

CORPORATE VISION

To secure for all the people of Northern Ireland an effective, efficient, impartial, representative and accountable police service which will secure the confidence of the whole community by reducing crime and the fear of crime.



ANNUAL REPORT AND ACCOUNTS

FOR THE PERIOD 1 APRIL 2008 - 31 MARCH 2009

Northern Ireland Policing Board Annual Report and Accounts
together with the Report of the Comptroller and Auditor General.

Presented to Parliament pursuant to Paragraph 7(3) b of Schedule
2 of the Police (NI) Act 2000.

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CHAIRMAN'S FOREWORD





Chairman's Foreword

I am pleased to present this Annual Report for the period 1 April 2008 - 31 March 2009.

This report reviews the work of the Northern Ireland Policing Board (the Board) over the last 12 months, and outlines areas where the Board has been working to make sure that the policing service delivered meets community need.

It is the Board's job to make sure that the PSNI, through the Chief Constable, are held to account for service delivery so that the community can have confidence in how the police operate on a day-to-day basis.

Throughout the year, the Board oversees how the policing service is delivered. The Board's oversight responsibilities are grounded in and guided by legislation. Its work involves asking the Chief Constable to explain police actions and report on police performance. It involves the scrutiny of reports from the police and other organisations and making sure that the policies and processes in place for policing are adhered to. Improvements in policing are directly related to oversight that the Board has provided and ensure the police work to the high standards rightly expected by the public in all aspects of policing.

This report contains a detailed assessment of police performance figures for the last year. Objectives, performance indicators and targets set in the Board's Policing Plan reflect issues which are of particular concern to the community. Recorded crime figures for 1 April 2008 - 31 March 2009 have increased on last year but still represent the second lowest level of recorded crime in the last 10 years (with 2007/2008 being the lowest level recorded). The clearance rate for crime has been an issue of concern to the Board throughout the year and whilst the figures show an overall improvement in the clearance rates (up 2.5% points to 23%) the Board's Policing Plan target of 25% has not been met: Members will continue to focus attention on this and other areas of concern.

In all of its work, the Board's primary focus is improving policing services so that our communities feel safer and have a service that is responsive to community need. Everyone in our community wants to feel safe and has a right to feel safe in their

homes and when going about their business. Anyone who has been the victim of a crime will understand the importance of this and the need for the police to provide public assurance and reassurance.

The Board believes it is important that local people have a voice on policing and encourages them to become involved in decisions that affect them, their community and their neighbourhood. Across Northern Ireland District Policing Partnerships continue to work at grassroots level in shaping local policing and providing an important forum for views on policing to be heard.

Through its work, the Board continues to engage with the community to find out what the community wants from their police service, what they think about the service that is delivered and how it can be improved.

One issue which is central to service delivery is the deployment and use of police resources. Police funding has been a major focus of attention for the Board in the past year and it was with disappointment that some planned projects could not be progressed as the result of financial pressures. The Board recognises the pressures right across the public sector and knows this picture is not going to change in the current economic climate. Whilst a balanced budget has been achieved for the year ahead, funding pressures remain. These pressures mainly relate to 'legacy issues' and the Board has made a case to Ministers that such costs should be removed from the baseline budget. The Board will continue to work with Government and the PSNI to ensure that available resources are used to best effect.

This year the PSNI has lost 5 police officers in tragic circumstances. Four officers were killed in a road traffic accident outside Warrenpoint in November 2008. This was a huge loss to the Service and our thoughts remain with the families of Constables Gorman, Greene, Irvine and Magee.

In March 2009 we witnessed what was a tragic milestone in Northern Ireland's recent history with the callous murders of Constable Carroll in Craigavon and Sappers Quinsey and Azimkar outside Massereene Barracks in Antrim.

These events have had a major impact locally, nationally and internationally and are testament to the challenging environment in which the PSNI must currently operate. The murders were cold and cowardly acts which have been roundly condemned across Northern Ireland and further afield. The responses to these events show that this small minority will not be allowed to thwart the political and policing progress that has been made in recent times.

It is truly remarkable that in the face of tragedy a message of hope and true reconciliation emerged. As a community we should be encouraged by the unity of purpose and the strengthening of resolve to move forward and to continue to provide policing in a way which the public want and deserve.

By the time this report has been published I will have stepped down as Board Chairman. Whilst I will remain an Independent Member of the Board, I would briefly like to reflect on the progress made in policing over the last number of years.

Since 2001, a programme of reform has been progressed in Northern Ireland policing that represents what is best in modern day policing. The road journeyed has at times been difficult, but the prize has been the delivery of a policing service that is now more representative of the community it serves, and fully accountable to it.

No other police service in the UK or in any other country has in modern times had to manage and implement such fundamental change while continuing to police a changing society. It is testimony to all those involved that so much has been achieved in such a short period of time - and that should not be forgotten. Many people have stepped up to the mark in providing leadership and commitment to moving policing forward.

There is, of course, always more work to do, and policing does not stand still. Whilst history will judge the success of the Board, it is my view that in securing the peace settlement, the Board and policing has played a central role.

We are now entering the final phase of the policing change programme with the process now in place to facilitate the transfer of powers to the Northern Ireland Assembly. Policing is ready for the devolution of policing and justice - as is this Board.

In conclusion, I would like to put on record my thanks to Sir Hugh Orde, the Senior Command Team and all police officers and police staff for their work on behalf of the whole community.

Thanks are also extended to all Board Members for their support to me during my tenure as Chairman. I would also like to thank the current Chief Executive and his predecessors and staff within the Board for their professionalism and dedication.

It has truly been my privilege and honour to serve the Board as Chairman.

Professor Sir Desmond Rea, Chairman.

CHIEF EXECUTIVE'S FOREWORD





Chief Executive's Foreword

As the Policing Board's Chief Executive, I am pleased to support the Chairman in presenting the Annual Report for 2008-2009.

I am responsible for leading and managing the Board's 60-plus team of officials who support the day-to-day work of the Board's 19 Members. Since my appointment to this role, I have been impressed by the range of demanding and challenging work being taken forward by the Board and its staff on behalf of all the people of Northern Ireland, and by the commitment and professionalism of the Board's Members and staff.

The Board's programme of work is governed by the objectives set out in the 2008-2011 Corporate Plan, which cover 3 key areas of work:

- police performance;
- community engagement and confidence; and
- service delivery.

The priorities for the Board each year are set out in the Corporate Business Plan, which provides a framework to manage the performance of the Board in delivering its key statutory responsibilities. This Report summarises progress against the Plan and outlines other areas of work taken forward during this period.

As Chief Executive, I am responsible for ensuring that effective arrangements are in place to provide assurance on risk management, governance and internal controls across the whole organisation. I am pleased to report that an independent internal audit has provided the Board with a 'substantial assurance' on the systems of control operating within the Board. This is a significant achievement and reflects highly on the professionalism and diligence of all staff involved.

In all aspects of the Board's work, careful attention is given to the management and use of public money. Given the pressures facing Government in the wake of the global recession, public sector funding will be the subject of ever increasing scrutiny in the period ahead. This is an issue which the Board and officials are mindful of as they carry out their work.

As the Board's Accounting Officer, it is my statutory duty to ensure financial integrity within the organisation and to account accurately for the organisation's financial position and transactions, taking into consideration the need for regularity, propriety and value for money. I am therefore pleased to include in this report a full and audited Statement of Accounts.

In conclusion, I would like to record my gratitude and appreciation to the Board's staff, past and present, for their professionalism, enthusiasm and commitment in supporting the Board's work during this reporting period. Many challenges for policing remain in the run up to the devolution of policing and justice and beyond, but I am confident that the Board and its staff are well placed to deal with them.

A M Donaldson MBE DL, Chief Executive.

MEMBERSHIP OF THE NORTHERN IRELAND POLICING BOARD



Membership of the Northern Ireland Policing Board

The Board is made up of 10 political members and 9 independent members appointed by the Secretary of State.



**Martina Anderson
MLA**
Political member
Sinn Féin



Tom Buchanan MLA
Political member
*Democratic
Unionist Party*



Leslie Cree MLA
Political member
Ulster Unionist Party



Barry Gilligan
Independent member
Board Vice Chairman



Dolores Kelly MLA
Political member
*Social Democratic
and Labour Party*



Alex Maskey MLA
Political member
Sinn Féin



Basil McCrea MLA
Political member
Ulster Unionist Party



Daithí McKay MLA
Political member
Sinn Féin



Mary McKee
Independent
member



Rosaleen Moore
Independent member



Gearóid Ó hEára
Independent member



Professor Sir Desmond Rea
Independent member
Board Chairman



Brian Rea MBE
Independent member



Trevor Ringland
Independent member



David Rose
Independent member



Suneil Sharma
Independent member



David Simpson¹
Political member
Democratic Unionist Party



Jimmy Spratt²
Political member
Democratic Unionist Party



Peter Weir MLA
Political member
Democratic Unionist Party



Ian Paisley Jnr MLA
Political member
Democratic Unionist Party

Full details of each Board Members biographical information and register of interests can be obtained from the website at www.nipolicingboard.org.uk

Details of Board Members remuneration for the period 1 April 2008 - 31 March 2009 can be found in the Remuneration Report and are also published on the Board's website.

¹ Resigned from the Board 18 June 2008

² Appointed to the Board 24 July 2008

Background and Principal Activities

History

The Board was established as an executive Non - Departmental Public Body (NDPB) of the Northern Ireland Office (NIO) on 4 November 2001 by the Police (NI) Act 2000, as amended by the Police (NI) Act 2003 and replaced the Police Authority for Northern Ireland.

The Board's Chief Executive, who is the Accounting Officer for the Board's grant, reports directly to the Permanent Under Secretary, NIO on NDPB Accounting Officer matters.

Principal Activities

The Board's statutory duty is to ensure that the PSNI is effective and efficient and to hold the Chief Constable to account.

Its primary responsibilities are:

- To consult with the community to obtain their views on policing and their co-operation with the police in preventing crime;
- To set objectives and performance targets for PSNI;
- To publish objectives and targets for PSNI as part of an Annual Policing Plan and to monitor PSNI performance against this plan;
- To appoint all officers of the Service above the rank of Chief Superintendent;
- To set the budget for policing and monitor expenditure;
- To oversee complaints against the police and to conduct investigations into complaints against senior officers; and
- To monitor Human Rights compliance with the Human Rights Act 1998.

Summary of Financial Information

Financial Performance

The Board is funded by the NIO on behalf of the Secretary of State for Northern Ireland from the NIO request for resources 1 'Police'. The budget for 2008/09 was £8.31 million.

The Board's expenditure against budget is reported monthly in the Management Accounts which are scrutinised by the Resources and Improvement Committee, with in-year pressures and easements reported to the NIO through the formal process of quarterly monitoring rounds.

The budget and actual expenditure for 2008/09 is shown below:

Expenditure heading	Budget 2008/09 £m	Actual 2008/09 £m
Salaries	2.50	2.45
Other	2.81	2.74
DPPs	3.00	2.94
Total expenditure	8.31	8.13

Salary costs were slightly under budget due to delays in filling vacant senior posts and other costs were under budget by £70k due to slippage in some projects that were either delayed in 2008/09 or replaced with less expensive options. DPP operational expenditure was £60k under budget which averages £2.3k per DPP.

The Income and Expenditure Account is set out in the Financial Statements with supporting notes in the pages that follow.

Other Financial Information

Basis of Accounts

The accounts have been prepared in accordance with an Accounts Direction issued by the NIO on 29 July 2002.

Interest Rate and Currency Risk

The Board has no borrowings, relies on the NIO for its cash requirements and is therefore not exposed to liquidity risks. It also has no material deposits, and all material assets and liabilities are denominated in sterling, therefore it is not exposed to interest rate risk or currency risk.

Going Concern

The balance sheet at 31 March 2009 shows net liabilities of £403k. This reflects the inclusion of liabilities falling due in future years which, to the extent that they are not to be met from the Board's other sources of income, may only be met by future grants or grants-in-aid from the Board's sponsoring Department, the NIO.

Grants from NIO for 2009/10, taking into account the amounts required to meet the Board's liabilities falling due in that year, have already been included in the Departments estimates for that year, which have been approved by Parliament, and there is no reason to believe that the Departments future sponsorship and future parliamentary approval will not be forthcoming. It has accordingly been considered appropriate to adopt a going concern basis for the preparation of the financial statements.

Events since the Year-End

There have been no significant events since the end of the financial year which would affect the results for the year or the assets and liabilities at the year-end.

Fixed Assets

Movements in fixed assets are disclosed in Note 7 to the Financial Statements. The Board does not believe there is any material difference between the market and net book value of its assets.

Payments to Suppliers

The Board is committed to the prompt payment of bills for goods and services received in accordance with the Better Payment Practice Code and British Standard BS 7890 - Achieving Good Payment Performance in Commercial Transactions. Unless otherwise stated in the contract, payment is due within 30 days of the receipt of the goods or services, or presentation of a valid invoice or similar demand, whichever is later.

During the year a prompt payment figure of 97.9% of bills paid within 30 days was achieved (2007/08: 98.1%). The Prime Minister's statement of 08 October 2008 indicated that all central Government Departments should pay suppliers as soon as possible, and to this end should ensure that payments are with a supplier within 10 working days following the receipt of a correctly rendered invoice. During this period the Board has achieved a 10 working day payment figure of 89.1%

Charitable Donations

No charitable donations were made in the year. (2007/08: £Nil)

Audit

The financial statements are audited by the Comptroller and Auditor General. Auditors' remuneration is £18,950 (2007/08: £14,700).

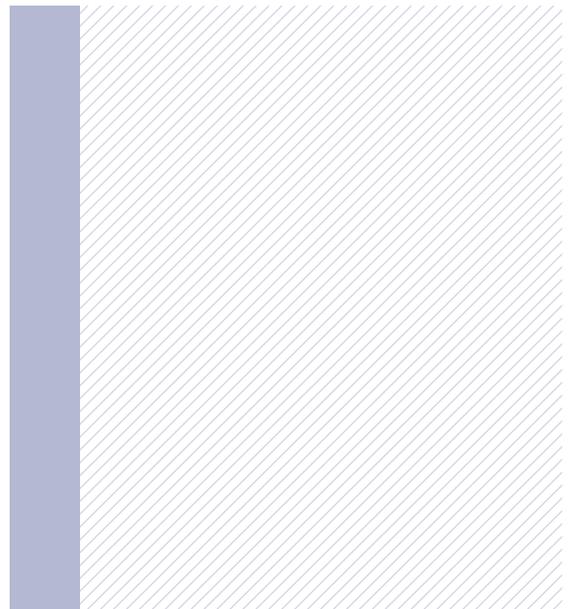
So far as the Accounting Officer is aware, there is no relevant audit information of which the Board auditors are unaware. The Accounting Officer has taken all steps that he ought to have taken to make him aware of any relevant audit information and to establish that the Board's auditors are aware of that information.

Pensions

Past and present employees are covered by the provisions of the Principal Civil Service Pension Schemes (Northern Ireland) (PCSPS)(NI). Detailed information on Pensions can be found in the Remuneration Report and in the Notes to the Financial Statements.

Members

Full details of the Register of Members Interests can be obtained on the Board website or by written request to the Board.



International Financial Reporting Standards (IFRS)

In accordance with Treasury guidance the Board intends to produce financial statements in accordance with IFRS from 2009/10. The only likely adjustment is for employee benefits accrual.

THE WORK OF THE NORTHERN IRELAND POLICING BOARD



Policing Board Oversight Responsibilities

During the year, the Board's oversight of policing is taken forward through the work of its 6 Committees and its monthly meetings in public with the Chief Constable.

This section of the report provides an overview of some of the key issues considered during the reporting period. Copies of all Board agendas and minutes of meetings are published on the Board's website along with the key responsibilities of each Committee.

Meetings in Public

Holding the PSNI to account for the delivery of the policing service to the community underpins all aspects of the Board's work.

By law, the Board is required to hold at least 8 meetings in public each year. At these meetings, the Chief Constable reports on key policing issues and the Board questions him on issues relating to policing in Northern Ireland.

At meetings in public the Board receives reports and questions the Chief Constable on the performance of PSNI against the Annual Policing Plan. The Board held 10 meetings in public during the period 2008/09, during which it received 3 reports from the PSNI on Performance against the Policing Plan 2008/09, and an End of Year Assessment Performance against the Policing Plan 2007/08. Briefings were also received from the PSNI at the meetings on Public Protection Units, call handling, rape, neighbourhood policing and roads policing.

The Board also held 2 public engagement meetings in Belfast in September 2008 and Londonderry/Derry in February 2009.

The range of issues covered in the meetings in public not only keeps Members up to date on current initiatives, but also allows the press and public to see the accountability mechanisms working and anyone can come along to watch.

In addition to the public sessions, the Board also meets in private session to consider other business. It has a number of Committees to progress more detailed aspects of

its work. Although these meetings are not open to public session, the agenda and minutes of all these meetings are published on the Board's website and are also available on request to the Board.

Committee Responsibilities and Memberships

This section outlines Committee Membership and lists some of the issues covered during the year. More detailed information on some of the matters progressed by each Committee during the reporting period are set out in greater detail throughout this report.

Audit and Risk Management Committee Membership

Mr Trevor Ringland (Chair)
Mr Daithí McKay (Vice Chair)
Mr Leslie Cree
Mrs Dolores Kelly
Mr David Rose
Mr Suneil Sharma
Mr Peter Weir

During the reporting period, this Committee met on 5 occasions to progress its responsibilities.

Examples of the work undertaken in the past year include advice on the appropriate arrangements for corporate governance, internal and external audit, approval of the internal audit, audit strategy and annual periodic work plan for the Board; receipt of progress reports on the periodic work plan and the consideration of appropriate action arising from these reports; satisfying itself generally as to the effectiveness of the control and risk management systems operating within the Board; reviewing the external auditor's management letters in respect of the Board and PSNI, and any other reports, and reporting to the Board as appropriate.

Community Engagement Committee Membership

Mr Alex Maskey (Chair)
Mr Barry Gilligan (Vice Chair)
Ms Martina Anderson*
Mr Tom Buchanan
Mr Leslie Cree
Ms Mary McKee
Mr Gearóid Ó hEáira

Mr Ian Paisley Jnr **
Mr David Rose
Mr Suneil Sharma
Mr Peter Weir***

* Ms Martina Anderson stepped down from the Committee on 4 September 2008

** Mr Ian Paisley Jnr served on the Committee until 23 July 2008

*** Mr Peter Weir was appointed to the Committee on 24 July 2008

The Committee met on 10 occasions to progress its responsibilities. It was briefed on a number of community related issues, including the PSNI alcohol and the fear of crime strategy; the PSNI summer campaign against underage drinking; policing with the community; neighbourhood policing; the Partners and Community Together model; the PSNI Business Crime Strategy; the Criminal Justice Inspection Northern Ireland (CJINI)/Her Majesty's Inspector of Constabulary (HMIC) Inspection of Community Policing and Crimestoppers. The Committee also met with a number of the Board's Reference Groups as part of its Community Engagement Strategy.

Corporate Policy, Planning and Performance Committee Membership

Professor Sir Desmond Rea (Chair)
Mr Barry Gilligan (Vice Chair) (Vice Chair of Community Engagement Committee)
Mrs Dolores Kelly (Chair of Resources & Improvement Committee)
Mr Basil McCrea (Chair of Human Rights & Professional Standards Committee)
Mr Daithí McKay (Vice Chair of Audit & Risk Management Committee)
Mrs Mary McKee (Vice Chair of Human Rights & Professional Standards Committee)
Mr Alex Maskey (Chair of Community Engagement Committee)
Mrs Rosaleen Moore (Vice Chair of Human Resources Committee)
Mr Ian Paisley Jnr (Floating Member)
Mr Brian Rea (Vice Chair of Resources & Improvement Committee)
Mr Trevor Ringland (Chair of Audit & Risk Management Committee)
Mr David Simpson* (Chair of Human Resources Committee)
Mr Jimmy Spratt** (Chair of Human Resources Committee)

* Mr David Simpson resigned from the Board on 18 June 2008

** Mr Jimmy Spratt appointed to the Committee from 24 July 2008

During the reporting period the Committee met on 10 occasions to progress its responsibilities.

All Board Members are normally invited to attend briefings and presentations given to the Committee. During the reporting period, these included briefings from PSNI

representatives on the PSNI Communications Strategy; the work of the CORE project, the shortfall in detectives and the transfer of national security responsibilities from the PSNI to the Security Services. Other briefings were received from the Deputy Director of the Serious and Organised Crime Agency, the Chief Executive of the Child Exploitation and Online Protection Agency, Her Majesty's Inspector of Constabulary and the Chief Executive of the Forensic Science Agency.

Human Resources Committee Membership

Mr Jimmy Spratt* (Chair)
Mrs Rosaleen Moore (Vice Chair)
Mr Tom Buchanan**
Mr Basil McCrea***
Mr Daithí McKay
Mr Gearóid Ó hEára
Mr Ian Paisley Jnr****
Mr Brian Rea
Mr David Rose
Mr David Simpson*****

* Mr Jimmy Spratt appointed to the Committee from 24 July 2008

** Mr Tom Buchanan stepped down from the Committee on 23 July 2008

*** Mr Basil McCrea resigned from the Committee on 13 November 2008

**** Mr Ian Paisley Jnr appointed to the Committee from 3 July 2008

***** Mr David Simpson resigned from the Board on 18 June 2008

During the reporting period the Committee met on 10 occasions to progress its responsibilities.

