b>Phase 2:</b> Create and Deliver an implementation plan.
	<b>Develop &amp; deliver a Fleet Strategy</b>	The refreshed Fleet strategy has been developed. Fleet Modernisation is underway. This is important for our visibility, but also our accessibility in communities. During the last year, over 100 new liveried vehicles were made available across policing Districts. Electric bikes have also been rolled out for the first time to our Neighbourhood Policing Teams.	<b>Phase 1:</b> Fleet Strategy developed - <b>Completed.</b> <b>Phase 2:</b> Create and Deliver an implementation plan.
	<b>Develop and roll out a Corporate Sustainability Plan</b>	The Corporate Sustainability Plan has been developed, following the appointment of a new Sustainability Manager. This new plan sets out our intent to minimise the impact we are having on our environment by reducing emissions and water consumption, reducing waste and moving waste up the waste hierarchy wherever possible, and making smarter procurement choices that take into account finite resources and impact on our natural world. For the first time, we have fully integrated the social impacts of our organisation into our sustainability planning.	<b>Phase 1:</b> Corporate Sustainability Plan developed - <b>Completed.</b> <b>Phase 2:</b> Create and Deliver an implementation plan.



## Appendix 4 Last Year's Plan 2020-2021

Workstream	Projects / Priorities
 <p><b>Leadership and Management</b></p>	<ul style="list-style-type: none"> <li>• Deliver a refreshed corporate identity and enhanced community engagement mechanisms</li> <li>• Design and deliver a service performance framework and ethos</li> <li>• Rank Ratio Review</li> </ul>
 <p><b>People and Culture</b></p>	<ul style="list-style-type: none"> <li>• Develop a People Strategy</li> <li>• Review of Police Staff Terms and Conditions</li> <li>• Review of Occupational Health and Wellbeing</li> </ul>
 <p><b>Operational</b></p>	<ul style="list-style-type: none"> <li>• Service Operating Model</li> <li>• Implement NCA Review of Crime Operations</li> <li>• Criminal Justice Performance Improvement</li> </ul>
 <p><b>Digital</b></p>	<ul style="list-style-type: none"> <li>• Delivery of a Digital Strategy</li> <li>• Automation of services</li> <li>• Improve access to digital speed detection devices</li> </ul>
 <p><b>Business Support</b></p>	<ul style="list-style-type: none"> <li>• Develop and Deliver an Estates Strategy</li> <li>• Develop and Deliver a Fleet Strategy</li> <li>• Develop and roll out a Corporate Sustainability Plan</li> </ul>





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