The Committee received a variety of briefings and presentations, some on a regular basis from relevant personnel within PSNI on PSNI human resources issues including; the Training and Development Strategy and Business Plan; the Human Resources Planning Strategy; and the People Strategy for Policing. PSNI representatives were joined by external stakeholders Consensia and Grafton, the selected agencies who manage PSNI recruitment to provide updates on the recruitment of police trainees and police staff.

Human Rights and Professional Standards Committee Membership

Mr Basil McCrea (Chair)
Mrs Mary McKee (Vice Chair)
Ms Martina Anderson

Mr Tom Buchanan*
Mrs Rosaleen Moore
Mr Gearóid Ó hEára
Mr Brian Rea
Mr Suneil Sharma
Mr Peter Weir

* Mr Tom Buchanan appointed to the Committee on 24 July 2008

During the reporting period the Committee met on 6 occasions to progress its responsibilities.

The Committee received regular briefings from the Board's Human Rights Advisor in respect of the Committee's remit and responsibilities. It met with senior PSNI officers to consider a variety of issues, including the suspension and repositioning of officers; public enquiries; the Historical Enquiries Team; the PSNI relationship with the Public Prosecution Service; the 'learning lessons' initiative; professional standards; and substance misuse. The Committee also met with representatives from the Equality Commission, the Parades Commission and the Office of the Police Ombudsman.

Resources and Improvement Committee Membership

Mrs Dolores Kelly (Chair)
Mr Brian Rea (Vice Chair)
Mr Tom Buchanan
Mr Leslie Cree
Mrs Rosaleen Moore
Mr Gearóid Ó hEára
Mr Ian Paisley Jnr*
Mr Trevor Ringland
Mr Peter Weir**

* Mr Ian Paisley Jnr was appointed to the Committee on 24 July 2008

** Mr Peter Weir stepped down from the Committee on 23 July 2008

During the reporting period the Committee met on 11 occasions to progress its responsibilities.

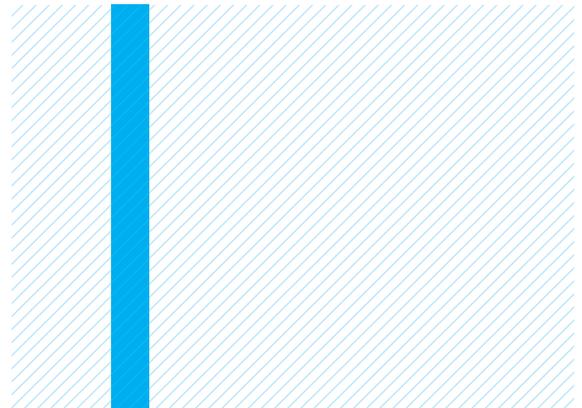
The Committee regularly received presentations on police expenditure from the PSNI Director of Finance and Support Services and relevant personnel regarding the PSNI Continuous Improvement Strategy; call management; the PSNI Managed Vehicle Recovery Scheme; procurement; the implementation of Best Value Reviews; the PSNI Information System Strategy; and the PSNI Estate Strategy.

The Policing Board as an Organisation

The Board's day to day work is set by the objectives and targets set in its Corporate Plan and Annual Business Plan.

This section considers progress against the Annual Business Plan, organisational structure and staffing; and the Board's work in meeting responsibilities under equality and freedom of information legislation.

2008-2011 Corporate Plan



The 2008-2011 Corporate Plan was published on 3 April 2008 together with the 2008-2009 Corporate Business Plan. The Corporate Plan sets out the strategic direction and work programme for the Board over the next 3 years and contains 3 key corporate objectives, relating to:

- Police Performance
- Community Engagement and Confidence
- Service Delivery

When developing the 2008-2011 Corporate Plan, the Board critically reviewed its legislative responsibilities, considered the challenges ahead and endeavoured to develop a Plan which will enable the Board to fulfil its statutory functions effectively. The 2008-2011 Corporate Plan as well as the 2008-2009 and 2009-2010 Corporate Business Plans can be found on the Policing Board's website: www.nipolicingboard.org.uk

The table below provides an assessment of the Board's performance against the targets contained in the 2008-2009 Corporate Business Plan.

Performance Against Corporate Business Plan Targets for 2008-2009

Corporate Objective 1: POLICE PERFORMANCE

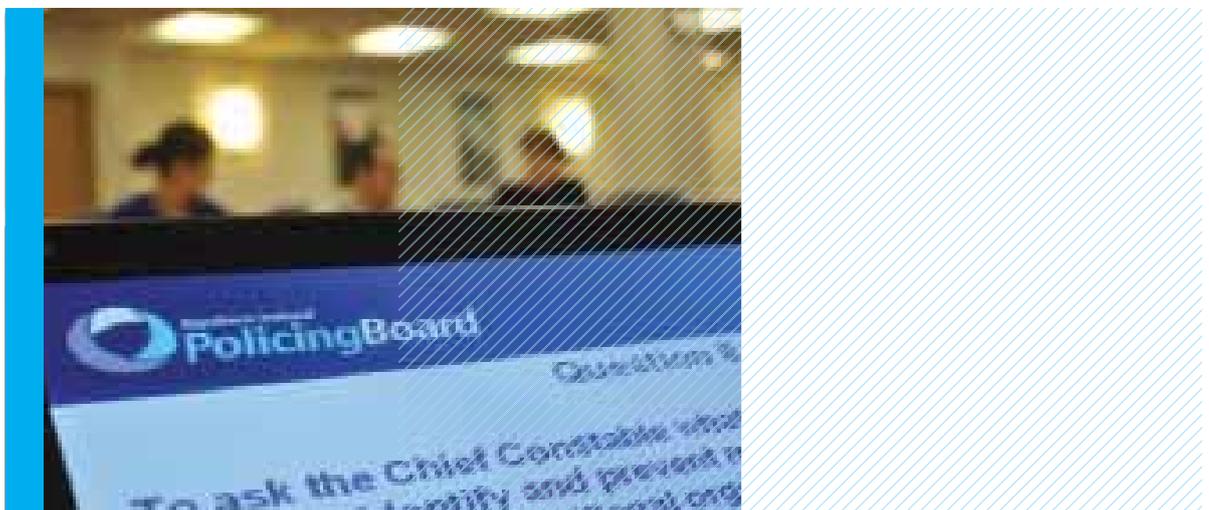
To enhance and strengthen the Board's oversight role in order to achieve continuous improvement in police performance and service delivery.

Performance Indicator	Target(s)	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
1.1 Holding the Chief Constable to account for the exercise of his functions and those of his staff.	1.1.1 To hold at least 8 NIPB meetings in private during 2008/09, for the purpose of receiving a report from the Chief Constable.	✓		
	1.1.2 To hold regular Committee meetings at which the Chief Constable and his senior team report and are held to account and to publish minutes of such meetings within agreed timescales.	✓		
1.2 Monitoring the performance of the police in carrying out the general duty under Section 32 of the Police (NI) Act 2000.	1.2.1 To monitor performance against targets in Part 2 of the Policing Plan 2008-2011 through written reports provided to the Board.	✓		
1.3 Monitoring the performance of the police in complying with the Human Rights Act 1998.	1.3.1 To develop and publish the 2008 Human Rights Annual Report by 31 October 2008 and publish an additional thematic report by 30 December 2008.	✓		
	1.3.2 To monitor the PSNI compliance with the Human Rights legislation, including the implementation of recommendations in the Human Rights Annual Report within the agreed timescale.	✓		
	1.3.3 To monitor and report on critical incidents and provide legal advice as required.	✓		

Performance Indicator	Target(s)	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
1.4 Monitoring the Code of Ethics issued under Section 52 of the Police (Northern Ireland) Act 2000.	1.4.1 To monitor the PSNI compliance with the Code of Ethics with input from the Board's Human Rights Advisor, and publish in the Human Rights Annual Report.	✓		
1.5 Setting objectives and targets for policing and publishing these in an Annual Policing Plan.	1.5.1 To agree objectives, performance indicators and targets for policing and publish an annual policing plan by 31 March 2009.	✓		
1.6 Monitoring the performance of the police in delivering the Annual Policing Plan.	1.6.1 To monitor performance against targets in Part 2 of the 2008-11 Policing Plan quarterly at the public sessions of Board meetings.	✓		
	1.6.2 To monitor performance against targets in Part 3 of the 2008-2011 Policing Plan as outlined in the monitoring framework. (See also 1.8)		✓	
1.7 Securing continuous improvement in the delivery of services by the PSNI.	1.7.1 To agree and publish the agreed approach to Continuous Improvement/Best Value in PSNI for 2009/10 by 31 March 2009.	✓		
	1.7.2 To ensure delivery of the 2008/09 PSNI Continuous Improvement programme and review progress quarterly.	✓		
	1.7.3 To carry out the agreed post implementation review programme to assess the implementation of recommendations contained in PSNI Best Value Reviews.	✓		

Performance Indicator	Target(s)	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
1.8 Monitoring the development and implementation of key policing strategies.	1.8.1 To monitor the implementation of the PSNI IS Strategy every 6 months.	✓		
	1.8.2 To monitor the implementation of the PSNI Estate Strategy every 6 months.	✓		
	1.8.3 To monitor the implementation of the updated PSNI Human Resources Strategy every 4 months.	✓		
	1.8.4 To monitor the implementation of the PSNI Training and Development Strategy every 4 months.	✓		
	1.8.5 To monitor the implementation of the PSNI Policing Shared Future Strategy every 6 months.	✓		
	1.8.6 To develop a new framework for the monitoring of the PSNI Human Resources functions for 2009/10 by 31 March 2009.	✓		
	1.8.7 To monitor the implementation of the PSNI Policing with the Community Strategy including Neighbourhood Policing every 4 months.	✓		
	1.8.8 To monitor the PSNI Financial Strategy through examination of monthly management accounts and monthly reports to committee.	✓		
	1.8.9 To monitor the implementation of PSNI Communications Strategy every 6 months.	✓		

Performance Indicator	Target(s)	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
1.9 Keeping informed as to trends and patterns in the number and types of crime committed in Northern Ireland.	1.9.1 To keep informed about crime trends and patterns quarterly at the public session of Board meetings.	✓		
1.10 Keeping informed as to trends and patterns in police complaints.	1.10.1 To keep informed about complaints against the police every 6 months, receiving quarterly statistics from OPONI and PSD and bi-annual formal reporting by OPONI and the Deputy Chief Constable.	✓		
	1.10.2 To advise and guide the Human Rights & Professional Standards Committee in dealing with complaints against the Board within 4 weeks of receipt.	✓		



Corporate Objective 2: COMMUNITY ENGAGEMENT & CONFIDENCE

To increase community support and confidence in policing and to increase the responsiveness of the police.

Performance Indicator	Target(s)	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
2.1 Developing and delivering a strategy for gaining the co-operation of the public with the police in preventing crime.	2.1.1 By September 2008 to have published the Board's revised Community Engagement Strategy and to monitor the implementation of this strategy on a 6 monthly basis.	✓		
2.2 Supporting a DPP in each District Council area & assessing their effectiveness in performing their functions.	2.2.1 To maintain and support DPPs in carrying out their statutory functions through agreed programmes of work and in line with agreed timescales.	✓		
	2.2.2 To deliver the DPP development programme (funded by IFI) in accordance with the agreed programme by 31 March 2009.		✓	
	2.2.3 To assess and report on the effectiveness of DPPs every 6 months.	✓		
2.3 Ensuring the development and implementation of a Communications Strategy which will enhance the understanding of the public and inform them of the Board's work.	2.3.1 To develop and deliver a programme of work in support of the agreed communications strategy including advertising, events management, production of publications and media relations by 31 March 2009.	✓		
2.4 Monitoring the effectiveness of the NIPB Communication Strategy.	2.4.1 To monitor the delivery of the Board's Communications Strategy every 6 months.	✓		

Performance Indicator	Target(s)	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
2.5 Assessing the level of public awareness and satisfaction with the performance of the police, NIPB and DPPs.	2.5.1 To commission and publish at least 2 public surveys per annum and publish the results of all public surveys and research within 2 months of receiving data.	✓		
2.6 Holding meetings in public each year to receive reports on policing from the Chief Constable.	2.6.1 To hold at least 8 NIPB meetings in public during 2008/09, for the purpose of receiving a report from the Chief Constable.	✓		
	2.6.2 To hold 2 public meetings per year for the purpose of the Policing Board engaging with the public.	✓		
2.7 Maintaining community oversight of police custody and recruitment arrangements through the Independent Custody Visiting Scheme and the Independent Community Observer Scheme.	2.7.1 To deliver all aspects of the operation of the schemes and report quarterly on Custody Visitors and bi-annually on Community Observers.	✓		
2.8 Considering external inspection reports on the PSNI.	2.8.1 To refer to committee and monitor PSNI implementation of recommendations from external inspection reports: <ul style="list-style-type: none"> • CJINI • HMIC 	✓		
2.9 Monitoring the Implementation of the outstanding Patten Recommendations.	2.9.1 To publish a progress report on the outstanding Patten recommendations by 30 June 2008.	✓		
	2.9.2 To provide updates on progress of outstanding Patten recommendations every 6 months.	✓		

Corporate Objective 3: SERVICE DELIVERY

To ensure the most effective and efficient delivery of services and functions by the Board.

Performance Indicator	Target(s)	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
3.1 Reviewing and approving financial estimates and budgets for the police and holding the police to account for their spending.	3.1.1 To review and approve the PSNI's financial estimate for the 2009/10 financial year by 31 December 2008.	✓		
	3.1.2 To scrutinise the PSNI's 2007/08 annual financial expenditure against budget by 31 July 2008.	✓		
3.2 Securing adequate resources for the police and the Board; scrutinising expenditure and ensuring that the police operate within the financial approvals and baselines set by the NIO.	3.2.1 Secure adequate resources throughout the year by negotiating budget changes with NIO, through the In Year Monitoring Rounds.	✓		
	3.2.2 Review the PSNI's monthly Management Accounts and report results.	✓		
	3.2.3 Prepare monthly Management Accounts for the Board and monitor financial results against target.	✓		
3.3 Appointing, dismissing and dealing with complaints against senior police officers / senior police staff.	3.3.1 To appoint senior police officers within 5 months of being made aware of the vacancy.	✓		
	3.3.2 To refer all complaints and recommendations for dismissal to committee within 1 month of receipt.	✓		

Performance Indicator	Target(s)	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
3.4 Securing continuous improvement in the delivery of services by the Board.	3.4.1 To agree and publish the agreed approach to Continuous Improvement/Best Value in the Board for 2009/10 by 31 March 2009.	✓		
	3.4.2 To ensure delivery of the 2008/09 Policing Board Continuous Improvement programme and review progress quarterly.	✓		
	3.4.3 To carry out the agreed post implementation review programme to assess the implementation of recommendations contained in NIPB Best Value Reviews.	✓		
3.5 Ensuring the discharge of the Board's responsibilities as owner of the police estate.	3.5.1 To discharge the NIPB's legal responsibilities as owner of the police estate within four weeks of receiving requests.	✓		
3.6 Administering injury on duty and medical retirement pension applications from serving and ex police officers.	3.6.1 To manage the Board's contract for medical assessment's through monthly meetings with the selected medical practitioner.	✓		
	3.6.2 To process the application's for pension dependent awards in accordance with the relevant legislation and to refer medical pension and injury on duty decisions made by the SMP, which have been appealed to the NIO.	✓		
3.7 Performing pension administrator duties in respect of the Police Officer Pension Scheme.	3.7.1 To perform the Board's role as pension administrator for the Police Officer's Pension Scheme in line with relevant legislation and statutory body notifications.	✓		

Performance Indicator	Target(s)	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
3.8 Developing and integrating effective Corporate Governance and Risk Management procedures into the functions of the Board covering objectives 1, 2 and 3.	3.8.1 To keep under review and update where necessary corporate governance and risk management procedures in line with Internal Audit Report recommendations reporting quarterly to the Committee.	✓		
	3.8.2 To monitor the delivery of the Annual Business Plan 2008/09, reporting to committee 6 monthly.	✓		
	3.8.3 To develop the Annual Business Plan 2009/10 by 31 March 2009.	✓		
3.9 Fully meeting the Board's statutory obligations as a public body and employer.	3.9.1 To publish an Annual Report by 30 September 2008.	✓		
	3.9.2 To prepare the Policing Board Annual Financial Statements and Remuneration Report to be included in the Annual Report and Accounts. To be produced in line with the NIO timetable to have the Report and Accounts laid before Parliament before the summer recess.	✓		
	3.9.3 Ensure the PSNI has adequate funds to pay staff and suppliers by organising the transfer of funds from NIO. All PSNI requests for cash to be processed within two days of the request being received by the Board.	✓		
	3.9.4 To achieve compliance with the introduction of International Financial Reporting Standards to be applied in the public sector from 2008/09.	✓		

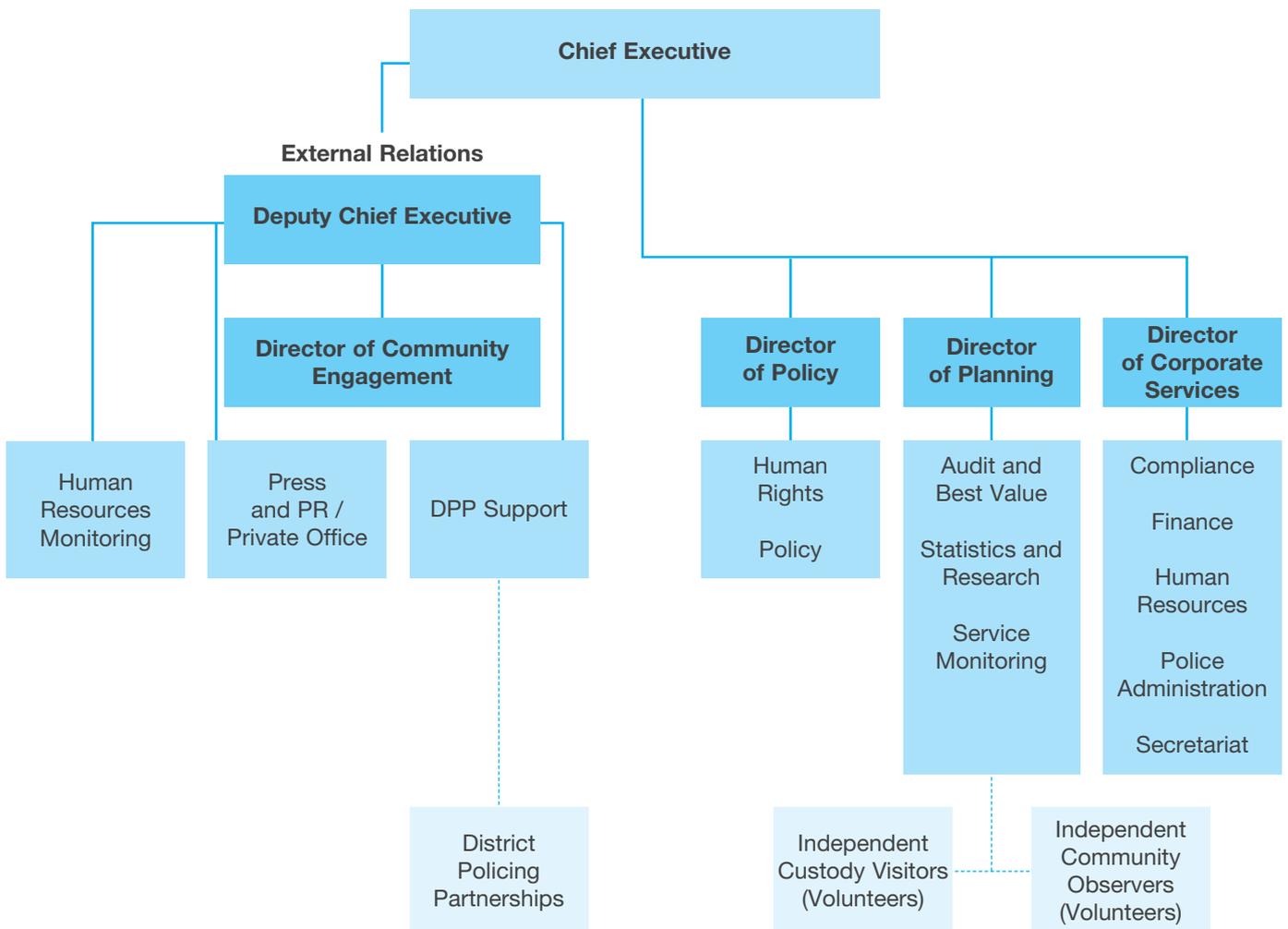
Performance Indicator	Target(s)	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
	3.9.5 To process all requests for Information under the Freedom of Information Act, Environmental Information Regulations, and the Data Protection Act within the set time limits, and produce the NIPB Equality Annual Progress Report in line with the target date set by the Equality Commission.	✓		
	3.9.6 To successfully retain IIP re-accreditation by 31 December 2008.		✓	
	3.9.7 To provide the Board on an ongoing basis with a Human Resources service which is compliant with legislation, good practice and within agreed timeframes.	✓		
	3.9.8 To implement the outstanding releases for HR Connect by July 2008.		✓	
	3.9.9 Corporate, team and individual development including Board Members to be completed in keeping with the Board development plan and budgets by 31 March 2009.	✓		
	3.9.10 Undertake the Board's statutory responsibilities in relation to Police Officer's Pay, conditions of service and pensions, through attendance at and contributions to the Police Negotiating Board.	✓		
	3.9.11 To make arrangements for police appeals against conduct hearing sanctions to be processed in accordance with regulations, including legislative timescales.	✓		
	3.9.12 To maintain a Register of Interests of Board Members and to update the register on a 6 monthly basis.	✓		

Staffing the Board

The Board’s Chief Executive is responsible for supporting the work of the Board and the day-to-day management of the organisation. During the reporting period, the Board appointed Adrian Donaldson to replace Trevor Reaney who left the post in August 2008.

The Chief Executive is supported in his work by a Deputy Chief Executive and 4 Directors whose responsibilities cover External Relations and Community Engagement, Corporate Services, Planning and Policy. Further information on the role and work of individual branches is available on the Board’s website.

Structure Chart



Staffing Composition of the Policing Board

At 31 March 2009 the staff of the Board comprised of 39 seconded civil servants from the Northern Ireland Civil Service (NICS) and 21 direct recruits appointed following public advertisement.

In its recruitment of new staff the Board is committed to equality of opportunity in employment and welcomes applications from all suitably qualified candidates irrespective of religious belief, political opinion, gender, disability, age, race, marital status, sexual orientation or whether they have dependents.

The Board completes an Annual Fair Employment Monitoring Return and a 3-Year Article 55 Return to the Equality Commission.

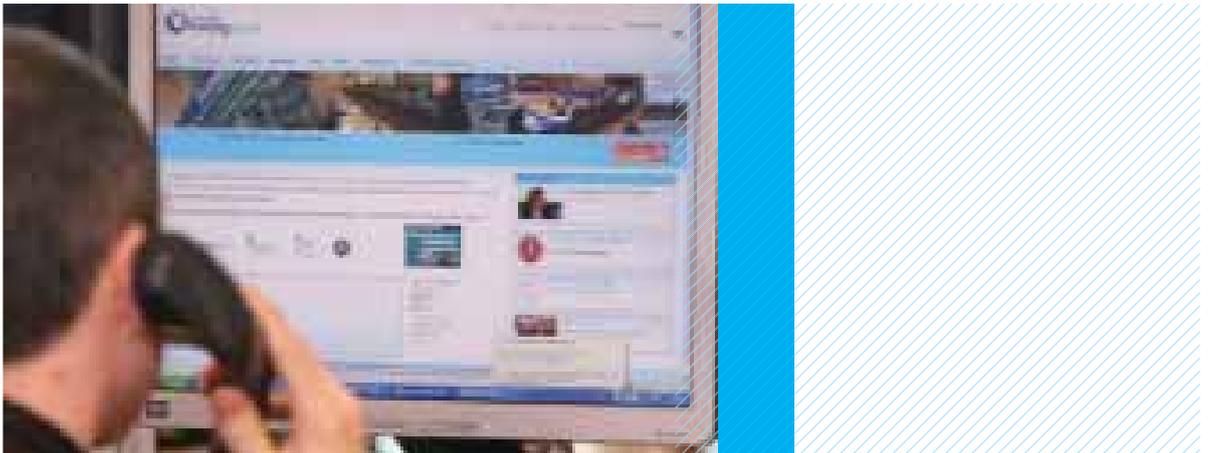
NIPB Staffing Statistics at 01 April 2008 and 01 April 2009

	Gender		Community Background					
	Male	Female	Protestant		Roman Catholic		Not Determined	
			Male	Female	Male	Female	Male	Female
1 April 2008	21	36	16	19	4	17	1	0
	37%	63%	28%	33%	7%	30%	2%	0%
1 April 2009	24	32	18	17	6	15	0	0
	43%	57%	32%	30%	11%	27%	0%	0%

(Note: This table excludes NISRA personnel who are seconded from the Department of Finance & Personnel (DFP) to the Board and included within DFP's monitoring statistics)

During the year the level of staff absence due to sickness was 5.28% (2007/08: 1.90%).

The increase in the year was due to a number of staff being off on long term sickness.



Staff Development

The Board is always keen to obtain feedback from its staff and ran a Staff Attitudes Survey in January 2008 to gain feedback across a range of areas such as communications, training and performance management. The feedback from the Survey was broadly very positive although there were a number of important areas to address. An action plan was developed and implemented during 2008 to address areas for improvement. A further Staff Attitudes Survey is due in Spring 2010.

The Board continues to develop its business planning, people development, communications and evaluation processes and on 13 March 2009 all staff participated in a Business Planning Away Day to provide input to business and branch objectives whilst linking it to their own personal performance agreements and personal development plans.

The Board is a recognised Investors in People (IIP) organisation and it will be re-assessed in 2009 in line with the 3-yearly IIP re-accreditation process.

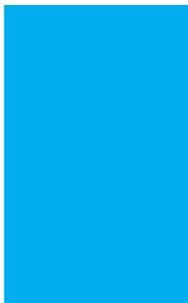
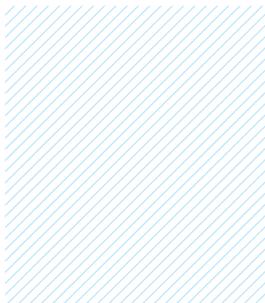
The Board provides a range of development opportunities for staff so they are equipped to deliver the objectives of the Board's Business Plan and meet the demands of individual job roles. A range of internal and external training courses have been further enhanced by the use of on-line computer based training programmes. The Board has now become fully integrated within the NICS wide Human Resource HRConnect service which should offer more training/development opportunities and wider career development opportunities for Board staff.

The Policing Board's Commitment to Equality

The Board is committed to meeting all of its responsibilities under Equality Legislation. Section 75 of the Northern Ireland Act 1998 (the Act) requires the Board in carrying out all of its functions, powers, policies and duties relating to Northern Ireland, to have due regard to the need to promote equality of opportunity between:

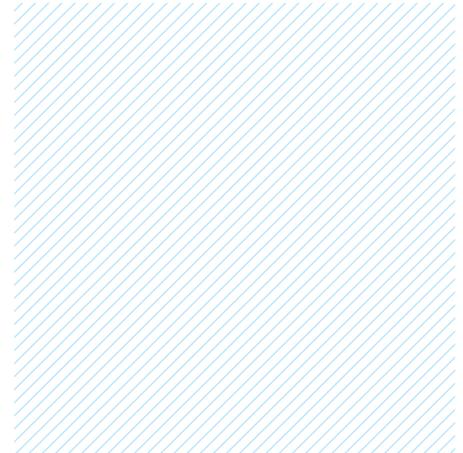
- people of different religious belief, political opinion, racial group, age, marital status or sexual orientation;
- men and women generally;
- people with a disability and people without; and
- people with dependents and people without.

The Board is also required to have regard to the desirability of promoting good relations between people of different religious belief, political opinion or racial group.



The Policing Board's Equality Scheme

The Board's Equality Scheme was approved by the Equality Commission on 12 February 2003 and since then the Board has been working to fully integrate equality issues into all aspects of its work. The Scheme sets out how the Board meets its obligations with regard to all of its policies, powers, duties and functions. The Scheme also explains how the Board will carry out its duties in a way that will promote good relations between people of different religious beliefs, political opinions or racial groups.



During the period 2008/09 the Board:

- produced its Annual Progress Report for the Equality Commission;
- produced and implemented a Disability Action Plan;
- continued the screening of its policies, powers, duties and functions; and
- monitored progress on equality matters, by way of regular reports from the Compliance Manager to the Senior Management Team.

The Board's Equality Scheme can be accessed on our website at www.nipolicingboard.org.uk

Further information on this area of work can be obtained from the Board's Compliance Manager on 028 9040 8592.

Freedom of Information (FOI)

The Freedom of Information Act (the Act) came into effect on 1 January 2005, creating a general right of access to information held by all public authorities including the Board. The Act gives any individual the right to request information from the Board.

The Board's Publication Scheme, which is a requirement of the Act, was published on 30th June 2003. The Scheme was totally revised during this reporting period and re-launched in December 2008. The Scheme details all the information that the Board readily makes available and is available on the Board's website at www.nipolicingboard.org.uk

The Board has processes and practices in place to ensure that it is able to fully meet responsibilities under the Act and deal effectively with requests for information.

During the period 2008/09, the Board:

- processed 66 requests for information under the Act;
- revised and re-launched the Board's Freedom of Information Publication Scheme in line with the Information Commissioner's Guidance.
- proactively published new information including all Board and Committee meetings, minutes, agendas throughout the year; and
- provided FOI electronic-learning training for new staff.

Information that has been requested from the Board can be viewed on our FOI Disclosure Log which is available on the Board's website at www.nipolicingboard.org.uk

Further information on this area of work can be obtained from the Board's Compliance Manager on 028 9040 8592.

Reporting of Personal Data Related Incidents

Government have made a commitment that Departments will cover information risk management in their annual reporting.

The tables that follow report on personal data related incidents using the Cabinet Office prescribed format.

Incidents, the disclosure of which in itself create an unacceptable risk of harm, may be excluded in accordance with the exemptions contained in the Freedom of Information Act 2000 or may be subject to the limitations of other UK information legislation.

Table 1: Summary of protected personal data related incidents formally reported to the Information Commissioner's Office in 2008-09

Date of incident (month)	Nature of incident	Nature of data involved	Number of people potentially affected	Notification Steps
Not applicable	No incidents	Not applicable	Not applicable	Not applicable
Further action on information risk	The Board will continue to monitor and assess its information risks in order to identify and address any weaknesses and ensure continuous improvement of its systems. Additionally, information relating to personal data will now be formally embedded within the risk management procedures of the Board.			

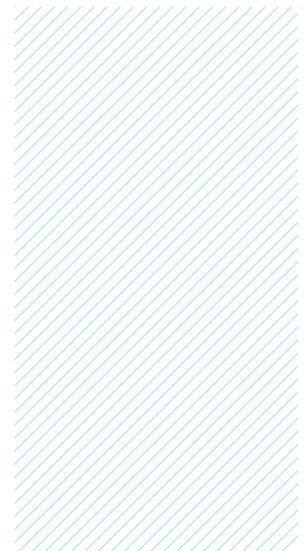
Table 2: Summary of other protected personal data related incidents in 2008-09

Incidents deemed by the Data Controller not to fall within the criteria for report to the Information Commissioner's Office but recorded centrally within the Department are set out in the table below. Small, localised incidents are not recorded centrally and are not cited in these figures.

Category	Nature of Incident	Total
I	Loss of inadequately protected electronic equipment, devices or paper documents from secured Government premises.	Nil
II	Loss of inadequately protected electronic equipment, devices or paper documents from outside secured Government premises.	Nil
III	Insecure disposal of inadequately protected electronic equipment, devices or paper documents.	Nil
IV	Unauthorised disclosure.	Nil
V	Other.	Nil

Table 3: Year-On-Year total numbers of protected personal data related incidents prior to 2008-09

Total number of protected personal data related incidents formally reported to the Information Commissioner's Office, by category number.							Total number of other protected personal data related incidents, by category number.						
	I	II	III	IV	V	TOTAL		I	II	III	IV	V	TOTAL
2008-09	0	0	0	0	0	0	2008-09	0	0	0	0	0	0
2007-08	0	0	0	0	0	0	2007-08	0	0	0	0	0	0
2006-07	0	0	0	0	0	0	2006-07	0	0	0	0	0	0
2005-06	0	0	0	0	0	0	2005-06	0	0	0	0	0	0
2004-05	0	0	0	0	0	0	2004-05	0	0	0	0	0	0



Community Engagement and the work of District Policing Partnerships

Building partnerships between the Board, the DPPs and the community are areas of work where the Board has placed significant focus and attention. This section reports on activity during the reporting period.

The Board's Community Engagement Work and Implementation of the Community Engagement Strategy

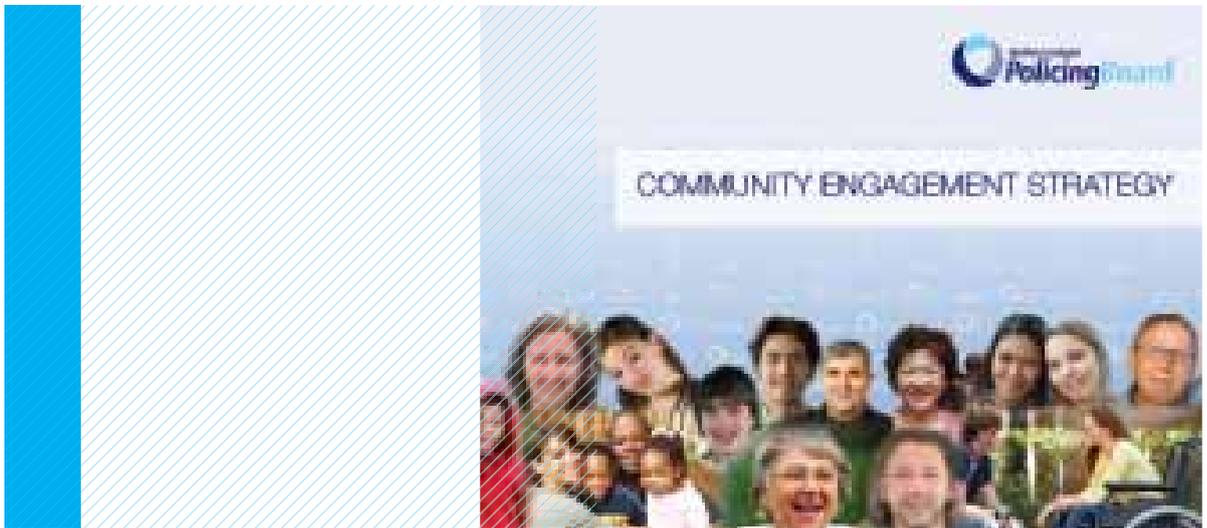
The Board's overall aims for its community engagement work are to:

- enhance the means by which communities can impact on policing priorities;
- enhance the relationship between the community and the police;
- enhance the work of the Board in holding the Chief Constable to account;
- enhance police performance and confidence in policing; and
- enhance the community's knowledge of the work of the Board.



Review of the Community Engagement Strategy

There has been substantial progress made during the year in relation to community engagement. After a consultation period the Board published its Community Engagement Strategy in September 2008 at the first of its Public Engagement Meetings. A copy of the Community Engagement Strategy can be found on the Board's website.



Community Engagement Public Meetings

This reporting year the Board held 2 successful public engagement meetings.

- The first of these took place in September 2008 at the Kings Hall Conference Centre in Belfast. Over 300 people attended this meeting and it was encouraging to see significant representation from the community along with DPP members, representatives of the Board's Reference Groups and other community organisations and networks.

Following a few short presentations on the Board's community engagement work and the PSNI's Policing with the Community Strategy the audience were able to put their questions to Board Members and the Chief Constable and his senior team.

- Building on the success of the Belfast event, the Board's second public engagement meeting was held earlier this year in the Millennium Forum in Derry/Londonderry. Before the event Board Members met with young people and youth workers from the area. This gave the young people the opportunity to prepare some questions to ask the Chief Constable at the evening event.

At both events an exhibition area was organised with a wide range of organisations in the criminal justice sector participating.

APA Recognising Excellence

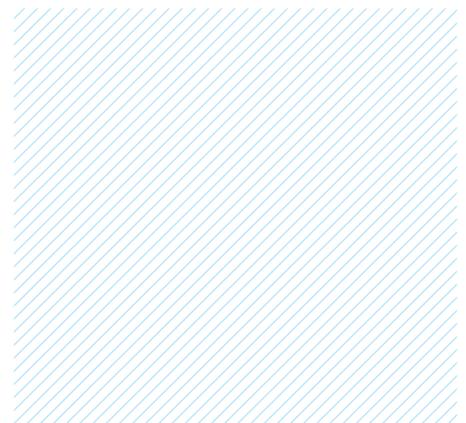
September 2008 saw the launch of a new Recognising Excellence Award Scheme by the Association of Police Authorities (APA). The Board made a submission in the Community Engagement category which secured an Honourable Commendation.

Work of the Sector Reference Groups

The Board recognises the importance of engaging with specific groups and sectors in society. To support this, the Board has established Sector Reference Groups. Each Group is representative of a particular sector and each has its own terms of reference and action plans.

To date reference groups have been established for:

- Disability
- Lesbian, Gay, Bisexual and Transgender (LGBT)
- Older people
- Minority Ethnic and Language Group
- Women's Group



Chair and Vice Chair Forum

A Chair and Vice Chairs' forum has been formed, the purpose of which is to share good practice amongst the Reference Groups and to ensure that their work takes a more co-ordinated approach.

Disability Reference Group

This group has been established since April 2008. Some of the issues that have been looked at by the group are; how the police deal with vulnerable victims and witnesses, especially those who may have a hidden disability. Communication, access to police stations and police training to new recruits have also been examined.

A common theme discussed in both the Disability and the Older Peoples' group is vulnerability and the fear of crime. PSNI have been invited to an information event in April 2009 to give a presentation and advice on how to keep safe.



Lesbian Gay Bisexual and Transgender Reference Group (LGBT)

The LGBT Reference Group has been working closely with both the Board and the PSNI over the last year, in particular in the area of Equality and Diversity Training for police. Both the co-chairs of the LGBT Reference Group were invited to attend the training at the Police Training College in Garnerville.

Representatives from the LGBT Reference Group met with the Board's Community Engagement Committee in December 2008, giving an update on the work of the group and setting out their action plan for the current year.

The reference group has also continued to meet with other LGBT groups across Northern Ireland. Presentations on the work of the Board, DPPs and the Reference Groups have been well received. Also, to help with this outreach the Reference Group has produced a newsletter giving information on their work and useful contact numbers. This newsletter has been distributed to LGBT organisations and was available on the Board's stand at Belfast's Gay Pride.

There has also been significant work in relation to hate crime and non-reporting from the LGBT community. Research is currently underway with a report due in Summer 2009. This has been taken forward by the Rainbow Project. To ensure that this research is as effective as possible a study visit was arranged to 2 organisations in Germany and London both of which have extensive experience in carrying out homophobic hate crime research. These study trips were funded by the Board.

Older People Reference Group

The Older People Reference Group continued to meet on a regular basis throughout the year. During the year representation of the group has increased which has resulted in meeting with various groups and police across Northern Ireland, the Republic of Ireland and other parts of the United Kingdom.

Some of the issues that the group are considering are the fear of crime, the profile given to attacks by the media and the impact this has on older people.

Women's Reference Group

The Women's Reference Group meets quarterly and the focus is not only women as victims of crime but also women within policing; their recruitment into the PSNI, their development within PSNI and equality and diversity issues generally.

The Board has facilitated discussions between the group and representatives from the Women Police Officers Association, Human Resources/Training and Development, Diversity Unit and the PSNI Training College. The PSNI are keen to work with the Reference Group to ensure better delivery of equality and training for women. The Reference Group is eager to work alongside the Board and PSNI to achieve a better service for women and to ensure that the objectives set out in the Office of the First Minister and deputy First Minister's (OFMDFM) Gender Equality Strategy are applied to policing.

Representatives from the Women's Reference Group met with the Board's Community Engagement Committee in August 2008, giving an update on the work of the group and setting out their action plan for the current year. They also were central to the consultation and debate which informed the Board's Thematic Inquiry on Domestic Abuse.

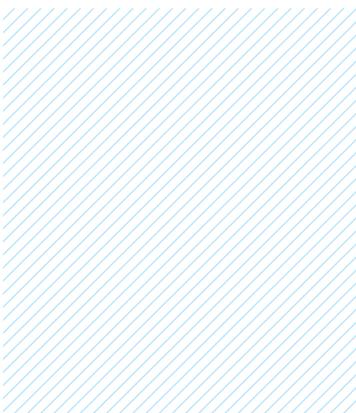
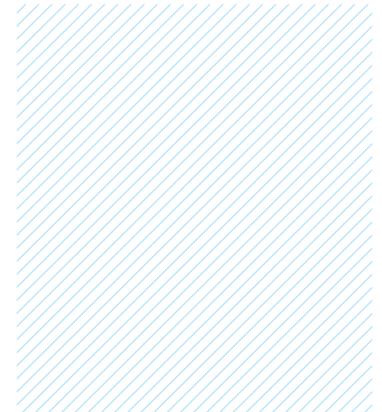
Minority Ethnic Reference Group

The Minority Ethnic Reference Group is representative of the diversity within the Minority Ethnic Sector and membership. Representatives from the Minority Ethnic Reference Group met with the Board's Community Engagement Committee in March

2009, giving an update on the work of the group and setting out their action plan for the current year. The main issues noted in the action plan were recruitment into PSNI, input into the Policing Plan, immigration and detentions and PSNI training specifically in relation to Minority Liaison Officers. The group has prioritised 2 of these and has formed 2 sub groups to explore them in more detail. They have had meetings with PSNI Officers and staff during the year and wish to develop strong working relationships with them to ensure better delivery of the PSNI services to their communities.

Children and Young People

Work continues within the youth sector where many of the leading youth organisations are working with the Board in the development of engagement between young people, DPPs and the Board. Consensus has been reached as to how further engagement with young people might be developed and a total of 14 key issues are being considered. These issues will be further developed before a final action plan is presented to the Board.



IFI funded - joint DPP, PSNI and Community Problem Solving Initiative

The Board gained the support of the International Fund for Ireland (IFI) in funding the delivery of a Community Engagement development project, to enhance the capacity of DPPs to engage with the community and the police and to assist engagement between the PSNI and community within 4 pilot areas spread across Northern Ireland.

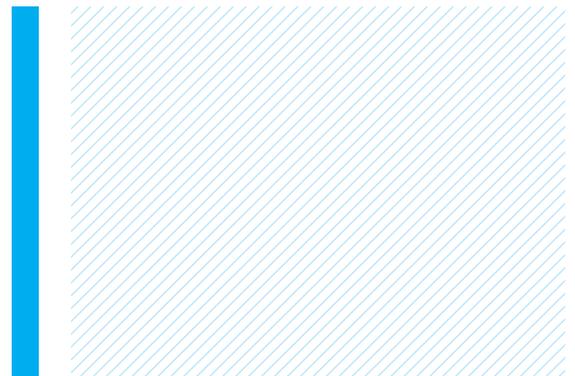
In terms of community involvement a key element of the programme was to facilitate the DPP and the PSNI in working directly with communities who identify themselves as Loyalist/Unionist, or Republican/Nationalist. Specifically, the project aimed at assisting them in dealing with difficult issues associated with sectarianism and the interface between single identity communities and the police.

The project is now entering its final stages. This will involve a consultation process based on the findings highlighted in the interim draft report. All findings will then be incorporated into a final report with conclusions which will be available at the end of June 2009. Three information sharing events have been organised to ensure that learning from the 4 pilot projects is not lost. Community representatives, PSNI Officers and DPPs involved in the 4 pilot areas will share their learning and experiences with an audience of other DPPs.

Visits by interest Groups to the Board

During the year the Board hosted a range of visitors interested in finding out about policing developments in Northern Ireland. Board Members have met with delegations from Canada, Lebanon and Holland.

A number of local, national and international students have also visited during the year to find out more about the oversight and accountability mechanisms now in place for policing in Northern Ireland.



Monitoring the Effectiveness of District Policing Partnerships (DPPs)

The Board has statutory responsibilities to:

- assess the effectiveness of DPPs in performing their statutory duties; and
- assess the level of public satisfaction with the performance of the DPPs.



To fulfil these requirements, the Board carries out an ongoing assessment of each DPP against an effectiveness framework and commissions the Northern Ireland Statistics and Research Agency (NISRA) to conduct a biennial DPP Public Consultation Survey, which last took place in 2008.

The Board's Community Engagement Committee reviewed the performance management system for DPPs and in April 2008 a new effectiveness framework was introduced for DPPs. Alongside this work the Board has further reviewed the DPP Members Attendance Policy and further developed the performance assessment framework for independent members.

Throughout the year the Board's Community Engagement Committee received reports against the new effectiveness framework of DPP performance in carrying out their statutory duties.

In summary, across all the DPPs the Board's assessment throughout the year reflected positively in the following areas:

Public awareness of DPPs and an increase in the number of people who are prepared to contact their DPP.

This is assessed using the DPP Public Consultation Survey findings. The Northern Ireland figure for people who had heard of DPPs increased from 71% in 2006 to 76% in 2008 and there was a 6% point increase in those who are prepared to contact their DPP in the same survey.

Public attendance at DPP meetings remains high, showing the public in general are taking a keener interest in DPPs and policing in their local areas.

3961 members of the public attended DPP meetings during the 2008/09 year.

The range of DPP Consultation work being undertaken by DPPs.

A target to meet with at least 10 key community stakeholder groups (outside of existing DPP forums) per year to discuss and document individual policing priorities was met by 26 DPPs. DPPs consulted with the age sector groups, CPLCs, Neighbourhood Watch Groups, victims groups and offenders, local Orange Lodges and the GAA. Other areas where DPPs have been involved in consultation activities include taking stands at shows or events, within educational establishments and with church or religious groups.

An increase in DPP Members' attendance.

DPP Members' attendance is also a requirement of the DPP effectiveness framework, where all DPPs and the 4 Belfast sub-groups are required to maintain at least 75% attendance at DPP meetings throughout the year. The average attendance for this year across the 26 DPPs and 4 Belfast sub-groups was 78%. DPPs are required to provide the detail of individual Members' attendance in their Annual Reports.

Monitoring and reporting to the Board on the implementation of the Neighbourhood Policing Framework.

The new effectiveness framework put in place a formal mechanism for the DPPs to report to the Board their assessment of police performance and the implementation of the Neighbourhood Policing Framework. The DPPs' assessment of the implementation of the Neighbourhood Policing Framework generally presented positively and demonstrated examples of early links and co-operation between DPPs and Neighbourhood Policing Teams (NPTs) in developing greater links within the community and supporting awareness raising within communities of NPTs.

The Board's report of DPP performance throughout the year showed that good progress was being made by DPPs but recognises that there are a number of areas where further progress was needed. These include:

- increasing the percentage of people who have confidence that their local DPP is helping to address local policing problems;
- raising awareness within the community of who DPP Members are;
- ensuring that all DPPs provide the Board with the priority issues identified from their consultation for consideration in the Policing Plan; and
- Belfast DPP's remit to hold at least 4 Forums for Discussion on issues that have a city wide focus.

In relation to how missed targets are dealt with, while the Board has a statutory duty to assess the effectiveness of DPPs, no punitive sanctions are available to the Board under the current legislation. However, the Community Engagement Committee has reviewed how it monitors areas of concern or under performance in DPPs. The Board also continues to provide a range of support to DPPs to improve where necessary. This includes the development and facilitation of an annual DPP Training Plan, an annual DPP Conference, Board Members links with DPPs and mainstreaming DPP effectiveness into a number of strands of the Board's work.



Building the Capacity of DPPs

DPP Training

The Board develops a training/capacity building programme for DPP Members each year. The training plan is based on the results of a Training Needs Analysis undertaken by the members of each DPP to identify their individual training requirements in relation to the key areas of DPP work.

The 2008/09 training programme commenced in April when the Board held 2 DPP Introduction Events for the members of the 23 DPPs reconstituted following the commencement date (4 September 2007) of the Northern Ireland (St Andrews Agreement) Act 2006.

Further training topics included:

- Guidance on the Independent Members' Performance Appraisal process for DPP Vice-Chairs;
- Local Policing Plans, Monitoring Police Performance and PSNI Estate Strategy; and
- Section 75 / Equality & Disability Awareness Training

In December 2008 PSNI facilitated DPP Members from Derry, Limavady, Magherafelt and Strabane (PSNI 'G' District) in a practical training session at the PSNI Training Suite. This provided Members with an insight into how PSNI plan and prioritise operational issues including call management and the problem solving process.

DPP Briefings, Seminars and Consultations

The Board facilitated a range of briefings on relevant topics for DPP members to provide information and develop understanding on policing and other issues which impact on local policing. During the reporting period, the following briefings, seminars and consultation opportunities were provided.

- Human Rights Act 1998 - key concepts and Board's monitoring of PSNI compliance.
- The Work of the Historical Enquiries Team and PSNI Crime Support Department.
- Neighbourhood Policing.
- Policing with the Community/PSNI Alcohol Action Plan & Knife Awareness Campaign.

The Board, in conjunction with Co-Operation Ireland, jointly facilitated a DPP/Joint Policing Committee (JPC) seminar in Monaghan in May 2008. The aim of this seminar was to share the experience and approach to the operation of DPPs in Northern Ireland and JPCs in the Republic of Ireland.

The Board facilitated the first annual DPP conference in November 2008 in Armagh. Delegates from DPPs, Community Safety Partnerships (CSPs), PSNI and JPCs and Local Authorities in the Republic of Ireland were provided with the opportunity to share their experiences in engaging with their local communities.

DPP Chair and Vice-Chairs Forum

In March 2009, the Board held the DPP Chair and Vice-Chairs Forum in Cookstown. The forum provided the opportunity for Chairs and Vice-Chairs to meet with police officers and to discuss matters relating to the work of DPPs and policing in general. The theme of the forum was 'Future Local Partnership Working' and a NIO official spoke about the consultation paper issued by the Minister on proposals for the future of DPPs and CSPs. The Chief Constable provided an update on policing issues recognising the vital contribution that DPPs make in encouraging their local communities to co-operate with the police to prevent crime. DPP and CSP Managers from Fermanagh and Newtownabbey provided information on how they work together on joint projects.

Policing Board Members' Support to DPPs

Board Members continue to maintain links with DPPs and this has provided a two-way channel of communication between the Board and DPP Members. This link has proved useful in keeping the Board informed on relevant issues and the views of DPP Members. It also informs the Board's position and highlights issues of concern raised by the DPP.

Neighbourhood Watch

The Board and its 2 partner agencies, Northern Ireland Office's Community Safety Unit (CSU) and PSNI's Community Safety Branch continued to support the development and maintenance of Neighbourhood Watch by providing funding for initiatives delivered at local level by DPPs working in partnership with CSPs and PSNI.

The Board, CSU and PSNI hosted 2 Neighbourhood Watch workshops during March 2009 in Cookstown and Templepatrick. More than 200 Neighbourhood Watch Co-ordinators attended the workshops and as well as discussing how their Neighbourhood Watch Schemes currently operate and sharing Good Practice, they shared ideas on how the Schemes could be improved.

Finding out what the community thinks about policing

The Board has a statutory duty to consult and engage with the public to find out what they think about the PSNI and the delivery of the policing service and the role and work of the Board and DPPs. In order to gauge public satisfaction and consider the views of the public on policing, the Board conducts a programme of consultation and research activities involving the general public and a range of groups and organisations.

Much of this work is carried out through statistical surveys and research. Most of the Board's statistical surveys are conducted independently by NISRA's Central Survey Unit. During 2008/09, the Board also engaged in consultation work with the PSNI and published the results from research it commissioned KPMG to conduct into crimes against businesses in Northern Ireland.

Omnibus Surveys

The Board commissions modules in the NISRA Omnibus Survey twice a year (normally in April and September) to monitor targets contained in the Annual Policing Plan. The results also help the Board meet its statutory requirement under Section 3 (3) (d) (ii) of the Police (NI) Act 2000 to '*assess the level of public satisfaction with the performance of the police and of District Policing Partnerships.*' Results from the 2 most recent Omnibus Surveys in April and October 2007, as well as results from previous surveys, are available on the Board's website www.nipolicingboard.org.uk

The April and September 2008 surveys monitored 3 targets in the 2008-2011 Policing Plan. The first target was to increase the percentage of people who have confidence in the PSNI's ability to provide an ordinary day-to-day policing service for all the people of Northern Ireland. The other targets were to increase the percentage of people who think that the police are doing a good job in their area and to increase the percentage of people who say they feel safe in their community. The results are

shown in the achievement of targets table in the Overseeing Policing and Ensuring Accountability section of this annual report on page 61.

Knowledge of the Policing Board

In September 2008, 5 out of 6 respondents (84%) had heard of the Board, compared with 87% in April 2008. Over two thirds of respondents (69%) who had heard of the Board correctly thought it was made up of a mix of politicians and independently appointed members, compared with 74% in April 2008.

Satisfaction with the work of the Policing Board

In September 2008, almost 4 out of 5 respondents who had heard of the Board (78%) thought that the Board was working at least adequately, compared with 80% in April 2008. Over one third (37%) of these thought that the Board was working well/very well (39% in April 2008). In September 2008, 42% of respondents thought the Board did well/very well in monitoring how the PSNI performs against Annual Policing Plan targets, compared with 38% in April 2008.

In September 2008, over 2 out of 5 respondents who had heard of the Board (44%) thought the Board did well/very well in questioning the Chief Constable on how he carries out his duties, similar to the April 2008 finding (43%). Over 2 out of 5 respondents who had heard of the Board (45%) thought that the Board did well/very well on holding the Chief Constable publicly to account, compared to 43% in April 2008.

In September 2008, 3 out of 10 respondents who had heard of the Board (30%) thought that the Board did well/very well on consulting the public on policing issues, compared with 28% in April 2008.

Perceptions of the Policing Board

In September 2008, almost two thirds of the respondents who had heard of the Board (64%) thought that the Board helps ensure that the PSNI do a good job, compared with 68% in April 2008. Over 7 out of 10 respondents who had heard of the Board (72%) correctly thought that the Board is independent of the police, compared with 70% in April 2008.

In September 2008, almost 4 out of 5 respondents who had heard of the Board (78%) correctly thought that the primary role of the Board is to oversee policing and hold the Chief Constable and the PSNI publicly to account, the same finding as in April 2008.

2008 DPP Public Consultation Survey

NISRA's Central Survey Unit conducted the fourth DPP Public Consultation Survey in February 2008. (Previous surveys were conducted in June 2003, May 2004 and May 2006). This postal survey was sent to 1 in 10 of all households (71,500) across Northern Ireland.

The survey asked people to:

- prioritise the policing problems/issues about which they were most concerned;
- to highlight the policing activities they would like to see local police concentrate resources on;
- their satisfaction with local policing; and
- their knowledge of and satisfaction with DPPs.

The results were used by the Board and DPPs to identify Northern Ireland wide and local policing priorities for the 2009-2012 Policing Plan and 2009/2010 Local Policing Plans. Results from this survey are available on the Board's website:

www.nipolicingboard.org.uk

The policing problems/issues which respondents rated as their biggest concerns were: Underage Drinking (49%), Young People Causing a Nuisance (48%), Domestic Burglary (40%) and Vandalism (40%). These are the same 4 policing problems/issues identified in the 2006 survey. The policing activities that respondents wished to see more PSNI resources concentrated on were: Prompt Response to Emergencies (70%), Beat/Foot Patrolling (68%), Crime Prevention (59%) and Investigating Crime (54%) - the same activities as in 2006.

More respondents were satisfied with policing in their District Council Area (31%) than dissatisfied (27%). The respective 2006 findings were 33% and 22%. Over half of respondents (53%) were dissatisfied with the levels of foot patrols in their District Council Area, with almost one fifth (18%) very dissatisfied, compared with 44% and 13% respectively in 2006. Just over 1 in 8 respondents (13%) expressed any degree of satisfaction with foot patrols. More respondents were dissatisfied with the levels of police vehicle patrols in their District Council Area (38%) than were satisfied (20%), compared with 33% and 22% respectively in 2006.

Three quarters of respondents (76%) had heard of DPPs. Of those respondents who had heard of DPPs, 1 in 8 respondents (12%) knew who the Members of their DPP were (13% in 2006) and 18% knew how to contact their DPP (17% in 2006). One in 7 respondents (14%) thought that their DPP was doing a good job (15% in 2006). Just

under one third of respondents (31%) were confident that their DPP was helping to address local policing issues (35% in 2006) and just over half (51%) were prepared to contact their local DPP regarding local policing (45% in 2006).

Joint PSNI/Policing Board Quality of Service Survey ('Victims' Survey')

In 2004, Central Statistics Unit, PSNI, in conjunction with the Board, began an ongoing quality of service survey of the victims of Violent Crime, Vehicle Crime, Domestic Burglary, Racist Incidents and Road Traffic Collisions. The survey monitors victim/user satisfaction with the quality of service provided by the police in relation to;

- first contact - making contact with the police;
- police actions to deal with the incident;
- follow up - being kept informed;
- treatment by police staff; and
- the whole experience - overall service.

During 2007/08 10,749 questionnaires were posted to a random sample of victims/users from the above categories, who had been either victims of crime or involved in a road traffic collision between 1 April 2007 and 31 March 2008. 2,102 questionnaires were returned (19.6%) and the key findings showed that:

- Four-fifths of respondents (80%) indicated that they were satisfied with the overall service provided by the police, compared with 78% in 2006/07.
- The vast majority of respondents (90%) stated that they were satisfied with the ease of contacting someone who could assist them, compared with 91% in 2006/07.
- Overall, 85% of respondents were satisfied with the time it took for the police to arrive, compared with 86% in 2006/07.
- Approximately three-quarters of respondents (76%) stated that they were satisfied with the actions taken by police, compared with 75% in 2006/07.
- 70% of respondents were satisfied with how well they were kept informed of progress, the same finding as in 2006/07.
- The vast majority of respondents (88%) stated that they were satisfied with the way they were treated by the police officers and staff that dealt with them, compared with 87% in 2006/07.

The 2007/08 results were published in December 2008 and are available on the Board's website: www.nipolicingboard.org.uk

Business Crime Research

In October 2007, the Board commissioned KPMG to consult and engage with the business community to better understand the problem of business related crime and how it can be tackled and reduced. Specifically the research aimed to discover the nature of business crime in Northern Ireland, levels of under-reporting from the business community and how any identified problems can be addressed.

The research included a literature review; a postal survey of almost 5,000 non-agricultural businesses in Northern Ireland; focus groups among non-agricultural businesses and organisations representing business; semi-structured telephone interviews with representatives from agricultural businesses; and individual interviews with a range of businesses, organisations representing business and other stakeholders. KPMG undertook fieldwork for the research between November 2007 and April 2008. The research results were published in October 2008 on the Board's website: www.nipolicingboard.org.uk



Overseeing policing and ensuring accountability

Overseeing police performance and holding the PSNI to account for the delivery of the policing service is a key responsibility of the Board.

Each year the Board is responsible for setting the objectives, targets and performance indicators for policing in the Annual Policing Plan as required by the Police (NI) Act 2000 and the Police (NI) Act 2003 and monitoring progress against the Plan. This section reports on police performance against the targets contained in the 2008-2011 Policing Plan.

The Policing Plan

The Policing Plan provides a framework within which the PSNI operates, and a mechanism by which the PSNI can be held to account for performance through the Board to the Northern Ireland community. The Plan is prepared by the Chief Constable, agreed by the Board and endorsed by the Secretary of State.

The Plan sets out specific performance indicators and annual targets for the PSNI and takes a strategic view of policing in Northern Ireland over the next 3 years. The 2009-2012 Plan was launched on the 25 March 2009 by the Chief Constable, the Policing Board Chairman and Minister for State Paul Goggins MP.

Setting Policing Objectives

In developing the Policing Plan, the Board takes account of the Secretary of State's longer term objectives for policing and, after consulting with the Chief Constable and the DPPs, sets annual objectives, performance indicators and targets for the policing of Northern Ireland for the incoming year.

Additionally DPPs are invaluable in the process of setting policing priorities and are recognised as a model of best practice in local policing. They help to develop local policing plans for their areas and also monitor local police performance and crime in their local area.

DPPs consult with the public in their council area to find out people's views about how their area is policed. They do this using a range of methods including public meetings, focus groups, and DPP consultation surveys. The fourth DPP Public Consultation

Survey was conducted in February 2008 and involved a postal survey of 71,500 households across Northern Ireland. The outcome of all this consultation is taken into account by the Board and the PSNI in developing the objectives, performance indicators and targets contained in the Annual Policing Plan.

As well as consulting with DPPs, the Board takes account of a wide range of additional information when determining policing priorities for the Plan. Each year the Board and the PSNI hold a joint Strategy Event in order to agree the policing priorities for the coming year. At this Event, Board Members and the PSNI consider inputs such as the Secretary of State's long term objectives for policing, PSNI and Board strategic issues, the views of the public obtained through surveys, Public Service Agreement targets, National Audit Office Recommendations, DPP priorities, PSNI performance information, and representations made to the Board including feedback from the Board's Community Engagement activities.

The 2009-12 Plan contains 4 objectives with performance indicators and targets set in the context of:

- safety in the community;
- confidence in policing;
- policing with the community; and
- effectiveness and efficiency.

The objectives in the Plan refer to policing priorities and not all of the matters that the police deal with - it is simply not possible to include everything in the Policing Plan. The 2009-2012 Policing Plan can be found on the Board's website www.nipolicingboard.org.uk

Monitoring and Reporting

During the year, the Board monitors PSNI's progress in meeting the targets set out in the Plan. This oversight is carried out in part during the Board's monthly meetings in public, where the Chief Constable provides a written progress report on performance against targets as well as a formal presentation on a quarterly basis and questions by Members on all areas of performance.

Reports are also received from the PSNI on qualitative targets and major policing strategies at agreed timescales during the year through the various Committees of the Board. This process of accountability allows the Chief Constable to outline good practice that has resulted in improved performance and to outline remedial actions being taken to address underperformance.

After the end of the financial year the Chief Constable submits an annual report on policing to the Board. This report is published by the Chief Constable and sent to the Secretary of State who lays it before Parliament. The Board also publishes an assessment on the extent to which targets in the Plan have been fulfilled and this information is set out in the following sections.

Police Performance 1 April 2008 - 31 March 2009

The Board is responsible for ensuring that the PSNI is effective and efficient and meets the needs of the Northern Ireland community. It does this by monitoring police performance against targets in the Annual Policing Plan, by robustly examining reports from the Chief Constable and by reviewing areas where performance is not meeting targets.

The following table sets out PSNI performance against targets contained in Part 2 of the 2008-2011 Policing Plan.

Performance against 2008-2011 Policing Plan Targets			
	Target	Performance	Target Achieved?
1.1.1	To demonstrate progress in the implementation of the Neighbourhood Policing framework in line with project milestones reporting twice yearly to the Board. (1)	PSNI reported progress on the implementation of the Neighbourhood Policing Framework through reports twice yearly to the Board in September 2008 and March 2009.	Yes
2.1.1	To increase the percentage of people who are confident in the police service's ability to provide an ordinary day-to-day policing service for all the people of Northern Ireland. (2)	Target to achieve 84%. April 2008 finding 83% September 2008 finding 86%	Yes
2.1.2	To increase the percentage of crime victims satisfied that they have been kept informed regarding their case by 5% points. (3)	Target to achieve 75% Quarter 4 2007/08 67% Quarter 1 2008/09 64% Quarter 2 2008/09 70% Quarter 3 2008/09 73%	No
2.1.3	To increase the percentage of people who think that the police are doing a good job in their area. (4)	Target to achieve 62%. April 2008 finding 58% September 2008 finding 62%	No

Performance against 2008-2011 Policing Plan Targets			
Target		Performance	Target Achieved?
3.1.1	To ensure that by 2010/2011 there are fewer than 100,000 crimes recorded. (2008/09 target = 2.6% reduction).	Achieved 1.5% increase	No
3.2.1	To reduce the level of violent crime.	Achieved 0.5% increase	No
3.2.2	To reduce the level of more serious violent crime. (5)	Achieved 27.0% increase	No
3.2.3	To reduce the level of violent crime against persons under the age of 18.	Achieved 2.3% increase	No
3.3.1	To ensure by 2010/2011 there are fewer than 6,000 domestic burglaries recorded.	Achieved 9.5% increase	No
3.4.1	To reduce incidence of repeat victimisation of domestic abuse. (6)	Achieved 4 additional incidences	No
4.1.1	To increase the clearance rate by 5% pts.	Achieved 2.5% pts increase	No
4.1.2	To increase the clearance rate for sectarian crimes.	Achieved 0.8% pts increase	Yes
4.1.3	To increase the clearance rate for racist crimes.	Achieved 1.1% pts increase	Yes
4.1.4	To increase the clearance rate for homophobic crimes.	Achieved 5.9% pts increase	Yes
4.2.1	To increase the number of drug supply crime gangs frustrated, disrupted or dismantled. (7)	Frustrated 41 (29 in 2007/08) Disrupted 17 (25 in 2007/08) Dismantled 5 (4 in 2007/08)	Yes No Yes
4.3.1	To increase the number of assets seized and recovered in accordance with the Proceeds of Crime Act and report on the value of those assets.	Seized 148 (154 in 2007/08) Value £1,525,196.53 (£2,174, 515.03 in 2007/08) Recovered 26 (4 in 2007/08) Value £2,423,530.45 (£267,001.62 in 2007/08)	No Yes
5.1.1	To reduce the number of incidents of anti-social behaviour to ensure a 15% reduction by 31/03/11.	Achieved 12.1% reduction	Yes

Performance against 2008-2011 Policing Plan Targets			
	Target	Performance	Target Achieved?
5.2.1	To ensure that by 2010/2011 there are fewer than 27,000 crimes of criminal damage recorded. (2008/09 target = 4.2% reduction)	Achieved 8.0% reduction	Yes
6.1.1	To demonstrate our contribution to the establishment of community engagement meetings in line with Partners and Community Together (PACT) model in all neighbourhoods reporting twice yearly to the Board.	PSNI reported twice yearly to the Board in September 2008 and March 2009. All Districts have developed community engagement strategies; however there was not full engagement across all 176 neighbourhoods at the time of reporting.	On-going
7.1.1	To increase the percentage of people who say they feel safe in their community.	Target to achieve 93% April 2008 finding 85% September 2008 finding 93%	Yes
8.1.1	To reduce the number of people killed or seriously injured on the road.	2008/09 KSI = 1,104 2007/08 KSI = 1,186	Yes
8.1.2	To reduce the number of children killed or seriously injured on the road. (8)	2008/09 KSI = 102 2007/08 KSI = 109	Yes
9.1.1	To increase the percentage of time spent by police officers on beat and patrol duties, based on the activity analysis report between 2007/08 and 2008/09.	2007/08 - 54.5% 2008/09 - 55.8%	Yes
9.1.2	To ensure that Neighbourhood Officers work at least 80% of their duty hours on neighbourhood policing duties.	2008/09 91.7%	Yes
9.2.1	To reduce average sickness levels to 5 days for police officers and civilian staff by 31 March 2010. (initially reducing to 7 days by 31 March 2009)	Police officers 8.86 days Civilian staff 9.07 days	No No
9.3.1	To increase the percentage of custody cases processed within administrative time limits. (9)	2008/09 85.5% 2007/08 93.7%	No
9.3.2	To increase the percentage of bail cases processed within administrative time limits.	2008/09 89.8% 2007/08 95.3%	No

Performance against 2008-2011 Policing Plan Targets			
	Target	Performance	Target Achieved?
9.3.3	To process 80% of indictable reported cases within administrative time limits.	Achieved 59.3%	No
9.3.4	To process 70% of summary reported cases within administrative time limits.	Achieved 50.7%	No
10.1.1	To demonstrate progress towards the implementation of actions as detailed in Part 3.	All Part 3 reports received and reported to the Board as specified.	Yes

NOTES

- (1) (The Neighbourhood Policing framework is based upon 25 key recommendations. Progress in the implementation of the Framework will be reported to the Policing Board in the following areas. Those Recommendations not included within the below monitoring framework have either been completed prior to April 2008 or cannot be measured in a manner suitable for inclusion within Part 2 of the Policing Plan.



Neighbourhood Policing Progress Monitoring Framework	
Recommendation	Target
<p>Recommendation 3 Each District shall identify geographic neighbourhoods within its area along locally defined and recognised boundaries.</p>	Completed October 2008.
<p>Recommendation 4 A Neighbourhood Profile should be developed for each defined geographic neighbourhood. This should make use of police and partner data and demonstrate public consultation.</p>	Completed January 2009.
<p>Recommendation 7 Each Neighbourhood to have a dedicated and identifiable officer or team of officers.</p>	Completed October 2008.
<p>Recommendation 17 Each District should develop a Community Engagement Strategy. Any strategy should ensure that targeted engagement activity is directed to meet the concerns of vulnerable and minority ethnic communities.</p>	NIPB 'seeing is believing visit' completed November 2008. Members participated in Regional ACC visits to Neighbourhood Policing Teams throughout the year.
<p>Recommendation 18 A neighbourhood consultative forum, in keeping with the Partners and Community Together (PACT) model, should be established within each neighbourhood. Existing community engagement structures should be reviewed to establish if they meet the needs of each defined geographic area.</p>	Measured at Part 6.1.1 of Policing Plan.
<p>Recommendation 22 Neighbourhood Officers will normally work at least 80% of their duty hours on Neighbourhood Policing Duties.</p>	Measured at 9.1.2 of Policing Plan.
<p>Recommendation 23 Policing with the Community Branch, in consultation with stakeholders, will develop performance measures for Neighbourhood Policing.</p>	On-going*

* In line with Recommendation 23 The Police Service will work in collaboration with the Board during the coming year to develop a framework for measuring the impact and outcomes of Neighbourhood Policing and to develop the capacity to carry out the necessary measurement activity.

- (2) The baseline is 84% as identified in the October 2007 Northern Ireland Omnibus Survey.
- (3) Victims' group includes violent crime, domestic burglary, vehicle crime, racial incidents and those involved in injury road traffic collisions
- (4) The baseline is 62% as identified in the October 2007 Northern Ireland Omnibus Survey.
- (5) 'More serious crime' includes the number of homicides (murder, manslaughter and infanticide), attempted murders, incidents of wounding and grievous bodily harm with and without intent, and deaths / grievous bodily injuries caused by aggravated vehicle taking or dangerous driving, including under the influence of drink or drugs.
- (6) For the purposes of this target an incidence of repeat victimisation will be taken as a count of the number of individuals who have been the victim of a crime with a domestic abuse motivation on more than one occasion within the last 12 months.
- (7) Definition of drugs supply gangs frustrated, disrupted or dismantled can be found on page 22 of the 2008-2011 Policing Plan.
- (8) 'Children' refers to those under 16 years of age in accordance with the approach adopted in England and Wales in respect to Road Safety.
- (9) The relevant administrative time limits for each case type are as follows:

Custody cases		90 days
Bail cases		110 days
Indictable reported cases	Adult	91 days
	Youth	75 days
Summary reported cases	Adult	49 days
	Youth	35 days

Main Positive Outcomes

The table demonstrates that there were many positive outcomes in police performance during 2008/2009 including:

- The percentage of people who are confident in the police service's ability to provide an ordinary day-to-day policing service for all the people of Northern Ireland has increased from 84% in October 2007 to 86% in September 2008 - target 2.1.1.
- The clearance rate was 23.0%, up 2.5 percentage points - target 4.1.1.
- Clearance rates for sectarian, racist and homophobic crimes are up 0.8 percentage points, 1.1 percentage points and 5.9 percentage points respectively - targets 4.1.2 to 4.1.4.

- The number of anti social behaviour incidents are down 12.1% from 99,186 to 87,159.
- Criminal damage offences are down 8.0% from 30,895 to 28,421 - target 5.2.1.
- Persons killed or seriously injured in injury road traffic collisions are down from 1,186 to 1,104 - target 8.1.1.

Targets Not Achieved

There were also some areas of concern in terms of performance during 2008/2009 including:

- Recorded crime rose by 1.5% to 110,094 against a reduction target of 2.6% for 2008/09 - target 3.1.1.
- More serious violent crime rose by 27.0% - target 3.2.2.
- Domestic burglaries rose by 9.5% against a reduction target of 3.5% for 2008/09 - target 3.3.1.

In helping the Board to better understand the reasons for not achieving some targets, the Chief Constable has explained that the increase in overall and specific types of crime and performance related to the security situation are heavily influenced by 2 key factors - the economic downturn which is linked to an increase in acquisitive crime and the threat posed by dissident republicans which has had an impact across all areas of operational policing. The impact of the recession on acquisitive crime was predicted by the Home Office in 2008 and Northern Ireland appears to be following a similar trend to the rest of the UK in noting an increase in these types of crime. The dissident republican threat has inevitably led to changes to the style and delivery of the policing service in some areas which has diverted resources away from focussing on achieving targets across all areas of police activity.

Targets have been set for the above areas for 2009/10. The Board will continue to monitor police performance closely, hold the Chief Constable to account for the performance of the PSNI and report back to the community on what has been achieved. The Board acknowledges the progress that the PSNI has made to date and the significant contribution made by the Chief Constable and his officers in ensuring that Northern Ireland has a policing service which is focused on making Northern Ireland safer. The Board will continue to support the PSNI towards achieving more effective and efficient policing for the whole community and in meeting its important oversight responsibilities.

Oversight and Independence

This section reports on how the Board delivers its oversight responsibilities in other priority areas and relations with other policing oversight bodies within the criminal justice system.

Oversight of Outstanding Patten Recommendations

Since the conclusion of the work of the Office of the Oversight Commissioner in May 2007 the Board assumed responsibility for overseeing the remaining recommendations for police reform made by the Independent Commission on Policing for Northern Ireland (The Patten Commission). In April 2008 the Board appointed a specialist adviser to carry out a review of the outstanding recommendations. A report was completed and considered by the Board on 3 July 2008. The report concluded that an additional 10 recommendations had been implemented by PSNI, leaving 21 recommendations still outstanding. A further comprehensive review is currently being undertaken and a report will be brought to the Corporate Policy, Planning and Performance Committee in June 2009.

Police Ombudsman for Northern Ireland

The Police Ombudsman for Northern Ireland was established by the Police (NI) Act 1998 to provide an independent impartial police complaints system for Northern Ireland. To assist the Board in fulfilling its statutory duty to keep itself informed as to police complaints and discipline, and trends and patterns in complaints, Members of the Human Rights & Professional Standards Committee met with representatives from the Ombudsman's office during the year. In addition, Board officials from our respective offices met informally to discuss a range of issues of relevance to policing and public confidence.

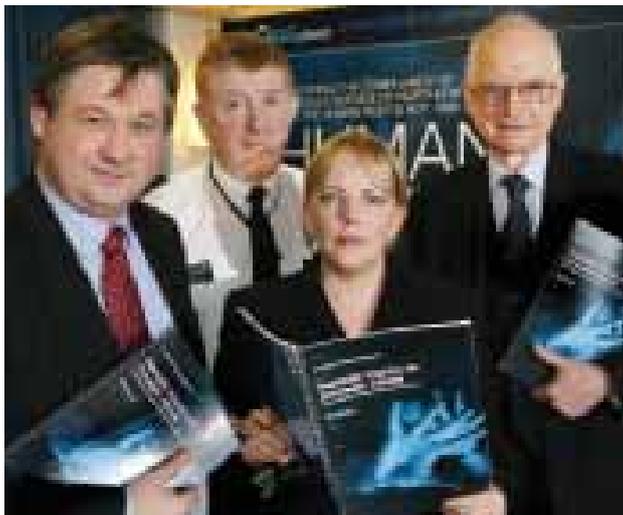
Criminal Justice Inspection Northern Ireland (CJINI)

During 2008/09, the Board has continued to closely monitor any published CJINI inspection reports or follow-up reports which are directly or indirectly relevant to the PSNI. The Board uses the monitoring of CJINI reports and the implementation of recommendations as one method for helping to secure economy, effectiveness and efficiency in how the PSNI discharges its duties.

Typically the Corporate Policy, Planning and Performance Committee considers CJINI Reports and recommendations on behalf of the Board with any reports or issues of particular relevance to other Board sub-committees being delegated as appropriate. The relevant CJINI reports published in 2008/09 which were considered were; Belfast Harbour Police (June 2008), 2nd Follow-up of Scientific Support Services in PSNI (June 2008), Roads Policing (September 2008) and Anti Social Behaviour Orders (October 2008). In addition, the Corporate Policy, Planning and Performance Committee met with the Chief Inspector in March 2009 to provide views on the 2009-2012 CJINI Inspection Programme and to discuss issues relevant to the statutory duties of both organisations.

Monitoring the PSNI's Compliance with the Human Rights Act 1998

The Police (NI) Act 2000 places a statutory duty on the Northern Ireland Policing Board to monitor the PSNI in complying with the Human Rights Act 1998. To assist the Board in this regard, expert advisors were appointed in 2003 to advise the Board how it could best meet this duty. In addition to specific key areas of work which the advisors have completed, since 2003 the Board has published 4 Human Rights Annual Reports examining, in detail, the PSNI's compliance with the Human Rights Act across 15 key areas. PSNI has demonstrated good progress over the course of the last 6 years and continues to work closely with the Board's Human Rights Advisor.



Given the progress that we have seen, it was timely to introduce a new element to the Board's monitoring framework; thematic inquiries. A core element of this approach is engagement and outreach with key stakeholders. The thematic inquiry is intended

to provide in-depth scrutiny of specific areas of the PSNI's work from a human rights perspective. The Board launched its first thematic report on 24 March 2009 following an inquiry into the PSNI's approach to tackling domestic abuse. A second inquiry has commenced which will examine issues for policing with children and young people from a human rights perspective. Not only will submissions to the inquiry be invited from key stakeholders, an ambitious outreach approach has been agreed to enable the Board to engage with children and young people from across Northern Ireland.

TASER

In October 2008, Members of the Northern Ireland Policing Board agreed, by majority view, to support the Chief Constable's proposal to introduce TASER to Specialist Operations Branch and to Armed Response Vehicles (ARVs) subject to completion, in respect of the latter, of a satisfactory pilot.¹ Whilst Board Members who supported the motion agreed that this is an operational matter for the Chief Constable, in order to provide accountability and assurance to the wider community, the Board considered that the necessary human rights and legal safeguards needed to be in place; and to ensure that stringent guidelines govern the use of TASER particularly in respect of those considered more vulnerable. The Board's Human Rights Advisor informed the Board that PSNI had met the legal and human rights framework within which TASER could be used, and had in place clear and robust policy, guidance and training to ensure that any use of TASER in Northern Ireland should fully meet the requirements of the European Convention on Human Rights and the Human Rights Act 1998.

PSNI carried out a pilot on the use of TASER involving officers from Special Operations Branch which ended on 1 December 2008. The post implementation review of the pilot is currently under consideration by the Board's Human Rights Advisor.

TASER has been used by PSNI officers on a number of occasions. Each incidence of use is reported to the Police Ombudsman in line with agreed protocols and investigations will be carried out by the Police Ombudsman in certain circumstances which have been agreed between PSNI and the Police Ombudsman.

In November 2008 the Board was named as a co-respondent with the PSNI in a Judicial Review on TASER. The outcome of the Judicial Review is expected in June 2009.

¹ Members of Sinn Féin and the Independent Member G Ó hEáira recorded their opposition to the decision.

Police Ombudsman Report on the investigation into the circumstances surrounding the death of Raymond McCord (Jnr) and related matters

The Police Ombudsman Report on the investigation into the circumstances surrounding the death of Raymond McCord (Jnr) and related matters (hereinafter The McCord Report) was published on 22 January 2007. It contained 20 recommendations, the last of which required the Policing Board to establish a mechanism to review the PSNI response to the other recommendations within 6 months and at appropriate intervals thereafter. The Board's Human Rights Advisors became responsible for examining, validating and reporting on the implementation of those recommendations. At the October 2008 Board meeting, Members considered the latest report from the Board's Human Rights Advisor on the implementation of the recommendations relating to the PSNI. 13 of the 17 recommendations were reported to have been implemented in full with the remaining 4 recommendations implemented in part. A further report on the status of the remaining recommendations will be considered by the Board in 2009. The interim reports are available on the Board's website.

Independent External Review of the Omagh Bombing Investigation

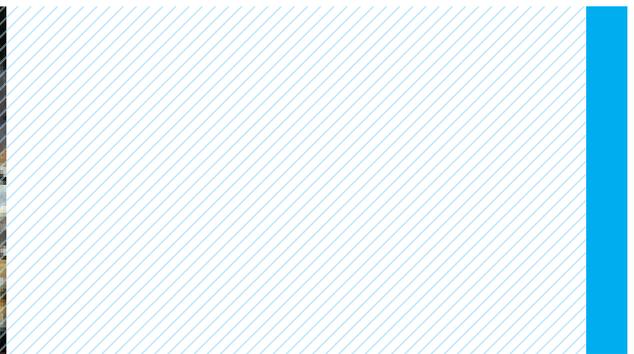
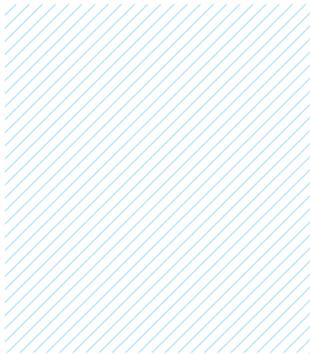
On 9 July 2008 the Board published the findings of an Independent External Review commissioned following the judgement of Mr Justice Weir, the Trial Judge, in the case of a man on trial for a series of terrorist charges, some of which were related to the 1998 Omagh Bombing. The evidence of 2 PSNI officers was adversely commented upon by Mr Justice Weir and the matter was subsequently referred to the Police Ombudsman for investigation during the course of the trial. The Board's Independent Review Report considered in some detail issues relating to the conduct of the officers involved in this trial and the actions of the PSNI following the judgment delivered.

The Board is responsible for holding the police to account and through its independent review the Board sought to address criticism of the police during the course of the trial.

Central to the Board's Independent Review Report was the publication of the Police Ombudsman's investigation into matters arising from police evidence given during the trial and a statement by the Public Prosecution Service (PPS) both published 20 February 2009.

The findings of the Board's Independent External Review Report were consistent with the findings of the Police Ombudsman's Report. The Independent Advisors noted in their report (published in July 2008) that:

'it would not be unreasonable speculation to point to the possibility that both PONI and the PPS might find no evidence, or insufficient evidence, of "deliberate and calculated deception" as referred to by Mr Justice Weir in dismissing all charges against Sean Hoey. There may well be some issues arising from the evidence given by the 2 officers, but it seems to us (our speculation again), that this is more likely to be of a disciplinary, or advice, nature).'



Her Majesty's Inspectorate of Constabulary (HMIC)

Under the provision of the Police (NI) Act 2000, HMIC is required to carry out an annual inspection of the PSNI. The HMIC reports completed in the year and considered by the Board were:

Performance Management in PSNI - May 2008
Major Crime/Serious and Organised Crime - July 2008

Transfer of Responsibility for National Security

Annex E of the St Andrew's Agreement sets out in detail the arrangements for the transfer of National Security. This included a number of principles that must be built into protocols between the PSNI and the Security Services. These are:

1. All Security Service intelligence relating to terrorism in Northern Ireland will be visible to PSNI.
2. PSNI will be informed of all Security Service counter terrorist investigations and operations relating to Northern Ireland.
3. Security Service intelligence will be disseminated within PSNI according to the current PSNI dissemination policy, and using police procedures.
4. The great majority of national security CHIS in Northern Ireland will continue to be run by PSNI officers under existing police handling protocols.
5. There will be no diminution of the PSNI's ability to comply with the Human Rights Act 1998 or the Board's ability to monitor said compliance.

The Board's Human Rights Advisors were given special responsibility to '*Human Rights proof the relevant protocols underpinning the Chief Constable's five key principles*'.

The transfer of responsibility for National Security took place in October 2007 and the Board will continue to monitor the transfer arrangements with respect to their compliance with human rights legislation.

Devolution of Policing and Justice

During the year the Board has contributed to discussions and preparations for the devolution of policing and justice. A submission was made to the Assembly Executive and Review Committee's consideration of the financial implications of Policing and Justice. The Chairman and Vice Chairman attended an oral evidence session of the Committee on 24 March 2009.

In a previous submission the Board set out 3 core principles:

- That the Board supports the concept of devolution of policing as set out in Recommendation 20 of the Independent Commission on Policing (Patten Report) which states:
“Responsibility for policing should be devolved to the Northern Ireland Executive as soon as possible, except for matters of national security.”;
- That the role and powers of the Board should not be diminished under the devolution of policing and justice, including that the Chief Constable should remain accountable solely to the Board for the delivery of a policing service in Northern Ireland; and
- That the Chief Constable’s operational responsibility should not be undermined when policing and justice powers are devolved.

These principles represent the unanimous view of the Board. It believes that these fundamental principles must be embedded in the framework for devolution, with appropriate arrangements and protocols put in place to ensure that they are given full effect.

The Independent Custody Visiting Scheme

Independent Custody Visitors are volunteers from the local community who make unannounced visits to police custody suites. The purpose of these visits is to observe, comment on and report to the Board on the welfare of people being held in custody and the general condition of the custody suite in line with Code C of the Police and Criminal Evidence (NI) Order 1989 (PACE). This also includes visits to detained terrorist suspects held under the Terrorism Act 2000.



There are currently 4 custody visiting teams covering Northern Ireland. They are based in Belfast/Antrim, Down/Armagh, Tyrone/Fermanagh and the North West. Independent Custody Visitors carry out their visits in pairs, in accordance with the guideline number of visits set by the Board for each custody suite within their area. The guideline number of visits is based on the throughput of detainees held in each custody suite, therefore, the busier the custody suite, the more visits it should receive. Before a custody visit can take place the custody visitors must seek the detainee's consent to talk to them or to see their custody records.

The Board supports and administers the Custody Visiting Scheme and each quarter the Human Rights & Professional Standards Committee receives a report on the work of the Custody Visiting Scheme and highlights any issues raised. The report looks at the treatment of detainees in terms of Code C of PACE and the PSNI Code of Ethics 2008 with particular reference to the treatment of people held in custody and their human rights provisions.

During 2008/09 Custody Visitors made a total of 1,149 visits to custody suites throughout Northern Ireland. Of these 1,111 visits were considered to be valid with 38 having been aborted. The main reason for aborted visits was that custody suites were closed for maintenance. There were 1,580 detainees in custody at the time of these visits and custody visitors saw and spoke to 702 detainees in total. Custody Visiting is based on gaining the consent of the detainee to a custody visit and 378 detainees did not wish to see the Custody Visitors. The remaining 500 were not seen because they were unavailable for other reasons such as being with their solicitor, they were being interviewed by the police or they were asleep.

The 1,111 valid visits included 24 to the Antrim Serious Crime Suite where detainees are held in custody under the Terrorism Act 2000. During these visits 27 detainees were being held in custody. Of these 27 detainees, 4 agreed to be seen by Custody Visitors and 4 had given consent for their interviews to be observed on remote monitor. Seventeen of the 24 visits (71%) were deemed by custody visitors to be entirely satisfactory. The reasons for the 7 unsatisfactory visits were as follows: sanitation (6) and safety/security hazards (1). All issues relating to these unsatisfactory visits were resolved in line with the Board's policy for following up on issues of concern.

Custody Visitors classified 772 (69%) of their visits as being entirely satisfactory, that is neither they nor the detainees raised any issues relating to treatment or conditions in the custody suite. The majority of the visits which they found unsatisfactory related to the conditions of detention, such as cleanliness of cells or repairs being needed. Such matters are brought to the attention of PSNI and the Board so that they can

be addressed as soon as possible. The Board has an agreed policy to follow up on issues of concern which can involve escalation to ACC level if issues are not resolved in a reasonable timeframe. If a complaint is made to a Custody Visitor in relation to the treatment of a detainee, the Custody Visitor's role is to make sure that they have been referred to the Office of the Police Ombudsman for investigation.

The Custody Visitors Annual General Meeting was held on 28 May 2008. This provided the forum for Custody Visitors to discuss relevant issues and was an occasion to celebrate the work of custody visiting and express our thanks to the volunteers involved in this role. At this event Custody Visitors received presentations from Dr John Farnan on the role of the Forensic Medical Officer and Chief Inspector Barbara Gray on the Ballymena Drugs Referral Programme.

In June 2008 the Board facilitated refresher training for Custody Visitors, assisted by PSNI, to provide Custody Visitors with an update on the revised PACE Codes of Practice in relation to custody. In January 2009 the Board facilitated training for those members of the Belfast/Antrim team who make visits to the Antrim Serious Crime Suite where detainees held under the Terrorism Act 2000 are in custody. This training included an overview of the Code of Practice on detention, treatment and questioning in relation to detained terrorist suspects with particular emphasis on human rights issues. The training also provided an opportunity to extend the role of Custody Visitors within Antrim Serious Crime Suite and address concerns raised by the Boards Human Rights Advisor.

On 30 September 2008 the Board held a leaving event, where 9 Custody Visitors who were leaving the scheme on completion of their 6 year term of appointment received presentations. The event also provided an opportunity to present and discuss the results of the 2008 Custody Visitors Survey. Twenty-two new Custody Visitors were appointed to the scheme and commenced work in April 2008 in preparation to fill these and already existing vacancies within each of the Custody Visiting teams.

The Board is very grateful to its Custody Visitors for their valuable contribution in this important form of oversight of detention, procedures and conditions.

The Independent Community Observer Scheme

In September 1999 the report of the Independent Commission on Policing, (known as the Patten Report) recommended that police recruitment should be contracted out to an independent agency and that there should be community involvement in the process.

Since 2001 the Board has utilised the services of a team of volunteers from the community known as Independent Community Observers to play an important part in helping to monitor key aspects of the PSNI recruitment process and report back to the Board. They focus on initial selection tests, assessment centres and interviews, observing that so far as practicable the same procedures are applied to all candidates and that the facilities and arrangements are adequate.

There is 1 team of Independent Community Observers based throughout Northern Ireland. During 2008/09 the Independent Community Observers had oversight of PSNI recruitment campaign 14 for Regular Officers, making a total of 75 visits to observe the initial selection tests and the assessment centres run as part of this recruitment campaign.

The Independent Community Observers were not required to observe any civilian campaigns during 2008/09 due to the limited number of civilian campaigns and the small number of posts to be filled. (Independent Community Observers will normally only attend campaigns where 6 or more posts are to be filled).

In all cases the Independent Community Observers reported back to the Board that all candidates had been provided with the same opportunity to perform to the best of their ability. In situations where difficulties were identified with the venues, these were highlighted by the Community Observers to the recruitment agency and rectified at the time.

During 2008/09 Independent Community Observers have been invited to attend and observe PSNI Graduation Ceremonies.

The Board is very grateful to its Independent Community Observers for the important role they play in overseeing these processes and ensuring transparency and openness in the PSNI recruitment processes.

Funding and Resources

This section of the report examines Board oversight of resource issues during the period.

Monitoring PSNI Funding

The Policing Board has a role in negotiating the annual policing budget for the PSNI and for holding the Chief Constable to account for the spending of that budget.

The Chief Constable has delegated authority in relation to the day to day responsibility for the police budget, but he must report to the Board on how the money is spent. The Board has responsibility for making sure that the funds are spent in an effective and efficient manner and in line with the objectives outlined in the Policing Plan.

The PSNI monthly Management Accounts are tabled at meetings of the Board's Resources and Improvement Committee, and the year-end Annual Accounts are presented to the Committee for its consideration and comment. Police funding is divided into several different categories, the largest category being for expenditure on salaries and running costs (revenue expenditure) amounting to £682m in the year.

PSNI also receives funding for expenditure on capital items such as land, buildings and vehicles, where benefit will be derived from the expenditure over a number of years. In the last year, capital expenditure was £40.2m from an available budget of £41.1m resulting in a £0.9m underspend with PSNI also receiving £1.48m in capital receipts. The lower level of capital receipts this year compared to previous years was mainly due to the revised land values in Northern Ireland.

There are still ongoing funding streams associated with the implementation of the recommendations coming from the Patten Report, referred to as "Patten Funds". In the last year these amounted to £35.8m Patten Voluntary Severance Funds (to assist with the move towards 7,500 officer number and 50:50 recruitment). The compulsory severance scheme for the Full-Time Reserve had a cumulative spend of £21.1m. There is also funding available for Patten non-severance activities, which is mainly concentrated on Information Technology changes, recruitment costs and work in relation to the new Police College. This is now incorporated within the PSNI Annual Budget and spend.

The Committee also looked at spending on two small fund accounts - the Police Property Fund (disposal of seized or lost items) and the Police Fund (welfare for police officers and their dependents), as well as being able to question the PSNI

on Police Pensions. The Board itself has a role in administering some aspects of police officers pensions.

The 2008/09 financial year Pension Scheme Accounts were closely scrutinised by the Committee as the Board holds responsibility as Pension Scheme Administrator for the Police Pension Scheme. The balance sheets showed a net liability of over £4.5 billion relating to current and future pension liabilities. Although this figure is a large sum, this represents the total liability rather than the annual cost of pensions. It is standard practice for those pension payment liabilities due each year to be provided for out of funding made available to PSNI. There is no threat to or any danger of frontline policing being affected by this overall liability, or any risk that pensioners will not receive their payments. The annual pension bill was £166.7m relating to pension payments and lump sum gratuities.

A large part of the police budget relates to salaries and pensions (approximately 75%) and consequently, Board Members concentrate to a large degree, on Human Resource elements of the Police Budget. There has also been more interest in 2008/09 on financial issues relating to the Police Estate due to the closure and sale of police stations.

The Board has worked intensively with PSNI during 2008/09 to make sure the Service operates within budget. A large increase in hearing loss claims, coupled with provisions for an equal pay claim, has put pressure on existing operational budgets.

The Treasury through the Comprehensive Spending Review requires all Government departments, including policing, to consider future funding needs and identify savings. The Board has also worked with PSNI to conclude on a balanced budget for 2009/10 and this has required serious financial review leading to reductions in planned work areas. The Board agreed to accept the following consequences of achieving a balanced budget, in 2009/10:

- Non delivery of the Call Handling project;
- Not recruiting Police Community Support Officers;
- Reduced ability for officers to attend CORE training projects; and
- Restricted ability to review key IT systems.

Further discussions will take place between the Board and PSNI on priorities for 2010/11.

PSNI Estate Strategy

The Board wants to ensure that all PSNI resources, including the buildings from which people operate, are used to maximum benefit and to meet operational policing requirements. As a result the Board asked PSNI to develop an Estate Strategy to compliment and enhance operational policing strategies. The Board approved the strategy in May 2005, which sets out in detail how, over a 5 year period, the PSNI will invest £200 million in the construction of new stations, maintenance and upgrade programmes, running costs and security review measures to make police stations more accessible. Patten recommendations 52 and 53 proposed that police stations should have the appearance of ordinary buildings and that they should be more accessible to the public and a core element of this strategy aims to achieve this.

Another key aspect of the strategy is the review of the police estate. The PSNI is reviewing its estate to consider the need for identified stations and seeking alternative means of providing a policing service in communities. The Board understands how emotive this subject can be. In reviewing proposals from PSNI Area Commanders, the Board needs to be satisfied that full consultation has taken place, including with the local DPP, and that Area Commanders have given commitments to set out how, in the absence of a station, local policing will be delivered to ensure no deterioration in the level of service provided. To date, the Board has taken decisions on the future of 24 of the 61 stations which are to be reviewed as part of the 2005 Estate Strategy. The PSNI has also decided to keep open a further 8 stations.

The Board formally monitors the PSNI's Estate Strategy every 6 months through the Resources and Improvement Committee, as agreed in Part 3 of the Policing Plan. This includes updates on the new build projects and maintenance programme, updates on the review of police stations, progress on the Police College project and an analysis of the estate budget. The Board expects to approve a refreshed Estate Strategy during 2009/10.

Development of the Public Services College, Desertcreat

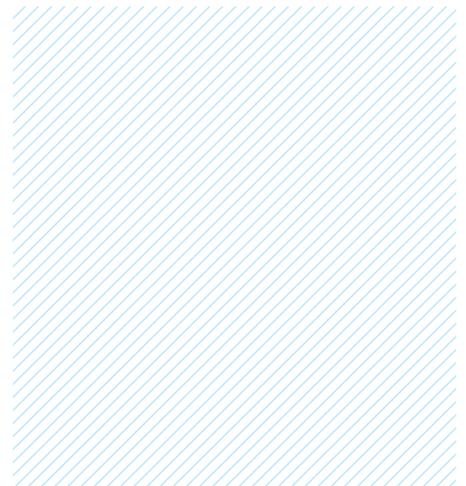
Patten recommendation 131 envisaged a new purpose built Police College. An initial specification for the College was drawn up by, presented to, and agreed by the Board in early 2003. This specification has been reworked and refined to the point where the Board approved a second Outline Business Case in November 2005.

A suitable site for the College has been located at Desertcreat near Cookstown, Co Tyrone. Outline planning permission was granted for the College at this 210 acre site in July 2005. Following an announcement with Paul Goggins MP, Minister of State, on 20 February 2007, the capital funding package was secured with agreement that the college be built on the Desertcreat site would be a shared

training facility for use by PSNI, the Northern Ireland Prison Service and the Northern Ireland Fire and Rescue Service. Shared governance arrangements have been agreed through the Desertcreat College Programme Board and the Project Steering Group. Following a competitive tendering process a Design Team was appointed in December 2008 to progress the design aspects of the project. A Project Manager was also appointed during 2008/09. In March 2009, consultants were appointed to develop and oversee the submission of a final joint Business Case to the relevant Ministers. The project remains on course for completion by 2012. The Board is represented on the Desertcreat College Programme Board by the Vice Chairman who provided regular updates to the Board throughout 2008/09.

PSNI Information Systems (IS) Strategy 2005-2008/2008-2010

This £65 million IS strategy aims to move the PSNI to the forefront of law enforcement technology by 2008 and was approved by the Board in October 2004. The IS Strategy fulfils Patten Recommendation 93 which stated that *“There should be an urgent, independent and in-depth strategic review of the use of information technology in policing. It should benchmark the Northern Ireland police against police services in the rest of the world and devise a properly resourced strategy that places them at the forefront of law enforcement technology within 3 to 5 years. It should be validated by independent assessment. The strategy should deliver fully integrated technology systems that are readily accessible to all staff and should take advantage of the best analytical and communications systems currently available. Users of the technology should play a key part in devising the strategy and in assessing its implementation”*. The 2005-2008 IS Strategy is available from the PSNI website at www.psni.police.uk. The IS Strategy covers all aspects of PSNI's work including operational policing, policing and organisational support, systems integration and infrastructure development.



The PSNI IS Strategy was validated as fit for purpose by the Police Information Technology Organisation (PITO) in December 2004. PITO were appointed by the Board and PSNI to act as independent assessors for the IS Strategy until March 2007. The sixth and final PITO independent validation report was considered by the Resources and Improvement Committee in April 2007.

From April 2007, this independent validation role was undertaken by the National Policing Improvement Agency (NPIA) within a Terms of Reference agreed by the Board, PSNI and NPIA. NPIA presented their first Validation Report under the new arrangements to the Resources and Improvement Committee in December 2007.

A revised IS Strategy - Towards 2010 is being developed to cover the period 2008 - 2010. One of the main challenges in implementing this revised strategy relates to the availability of the necessary funding to carry out the various projects following the CSR07 settlement.

Monitoring Civil Action and Compensation Claims

The Board has a statutory duty to approve all settlements involving claims made against the Chief Constable. The Chief Constable can pay damages and costs awarded against him by virtue of Section 29 of the Police (NI) Act 1998. When appropriate, the Board seeks information from the Chief Constable relating to the reason for settlement and any remedial action to be taken to prevent such claims being made in the future.

During the reporting period 2008/09, a total of 2389 claims for compensation were received.

Police Negotiating Board

The Police Negotiating Board (PNB) is the national body with overall responsibility for making recommendations to Government in respect of police officer pay, conditions and pensions. As a result of lengthy negotiations PNB recommended to the Home Secretary a 3 year pay and conditions agreement which was approved and implemented.

The 3 years agreement resulted in the following increases to police officers pay:

- 2.65% effective from 1 September 2008;
- 2.6% effective from 1 September 2009; and
- 2.55% effective from 1 September 2010.

PNB are presently considering a range of claims received from the Staff Side in respect of pay, conditions and pensions. These are being considered within the Government pay policy and in the present economic climate. The Chief Officers 2007 pay claim is still under consideration and will be further considered when commissioned research into pay and conditions for similar posts in other sectors has been concluded.

PNB is also considering proposals for a new injury on duty awards scheme for police officers. The anticipated date for the introduction of the new scheme, when agreed, is 2 January 2010.

Independent reports have been commissioned into the Northern Ireland Transitional Allowance and also the PSNI Inspectors and Chief Inspectors Temporary Non-Pensionable Supplement. Proposals will be presented to the July 2009 PNB Joint meeting for consideration and approval.

The Board is represented at PNB and actively contributes to discussions and decisions reached at PNB. It is essential that as far as practical the particular needs of policing in Northern Ireland is considered and reflected within a nationally agreed pay and conditions framework.

Overseeing PSNI Human Resources

Senior Officer Appointments

The appointment of Senior PSNI Officers is an important Board responsibility. The Board appoints officers to the ranks of Assistant Chief Constable (ACC), Deputy Chief Constable and Chief Constable.

During the period, one vacancy arose in the Chief Officer Team at ACC level due to the retirement of ACC Peter Sheridan. Following an ACC recruitment competition, the Board agreed to appoint ACC Dave Jones to the post in September 2008.

The Deputy Chief Constable's contract also expired during the period and the Board decided to offer Paul Leighton an extension of up to 3 years to his fixed term contract from 1 September 2008.

PSNI People Strategy

The Board is responsible for endorsing the PSNI People Strategy for Policing in Northern Ireland 2008 - 2011. PSNI are currently drafting the strategy, the first draft of which, was endorsed, subject to some minor changes, in January 2009

by the Board's Human Resources Committee. The strategic goal of the strategy is to have an effective People Strategy which contributes to the delivery of a progressive, professional police service for all the people of Northern Ireland. The *strategy* will be delivered through 5 *objectives*:

- focussing on delivering a workforce which is deployed appropriately;
- has the skills and experience necessary to deliver a modern policing service;
- is reflective of society;
- is happy, healthy, safety conscious and here; and
- finally the strategy must ensure value for money is achieved.

These *objectives* are supported by a 21 point action plan.



The Human Resources Committee are responsible for monitoring the delivery of this strategy every 6 months. This is achieved through the Board's Strategic Human Resources Monitoring framework. This framework was developed and agreed by the Board in June 2008. This framework provides the Committee with a mechanism to monitor the strategy and is supported by an 'at a glance' statistical dashboard. This will provide the Committee with an opportunity to consider where to focus efforts in their monitoring function.

Recruitment

All PSNI recruitment for police trainees continues to operate under 50:50 legislative arrangements. These arrangements are also in place for all recruitment of support staff for 6 or more posts. The percentage of Catholic officers in PSNI has risen from 8% in 2001 to 26% in 2009.

Police trainees

PSNI continues to recruit 440 police trainees every year. The recruitment campaign in 2008 once again proved to be very popular and attracted 8363 applicants. PSNI recruitment is a robust process and is overseen and validated by the Board's Independent Community Observers, who observe all recruitment to ensure its fairness and independence. During 2008 PSNI continued to focus its efforts in recruiting applicants from minority ethnic communities. This recruitment campaign attracted 207 applicants from minority ethnic communities. The current percentage of officers from a minority ethnic background in PSNI is 0.4%.

Police Support staff

PSNI holds recruitment campaigns throughout the year for a range of support staff roles. In 2008 PSNI held campaigns seeking candidates for Business Improvement Co-ordinators, Administration Support Assistants and Training Support Officers. All support staff in PSNI, of which there are 2503, are direct recruits to PSNI. From 1 October 2008 all PSNI support staff became direct recruits of PSNI. In 2006, the LINKS project was established with the aim of making the break with the NICS as the employer. The Board is the employing authority with the Chief Constable having the delegated responsibility for staff.

Independent Vetting Panel

The Independent Vetting Panel was established by the Police (Recruitment) (NI) regulations 2001 which gives the Chief Constable authority to establish such a panel to determine the suitability of candidates for appointment as a Police Trainee or as a member of Police Support Staff. This panel is required to include a person nominated by the Board, known as the Independent Vetting Panel Member.

The panel consists of a range of individuals with expertise in the legal field, recruitment process within PSNI, equal opportunities, diversity and personnel issues. In determining the suitability of candidates the Vetting Panel aims to ensure itself, as far as possible:

- that candidates are law abiding and are people of integrity; and
- that candidates will have the full confidence of the community in terms of their ability to enforce the law impartially.

The current Independent Vetting Panel Member has been in post since December 2004. The Board will appoint a new Independent Vetting Panel Member in December 2009, when the current postholders tenure expires.

Independent Assessor

The Police (Recruitment) (NI) Regulations 2001 require that an Independent Assessor be appointed to review the decisions made by the Vetting Panel. The Independent Assessor produces a report annually which sets out the reviews he has taken throughout the year. The current Independent Assessor is Lord Justice Campbell. There were 12 reviews within the past year and in 8 of these cases the Independent Assessor agreed with the decision of the Vetting Panel. The Chief Constable is not required to accept the Independent Assessor's recommendation.

Gender

The Police (NI) Act 2000 (s48) requires the Board to develop a Gender Action Plan to monitor the number of females employed by PSNI and the Policing Board. The first Gender Action Plan was launched in October 2004 with the current revision completed in April 2008. The overall aim of the Plan is *"To deliver a police service which both men and women experience as a progressive and professional service"*.

The percentage of female officers in PSNI has risen from 13% in 2001 to 24% in 2009. PSNI continue to attract a high number of female applicants and in the 2008 campaign females represented 3016 (36%) of all applicants. The Board, through its Human Resources Committee continues to monitor the Gender Action Plan every 6 months.

Diversity

PSNI produced its first Diversity Strategy covering 2007-10. Since then a revised action plan was published in June 2008. PSNI produced the strategy following extensive consultation. The 3 key areas of the strategy are: Race, Gender and Sectarianism, these are in turn supported by 3 overarching objectives:

1. to provide a police service, which makes people in minority and European communities, feel safer;
2. to deliver a police service which both men and women experience as progressive and professional service; and
3. to deliver a police service which contributes to building a shared future, by ensuring that it is developed by taking account of different interpretations of policing the past.

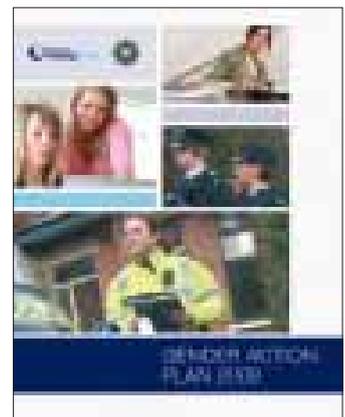
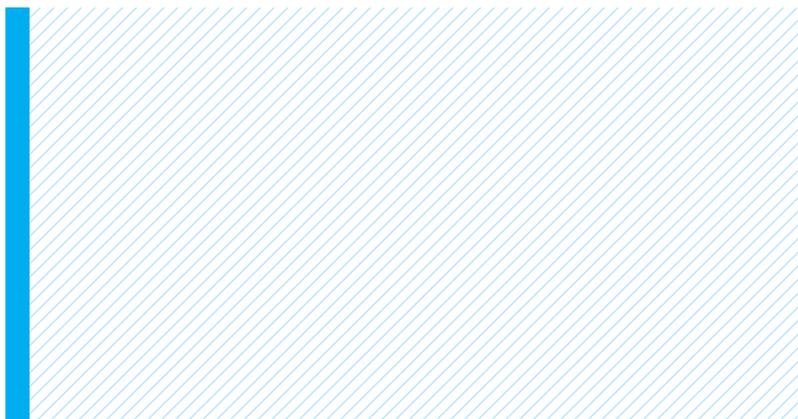
The Board is represented on the PSNI Diversity Strategic Steering Group and the Board, through the Human Resources Committee monitors the Strategy every 6 months.

Addressing Gender and Religious Imbalance

The purpose of this section is to provide an assessment of the extent to which membership of the police service is representative of the community in Northern Ireland. This is required by Section 57(f) of the Police (NI) Act 2000.

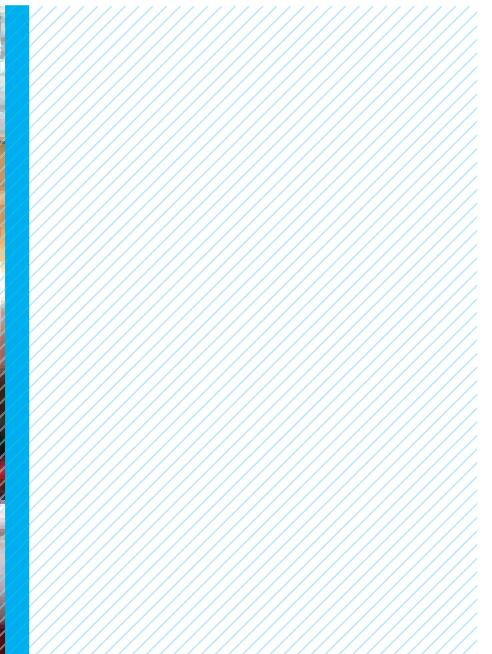
(a) Perceived Religious Affiliation: 2008 and 2009 comparison

Employee Group	Perceived Protestant		Perceived Roman Catholic		Not known		Total	Total	% Perceived Protestant		% Perceived Roman Catholic	
	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009
PSNI	5,480	5,267	1,743	1,940	185	180	7,408	7,387	74.00	71.30	23.50	26.26
Full Time Reserve	603	465	32	23	32	27	667	515	90.40	90.29	4.80	4.47
Part Time Reserve	767	687	67	63	9	8	843	758	91.00	90.63	7.90	8.31
Sub Total	6,850	6,419	1,842	2,026	226	215	8,918	8,660	76.80	74.12	20.70	23.39
Police Staff Total	2,199	2,074	482	463	99	92	2,780	2,629	79.10	78.89	17.30	17.61
TOTAL	9,049	8,493	2,324	2,489	325	307	11,698	11,289	77.40	75.23	19.90	22.05



(b) Gender: 2008 and 2009 comparison

Employee Group	Male		Female		Total		% Female	
	2008	2009	2008	2009	2008	2009	2008	2009
PSNI	5,775	5,561	1,633	1,736	7,408	7,387	22.0	23.50
Full Time Reserve	621	481	46	34	667	515	6.90	6.60
Part Time Reserve	505	449	338	309	843	758	40.1	40.77
Sub Total	6,901	6,581	2,017	2,079	8,918	8,660	22.6	24.01
Police Staff	999	956	1,781	1,673	2,780	2,629	64.1	63.64
TOTAL	7,900	7,537	3,798	3,752	11,698	11,289	32.5	33.24



Training and Development

The Board is responsible for monitoring the Training and Development of PSNI officers and support staff. This is achieved through approving and monitoring the PSNI Training Strategy. The Board, through the Human Resources committee, approved the PSNI Training Strategy 2009-2012 in March 2009. The Strategy sets out the following key aims for the training and development of all staff to:

- develop and deliver quality training which contributes to an effective police service;
- continue to build a culture which values learning;
- continue to integrate key themes including Human Rights, Diversity, Citizen Focus and Policing with the Community; and
- efficiently use and manage resources in a flexible and adaptable manner.



The Human Resources Committee monitors the implementation of the Training Strategy every 6 months. Additionally, the Board meets with all new Police Trainees whilst they are completing their Foundation Course in Garnerville. This provides the Police Trainees with an opportunity to learn more about the role and work of the Board and offers the Board representatives an opportunity to view Foundation Training first-hand. The Board continues to take an active role in all aspects of an officers' training and that of support staff.

Monitoring and approving medical retirements

The Human Resources Committee of the Board monitors PSNI Health and Safety and also has the responsibility for managing the medical retirements and injury on duty award claims in accordance with pension regulations. As part of these responsibilities the Board takes an active role in the progression of Health and Safety matters within the PSNI. This includes receiving briefings on preventative Health and Safety measures and attendance at the PSNI Corporate Health & Safety Committee meetings.

Medical Retirements/Injury on Duty Awards

The legislative authority contained in the RUC Pension Regulations 1988 and the Police Pension (NI) Regulations 2007 enables serving officers to be retired from the PSNI if they are medically unfit to perform their duties.

It is the PSNI and the PSNI Reserve (Injury Benefit) Regulations 2006 which gives effect to the payment of an injury on duty award to serving officers being medically retired and ex officers of the PSNI/RUC.

The process involves the Board's Independent Selected Medical Practitioner (SMP) making a determination on the application for medical retirement and/or injury on duty award. The SMP undertakes an assessment of every police officer referred to them who is being considered for a medical retirement and/or an injury on duty award. A total of 30 medical retirements were approved for serving officers during this period and of this total 21 were also awarded injury on duty awards.

Three retrospective medical retirements were approved for ex officers. Whilst 87 retrospective injury on duty awards were approved for ex officers of PSNI/RUC, 155 applications for retrospective injury on duty/deferred pension awards were refused.

Appeals

Under the Regulations there is the right of Appeal for both serving or retired officers who disagree with the decision of the SMP. The 1988 RUC Pension Regulations and the Police Pension (NI) Regulations 2007 in respect of medical retirement and the PSNI and PSNI Reserve (Injury Benefit) Regulations 2006 in relation to injury on duty awards are the legislative authorities. Initial processing of appeal cases is through the Board who in turn refer the appeals to the Northern Ireland Office Policing and Strategy Division who appoint an Independent Medical Referee to determine whether the SMP's decision should be upheld or overturned.

During the reporting period, 196 new appeals were received with 108 appeals settled. Of the appeals that were settled, 40 were upheld, 32 overturned and 36 withdrawn.

Extensions of Service

When the Employment Equality (Age) Regulations (NI) 2006 were introduced it became unlawful to discriminate on the basis of age in employment. The Regulations set a default retirement age of 65 to be reviewed in 2011. This default retirement age does not apply to police officers. The Police Negotiating Board (PNB) was consulted and new compulsory retirement ages were set for police officers; 60 for federated ranks and 65 for Superintendent and ACPO ranks, although the Full Time Reserve has a retirement age of 65.

The process for approving extensions of service adopted by the Board enables the Chief Constable to make decisions regarding the extension of service of a police officer. During the reporting period, the Chief Constable through the delegation provided to him approved 16 extensions of service for officers.

Continuous Improvement

The Board has a legislative duty to implement and monitor the Board and PSNI responsibilities under Part V of the Police (Northern Ireland) Act 2000 regarding economy, efficiency and effectiveness. This programme of work is detailed in Part 5 of the Policing Plan. During 2008/09, both the Board and PSNI adopted new approaches to Continuous Improvement which were published in Part 5 of the 2008-2011 Policing Plan and can be found on the Board's website at: www.nipolicingboard.org.uk The Board's Resources and Improvement Committee regularly monitored the implementation of both approaches. The PSNI Continuous Improvement arrangements were monitored at the Resources and Improvements Committee meetings in June, August and September 2008 and January 2009. The Board's Continuous Improvement arrangements were monitored at the Resources and Improvements Committee meetings in June, August and November 2008 and February 2009.

Post Implementation Reviews

During 2008/2009 the Resources and Improvement Committee reviewed the implementation/current position of recommendations made in previous Best Value Reviews, within both organisations using the agreed Post Implementation Review (PIR) process. The Resources and Improvement Committee considered the PIRs from years 2004/2005, 2005/2006, 2006/2007 and 2007/2008.

The Board carried out the following Best Value Reviews:

1. 2004/2005 - Police Administration Branch;
2. 2005/2006 - External Communications and Public Consultation;
3. 2006/2007 - Holding the Chief Constable to Account; and
4. 2007/2008 - Community Engagement.

The PSNI carried out the following Best Value Reviews:

1. 2004/2005 - Six Best Value Reviews, (all outstanding recommendations associated with the following Best Value reviews were discharged in 2008/09; Application of the National Intelligence Model (NIM) in Roads Policing, Occupational Health and Welfare Services and Transport Services);
2. 2005/2006 - Police Patrol Function;
3. 2006/2007 - Partnerships (all outstanding recommendations associated with this Best Value review were discharged in 2008/09); and
4. 2007/2008 - Protecting Vulnerable People.

The assessments were as follows;

Northern Ireland Policing Board

2004/2005

Police Administration Branch (100% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of these recommendations include; better communications with stakeholders, better management information available, improvements in contract management and improved performance management systems.

2005/2006

External Communications and Public Consultation (100% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of these recommendations include; development of a “rolling” 4 year NIPB Statistical and Research Strategy, a new Board website which went live in May 2007 and delivery of plain English training.

2006/2007

Holding the Chief Constable to Account (94% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation

of these recommendations include; more effective and efficient arrangements to monitor, question and hold the Chief Constable and other senior officers to account.

2007/2008

Community Engagement (83% of recommendations implemented / superseded). Service delivery improvements/benefits arising from the implementation of these recommendations include; clearer definition of community engagement, increased focus on the types of community engagement activities undertaken, and increased/improved interaction between the Board, other criminal justice agencies and the general public.

PSNI

2004/2005

Enquiry Offices (81% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of these recommendations include; better communications, improved Human Resources procedures and improved internal systems.

Clearance Rates in Dungannon/South Tyrone DCU (100% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of these recommendations include; better resource management, improved communications and management/performance information and improvements in the initial investigation process.

Fixed Penalty Processing Centre (84% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of these recommendations include; improved information processing, better communication with the public, better monitoring and reporting processes and greater clarity around legislation and responsibilities.

Transport Services (100% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of these recommendations include; cost savings achieved (e.g. resale of vehicles, use of diesel etc), efficiencies achieved by using outsourced services, improved resource management and process/policy improvements.

PSNI Occupational Health and Welfare (100% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of these recommendations include; better performance management, improved communications, improved resource management and improved internal processes.

2005/2006

Police Patrol function (86% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of these recommendations include; formation of the Training Strategy Steering Group and Professional Development Units, and increased usage of Single Officer Patrols.

2006/2007

Partnerships (100% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of these recommendations include; development of a Draft Policy Directive, streamlined approach to drug and alcohol related training, and greater information sharing between PSNI, NI Housing Executive and local Councils.

2007/2008

Protecting Vulnerable People (95% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of these recommendations include; use of IT systems to facilitate improved protection of vulnerable people; and introduction and updating of Policy Directives and Services Procedures to provide guidance to PSNI Officers.

The full PIR Reports from the above Best Value Reviews can be found on the Policing Board website at www.nipolicingboard.org.uk

Review Of Best Value Methodology

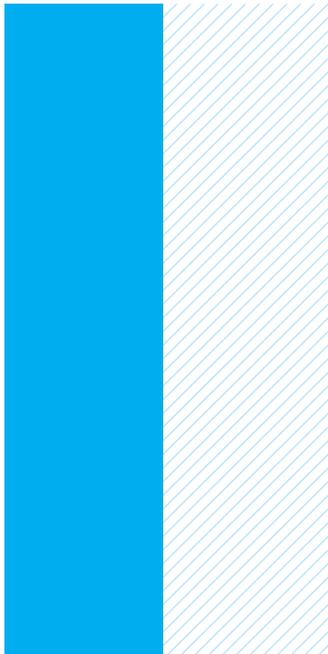
During 2008-2009, the Board along with PSNI continued to review their approaches to Continuous Improvement/Best Value, taking into consideration the wider impact of legislative changes occurring in England and Wales regarding Continuous Improvement. Both organisations proposed revised approaches to this area of work which were approved by the Resources and Improvement Committee in February 2009 and details of the planned approaches to Continuous Improvement in both PSNI and the Board for 2009-2010 can be found in Part 5 of the 2009-2012 Policing Plan which can be found on the Board's website at www.nipolicingboard.org.uk

The Board continues to use the wealth of experience brought by the membership of the Continuous Improvement Strategic Working Group to advise and deliver Continuous Improvement/Best Value. This group is made up of representatives from PSNI, NIO, NAO, HMIC, CJINI, APA and NIPB. It reviews the progress against the Best Value Performance Plan to date, implementation of recommendations from past reviews, planned inspection activity involving other agencies such as CJINI

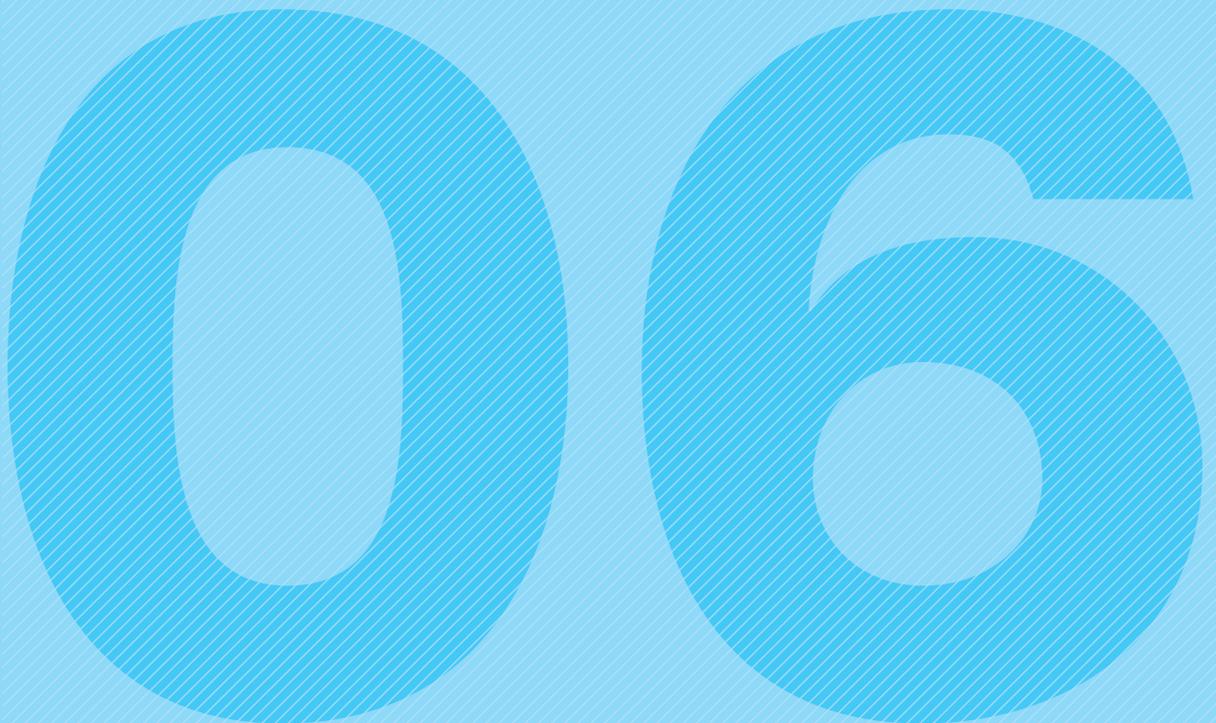
and HMIC and changing legislation in England and Wales in respect of Continuous Improvement and Best Value.

Inspection Of Best Value Arrangements

The National Audit Office (NAO), supported by Her Majesty's Inspectorate of Constabulary carry out an annual review of the Board's obligations under Part V of the Police (NI) Act 2000. These reports provide an independent assessment of the Board's approach to Best Value/Continuous Improvement and support their conclusions with appropriate recommendations to further improve the approach to this area of work. These reports can be found at www.nao.gov.uk and www.homeoffice.gov.uk/hmic



REMUNERATION REPORT



Remuneration Report

Remuneration Policy

The Board remunerates three distinct categories of employees and members.

Independent Board Members

Independent members are appointed by the NIO. The remuneration and allowances of members is dictated by the requirements of the Police (NI) Act 2000, Schedule 1, part 2, paragraph 5-(1) - "The Board may pay the Chairman, Vice-Chairman and other members of the Board such remuneration and allowances as the Secretary of State may determine."

Political Board Members

Political members are appointed using the D'Hondt principals pertaining to the Local Northern Ireland Assembly. When the Assembly is fully operational, Political members of the Board do not receive additional remuneration for their work on the Board, above their MLA allowance. During periods when the local Assembly is not fully operational, Political members receive an allowance up to the total of that received by an Independent member of the Board, but no more than the difference between the amount equal to a full MLA Assembly allowance and that paid when the local Assembly is not fully operational.

Senior Officials

The Chief Executive and most Directors included in this report are direct recruits of the Board. The Chief Executive and the Deputy Chief Executive posts are aligned with the Senior Civil Service and are remunerated accordingly. The Directors are all remunerated in accordance with Civil Service remuneration conditions and pay scales. In line with Civil Service pay and conditions, the Board operates a Special Bonus Scheme which applies to all staff in the Board, except the Chief Executive and the Deputy Chief Executive. The bonus is performance related and is not of significant value, averaging £240 for each member of staff that receives a bonus.

Service Contracts

Independent members are appointed by the NIO for a period of four years in accordance with the Police (NI) Act 2000, Schedule 1, part 3, paragraph 8.

Board officials are appointed on merit on the basis of fair and open competition. The officials covered by this report hold appointments which are open-ended until they

reach the normal retiring age of 60. The policies relating to notice periods and termination payments are contained in the Northern Ireland Civil Service (NICS) Staff Handbook.

Salary and Pension Entitlements

The following sections provide details of the remuneration of Board members and the remuneration and pension interests of the senior officials of the Board.

Board Members Salary Entitlements

Remuneration of Board members is disclosed below. None of the posts are pensionable and the only other primary benefit is the payment of expenses for home to office travel and the associated taxation, totalling £21,362 (2007/08: £10,673).

Remuneration for Independent Board members (excluding the Chair and Vice-Chair) is £19,884 per annum (2007/08: £19,437) with Independent members receiving additional responsibility allowances, as detailed below.

Political members do not normally receive remuneration from the Board unless the Assembly is suspended and their salary is reduced. This was the case during part of 2007/08 and Political members were paid a level of remuneration based on the amount paid to Independent members. However, the total paid when added to their reduced Assembly salary cannot exceed the maximum salary that they would receive if the Assembly were operational.

The Northern Ireland Assembly was suspended in October 2002 and all Board members at that time were re-appointed as Independent members by the Secretary of State for Northern Ireland under Schedule 1, Part 2 of the Police (NI) Act 2000, which deals with membership during suspension of devolved government. Members who were previously appointed as Political members continued to receive a reduced salary from the Assembly and were paid remuneration from the Board until 07 May 2007. The Assembly became fully operational on 08 May 2007 and thereafter Political members received a full Assembly salary and no remuneration from the Board.

The Board was reconstituted on 22 May 2007 and Political members appointed at this time do not receive remuneration from the Board. Details of all Board members can be found in the Membership of the Northern Ireland Policing Board section of this report.

Board members remuneration, which includes a special responsibility allowance for some members, is disclosed below:

Audited Information		
Name and Title	2009	2008
	£000	£000
Professor Sir D Rea (Chairman)	59	55
Mr B Gilligan (Vice-Chairman)	44	41
Mrs R Moore	23	22
Mr B Rea	23	22
Mr T Ringland	24	22
Mr S Sharma	22	20
Ms M McKee (appointed 22/05/07)	23	19
Mr G O'hEara (appointed 22/05/07)	22	18
Mr D Rose (appointed 22/05/07)	22	18

[Additional responsibility allowances for 2008/09 are detailed below:](#)

R Moore, £3,069, Vice Chair of Human Resources Committee.

S Sharma, £1,637, Representational duties.

B Rea, £3,069, Vice Chair of Resources and Improvement Committee.

T Ringland, £3,837, Chair of the Audit and Risk Management Committee.

M McKee, £3,069, Vice Chair of Human Rights and Professional Standards Committee.

G O'hEara, £1,637, Representational duties.

D Rose, £1,637, Representational duties.

[Additional responsibility allowances for 2007/08 are detailed below:](#)

R Moore, £2,801, Vice Chair of Human Resources Committee.

B Rea, £2,801, Vice Chair of Resources and Improvement Committee.

T Ringland, £3,501, Chair of the Audit and Risk Management Committee.

S Sharma, £1,494, Representational duties.

M McKee, £2,508, Vice Chair of Human Rights and Professional Standards Committee.

G O'hEara, £1,338, Representational duties.

D Rose, £1,338, Representational duties.

J Byrne, £157, Representational duties to 07 May 2007.

B Duddy, £230, Vice Chair of Audit and Risk Management Committee to 07 May 2007.

D MacBride, £157, Representational duties to 07 May 2007.

P McCabe, £157, Representational duties to 07 May 2007.

Professor Sir D Rea resigned as Chairman on 31 May 2009. Mr B Gilligan was appointed as Chairman and Mr B Rea as Vice-Chairman on 01 June 2009.

Salary and pension entitlements of Senior Officials

'Salary' includes gross salary, performance pay or bonuses, overtime and any other allowance to the extent that it is subject to UK taxation. This report is based on payments made by the Board and thus recorded in these accounts.

The monetary value of benefits in kind covers any benefits provided by the employer and treated by the Inland Revenue as a taxable emolument. No benefits in kind were paid to senior employees.

The salary and pension entitlements of the most senior officials were as follows:

Audited Information				
Title	2009		2008	
	Salary £000	Benefits in kind (to nearest £100)	Salary £000	Benefits in kind (to nearest £100)
Chief Executive (appointed 04/03/09)	5 - 10	-	-	-
Chief Executive (resigned 18/08/08)	50 - 55	-	105 - 110	-
Deputy Chief Executive (Acting Chief Executive period 19/08/08 - 03/03/09)	80 - 85	-	60 - 65	-
Director of Community Engagement	50 - 55	-	45 - 50	-
Director of Corporate Services	50 - 55	-	45 - 50	-
Director of Planning	50 - 55	-	45 - 50	-
Director of Policy (period 01/04/07 to 07/09/07)	-	-	20 - 25	-
Director of Policy (seconded 10/09/07 to 31/08/08, appointed 01/09/08)	45 - 50	-	20 - 25	-

The figure quoted for the Director of Policy for the period 01 April 2007 to 07 September 2007 covers the period prior to that Director going on loan to the NIO. The full year equivalent is £50k - £55k.

The figure quoted for the Director of Policy from the 10 September 2007 is in relation to a member of staff seconded from the Northern Ireland Assembly to replace the previous Director of Policy on loan to the NIO. The full year equivalent is £40k - £45k. This staff member took up a permanent post from 01 September 2008.

The full year equivalent figure quoted for the Chief Executive employed for the period 01 April 2008 to 18 August 2008 is £115k - £120k.

The full year equivalent figure quoted for the Chief Executive employed for the period 04 March 2009 to 31 March 2009 is £105k - £110k.

Pension Benefits

Pension entitlements of the most senior employees are shown below:

Audited Information					
Title	Accrued pension at age 60 as at 31/3/09 and related lump sum	Real increase in pension at age 60 and related lump sum at age 60	CETV at 31/03/09	CETV at 31/03/08	Real increase in CETV
	£000	£000	£000	£000	£000
Chief Executive (appointed 04/03/09)	0.0 - 5.0 Nil lump sum	0.0 - 2.5 Nil lump sum	-	-	-
Chief Executive (resigned 18/08/08)	30.0 - 35.0 No automatic lump sum (premium member)	(2.5) - 0.0 No automatic lump sum (premium member)	442	444	(27)
Deputy Chief Executive	25.0 - 30.0 Plus lump sum of 75.0 - 80.0	5.0 - 7.5 Plus lump sum of 15.0 - 17.5	508	363	111
Director of Community Engagement	15.0 - 20.0 Plus lump sum of 50.0 - 55.0	0.0 - 2.5 Plus lump sum of 2.5 - 5.0	367	308	30
Director of Corporate Services	15.0 - 20.0 Plus lump sum of 45.0 - 50.0	0.0 - 2.5 Plus lump sum of 5.0 - 7.5	219	178	26
Director of Planning	10.0 - 15.0 Plus lump sum of 30.0 - 35.0	0.0 - 2.5 Plus lump sum of 2.5 - 5.0	148	118	19
Director of Policy (period 01/04/07 to 07/09/07)	-	-	-	109	-
Director of Policy (seconded 10/09/07 to 31/08/08, appointed 01/09/08)	5.0 - 10.0 Plus lump sum of 15.0 - 20.0	0.0 - 2.5 Plus lump sum of 2.5 - 5.0	81	56	19

Northern Ireland Civil Service (NICS) Pension arrangements

Pension benefits are provided through the Northern Ireland Civil Service pension arrangements which are administered by Civil Service Pensions (CSP). Staff in post prior to 30 July 2007 may be in one of three statutory based 'final salary' defined benefit arrangements (classic, premium, and classic plus). These arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, and classic plus are increased annually in line with changes in the Retail Prices Index (RPI). New entrants joining on or after 01 October 2002 and before 30 July 2007 could choose between membership of premium or joining a good quality 'money purchase' stakeholder arrangement with a significant employer contribution (partnership pension account). New entrants joining on or after 30 July 2007 are eligible for membership of the nuvos arrangement or they can opt for a partnership pension account. Nuvos is an 'earned pension' arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current rate is 2.3%. Earned pension benefits are increased annually in line with increases in the RPI and attract annual pension increase.

Employee contributions are set at the rate of 1.5% of pensionable earnings for classic and 3.5% for premium, classic plus and nuvos. Benefits in classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic plus is essentially a variation of premium, but with benefits in respect of service before 01 October 2002 calculated broadly as per classic.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. Pension age is 60 for members of classic, premium and classic plus and 65 for members of nuvos.

Further details about the CSP arrangements can be found at the website www.civilservice-pensions.gov.uk

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003/04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the CSP arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with the Occupational Pension Schemes (Transfer Values) (Amendment) Regulations and do not take account of any actual or potential benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real Increase in CETV

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Compensation for loss of office

No compensation payments were made in the year as a result of loss of office.



A Donaldson MBE DL

Chief Executive
17 June 2009

NORTHERN IRELAND POLICING BOARD FINANCIAL STATEMENTS



Northern Ireland Policing Board Financial Statements

Statement of the Northern Ireland Policing Board and Chief Executive's Responsibilities

Under Paragraph 16 of Schedule 1 of the Police (NI) Act 2000, as amended by the Police (NI) Act 2003, the Secretary of State with the consent of HM Treasury has directed the Northern Ireland Policing Board to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Northern Ireland Policing Board and of its income and expenditure, recognised gains and losses and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- Observe the Accounts Direction issued by the NIO, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the accounts; and
- Prepare the accounts on a going concern basis.

The Permanent Under Secretary of the NIO has appointed the Chief Executive of the Board as the Accounting Officer. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for the keeping of proper records and for safeguarding the Board's assets, are set out in *Managing Public Money* published by HM Treasury.

Statement on Internal Control

Scope of Responsibility

As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of the Board policies, aims and objectives, whilst safeguarding the public funds and Board assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money.

I am directly accountable to the Accounting Officer of the NIO and may be called upon to appear before the Public Accounts Committee. The responsibilities of an Accounting Officer are set out in the Police (NI) Act 2000 and in the HM Treasury publication, Managing Public Money.

Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Board policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Board for the year ended 31 March 2009 and up to the date of approval of the annual report and accounts, and accords with Treasury guidance.

Capacity to Handle Risk

Leadership is provided through the Chief Executive, the Senior Management Team (SMT) and the Audit and Risk Management Committee, with Directors being held responsible for the management of risk within their area of responsibility.

The Risk Management Framework document details the Board's attitude to risk as 'risk averse' and also details the roles and responsibilities of all parties involved in the risk management process.

Staff are aware of this framework and guidance is provided through regular Branch Meetings. Training is also provided for staff to equip them with the necessary knowledge and skills to manage risk in a way appropriate to their authority and duties.

The Risk and Control Framework

Risks are identified, evaluated and monitored through regular updates and reviews conducted by the Accounting Officer and his Senior Management Team. Risks must be linked to the Corporate and Business Plans of the Board to ensure relevance. The Corporate and Directorate Risk Registers are reviewed at least twice yearly or more frequently as determined by the SMT. These areas are discussed and action is agreed at SMT meetings.

Each Director is responsible for providing a stewardship statement every six months which is assessed against their Directorate Business Plan on issues of risk. Within this statement they will demonstrate how they have controlled risks during these periods and highlight any areas, which might adversely affect the performance of their Directorate or the organisation as a whole. The Accounting Officer provides progress reports through the Audit and Risk Management Committee.

The Board defines the organisation's risk appetite as risk aware and prudent. The Board is committed to embedding risk management within the activities of the organisation as a priority in developing an appropriate Corporate Governance environment and through inclusion in the corporate planning and decision making processes.

Information Assurance

Information Assurance is the confidence that the Board's Information Systems will protect the information they handle and will function, as they need, when they need and under the control of authorised/legitimate users. More specifically, Information Assurance seeks to protect and defend information and information systems by ensuring confidentiality, integrity and availability, in addition to other such properties, such as, authentication, accountability, non-repudiation and reliability. These goals are relevant whether the information is in electronic or hard copy, storage, processing or transit and whether threatened by malice or accident by employees or contractors.

The Board continually reviews these arrangements and these are addressed by internal validating to ensure compliance with various regulations, policies and standards, with each Directorate contributing to this overall assessment. I am currently reviewing procedures with managers to ensure the Board complies with all legislation, policies and standards.

Data handling policies and procedures issued by Treasury/NIO are being complied with. Members and staff have been provided with training, advice and guidance on their responsibilities regarding Information Assurance. Both physical and electronic

controls are in place to secure storage of personal data, retention and disposal policies and schedules, are being adhered to and reviewed in line with guidance and is being reviewed on a regular basis.

I can currently advise that I am not aware that any breach of Information Assurance has occurred during the year within the Board.

Review of Effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within the Board who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their report to those charged with governance and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Board, the Audit and Risk Management Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Up to 2001/02, Grants were paid by our predecessor body, the Police Authority for Northern Ireland, to various town partnerships in relation to CCTV schemes. In 2005/06, the NIPB CCTV Project Board and PriceWaterhouseCoopers (PWC), the Board's Internal Auditors, continued investigations into payments made to one partnership. PWC have now reached the position that assurance can be given about a substantial proportion of the monies awarded to the scheme and that there is now a CCTV scheme in place. It was recommended, on advice from the Crown Solicitors Office, that any monies unaccounted for, be pursued by means of a meeting between the respective legal Counsels who have been instructed in this matter. The meeting took place in June 2006 and produced some evidence to provide assurance around some of the expenditure. A further meeting of the respective Counsels took place later that year but despite best efforts it was necessary to list this case for hearing in the High Court to seek recovery of the unaccounted for monies. The first hearing to set a date for trial was scheduled for 23 April 2007, a further review took place on 1 June 2007 and the case was allocated a listing of 27 September 2007, however, following further negotiations the Board has agreed a sum of £10,000 which has been subsequently received as full and final settlement with respect to the Board's claim against Ballynahinch CCTV Partnership in respect of this matter.

During the year PWC provided an Internal Audit Service and submitted regular reports together with recommendations for improvements where appropriate. Their Internal Audit Annual Report for 2008/09 contains an overall assurance statement on the Board's internal control framework, governance and risk management process.

On the basis of the audit work performed during the year, they were able to provide **substantial assurance** in relation to the adequacy of the systems of control in place within the organisation and their operation throughout the period under review. They have received positive responses from management on all issues raised and acknowledge that improvements and enhancements in controls have already and are being made.



A Donaldson MBE DL

Chief Executive

17 June 2009

The Certificate and Report of the Comptroller and Auditor General to The Houses Of Parliament

I certify that I have audited the financial statements of the Northern Ireland Policing Board for the year ended 31 March 2009 under the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003. These comprise the Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and Statement of Recognised Gains and Losses and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Northern Ireland Policing Board, Chief Executive and auditor

The Northern Ireland Policing Board and Chief Executive as Accounting Officer are responsible for preparing the Annual Report, which includes the Remuneration Report and the financial statements in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and directions made thereunder by the Secretary of State for Northern Ireland and for ensuring the regularity of financial transactions. These responsibilities are set out in the Statement of Northern Ireland Policing Board and Chief Executive's responsibilities.

My responsibility is to audit the financial statements and the part of the Remuneration Report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and directions made thereunder by the Secretary of State for Northern Ireland. I report to you whether, in my opinion, the information, which comprises the management commentary, included in the Annual Report is consistent with the financial statements. I also report whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

In addition, I report to you if the Northern Ireland Policing Board has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by HM Treasury regarding remuneration and other transactions is not disclosed.

I review whether the Statement on Internal Control reflects the Northern Ireland Policing Board's compliance with HM Treasury's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or form an opinion on the effectiveness of the Northern Ireland Policing Board's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. This other information comprises the Chairman's foreword, Chief Executive's foreword, Membership of the Northern Ireland Policing Board, Work of the Northern Ireland Policing Board, Glossary and the unaudited part of the Remuneration Report. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

Basis of Audit Opinions

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgements made by the Northern Ireland Policing Board and Accounting Officer in the preparation of the financial statements, and of whether the accounting policies are most appropriate to the Northern Ireland Policing Board's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or error, and that in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

Opinions

In my opinion:

- the financial statements give a true and fair view, in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and directions made thereunder by the Secretary of State for Northern Ireland, of the state of the Northern Ireland Policing Board's affairs as at 31 March 2009 and of its deficits, recognised gains and losses and cash flows for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and the directions made thereunder by the Secretary of State for Northern Ireland; and
- information, which comprises the management commentary, included within the Annual Report, is consistent with the financial statements.

Opinion on Regularity

In my opinion, in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Report

I have no observations to make on these financial statements.

Amyas C E Morse

Comptroller and Auditor General
National Audit Office
151 Buckingham Palace Road
Victoria
London
SW1W 9SS
7 July 2009

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2009

	Notes	2009 £000	2008 £000
INCOME			
Other Income	2	163	9
TOTAL INCOME		163	9
EXPENDITURE			
Staff Costs	3(b)	2,453	2,392
Grant to District Policing Partnerships	4	2,941	3,176
Other Operating Costs	5	2,850	2,542
Depreciation and loss on disposal	7	43	42
Permanent Diminution	7	2	1
Notional Cost of Capital	6	(13)	(10)
TOTAL EXPENDITURE		8,276	8,143
NET EXPENDITURE		8,113	8,134
Reversal Of Notional Cost Of Capital	6	13	10
NET EXPENDITURE TRANSFERRED TO RESERVES		8,126	8,144

The notes on pages 119 to 134 form part of these financial statements.

STATEMENT OF RECOGNISED GAINS AND LOSSES FOR THE YEAR ENDED 31 MARCH 2009

	Notes	2009 £000	2008 £000
Surplus on the indexation of fixed assets	11	3	-
Total recognised gains for the year		3	-

BALANCE SHEET AS AT 31 MARCH 2009

	Notes	2009		2008	
		£000	£000	£000	£000
FIXED ASSETS					
Tangible Fixed Assets	7		95		121
CURRENT ASSETS					
Debtors	8	160		181	
Cash at bank and in hand	9	108		80	
		<u>268</u>		<u>261</u>	
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	10	(766)		(735)	
NET CURRENT LIABILITIES			(498)		(474)
NET LIABILITIES			<u>(403)</u>		<u>(353)</u>
FINANCED BY:					
General Reserve	11		(406)		(353)
Revaluation Reserve	11		3		-
			<u>(403)</u>		<u>(353)</u>



A. Donaldson MBE DL

Chief Executive

17 June 2009

The notes on pages 119 to 134 form part of these financial statements.

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2009

	Notes	2009 £000	2008 £000
OPERATING ACTIVITIES			
Net Cash Outflow from Operating Activities	12 (a)	(8,029)	(8,019)
CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT			
Payment to acquire tangible fixed assets	7	(16)	(32)
FINANCING			
	12 (b)	8,073	8,010
INCREASE/(DECREASE) IN CASH			
	12 (c)	28	(41)

The notes on pages 119 to 134 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

1 STATEMENT OF ACCOUNTING POLICIES

The financial statements have been prepared in accordance with the 2008/09 Government Financial Reporting Manual (FReM) issued by HM Treasury. The particular accounting policies adopted by the Board are described below. They have been applied consistently in dealing with items considered material in relation to the accounts.

1.1 Accounting Convention

These accounts have been prepared under the historical cost convention, modified to account for the revaluation of fixed assets at their value to the business by reference to their current costs.

1.2 Grants-in-Aid and Grants

Grant-in-Aid and Grant received used to finance activities and expenditure which support the statutory and other objectives of the entity are treated as financing and credited to the General Reserve, because they are regarded as contributions from a controlling party.

1.3 Tangible Fixed Assets

Tangible fixed assets are revalued annually in accordance with the Office for National Statistics indices as published by the Stationery Office.

Surpluses on revaluation are taken to the revaluation reserve. Deficits on revaluation are charged to the Income and Expenditure Account. The minimum level of capitalisation as an individual or grouped fixed asset is £500. The Board does not own any land or buildings. A charge for accommodation costs is included in the Income and Expenditure Account.

1.4 Depreciation

Depreciation is provided on all fixed assets from the month they are brought into service, on a straight-line basis in order to write off the cost or valuation over their estimated useful lives.

The estimated useful lives of all assets are as follows:

Furniture & Fittings	5 - 12 years
IT equipment	5 years

1.5 Early Departure Costs

The Board is required to account for the cost of paying pensions of employees who retire early from the date of their retirement until they reach normal pensionable age. The Board provides in full for the cost of meeting pensions up to normal retirement age in respect of early retirement programmes in the period. The total costs of these programmes are recognised in the year the announcement is made. There were no early departures during the year.

1.6 Pension Costs

Past and present employees are covered by the provisions of the Principal Civil Service Pension Schemes (PCSPS (NI)). The defined benefit elements of the schemes are unfunded and are non-contributory except in respect of dependents benefits. The Board recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employees' services by payments to the PCSPS (NI) of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS (NI). In respect of the defined contribution elements of the schemes, the Board recognises the contributions payable for the year.

1.7 Value Added Tax (VAT)

Income and Expenditure are shown exclusive of VAT which is recoverable in most cases from HM Revenue and Customs, in accordance with section 20 of the Value Added Tax Act 1983.

1.8 Notional Charges

- (i) Notional amounts are charged to the Income and Expenditure Account in respect of services provided by Government Bodies in order to reflect the full cost of these services. However there have been no such notional amounts charged to the Income and Expenditure Account.
- (ii) A notional charge for interest on capital is included in the Income and Expenditure Account. This is calculated at 3.5% (2007/08: 3.5%) of the average value of total assets less total liabilities.

1.9 Leases

Rentals paid under operating leases are charged to the Income and Expenditure Account as incurred.

1.10 Insurance

Except where there is a statutory requirement to do so, the Board does not take out general insurance. Instead, expenditure in connection with uninsured risks is charged as incurred.

2 OTHER INCOME

Other income is in relation to grants receivable from the International Fund for Ireland (IFI). This grant is in respect of financial assistance towards a pilot programme to develop the capacity of the DPPs to engage with the community. An equivalent amount has been accounted for in other operating costs, leaving no impact on net expenditure for IFI transactions.

3 STAFF NUMBERS AND RELATED COSTS

(a) Board Members

The average number of Members during the year was 19 (2007/08: 18).

(b) Staff costs comprise:

	2009 £000	2008 £000
Permanently employed staff		
Wages and Salaries	1,814	1,811
Social Security Costs	146	147
Other Pension Costs	271	276
Total permanent staff costs	2,231	2,234
Secondments/Agency costs	222	158
Total Cost	2,453	2,392

The average number of persons employed:

The average number of whole-time equivalent persons employed during the year was as follows:

	2009 Number	2008 Number
Permanently employed staff		
Senior Management	5	5
Other directly employed staff	49	52
Total permanent staff numbers	54	57
Secondments/Agency	7	6
Total number of employees	61	63

(c) Principal Civil Service Pension Scheme (Northern Ireland) (PCSPS (NI))

The PCSPS (NI) is an unfunded multi-employer defined benefit scheme but the Board is unable to identify its share of the underlying assets and liabilities. The most up to date actuarial valuation was carried out as at 31 March 2007 and details of this valuation are available in the PCSPS (NI) resource accounts.

For 2008/09, employers' contributions of £270,622 were payable to the PCSPS (NI) (2007/08: £276,586) at one of four rates in the range 16.5 to 23.5 per cent of pensionable pay, based on salary bands. The scheme's Actuary reviews employer contributions every four years following a full scheme valuation. From 2009/10, the salary bands will be revised but the rates will remain the same. (The rates will be changing with effect from April 2010). The contribution rates are set to meet the cost of the benefits accruing during 2008/09 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

Further information on pensions can be found in the Remuneration Report and in the Statement of Accounting Policies note 1.6.

4 GRANTS TO DISTRICT POLICING PARTNERSHIPS (DPPs)

District Policing Partnership	2009 £000	2008 £000
Antrim	101	104
Ards	107	115
Armagh	106	115
Ballymena	99	98
Ballymoney	100	105
Banbridge	104	102
Belfast	384	350
Carrickfergus	90	87
Castlereagh	103	107
Coleraine	101	99
Cookstown	95	90
Craigavon	105	118
Derry	106	120
Down	105	101
Dungannon	106	103
Fermanagh	110	112
Larne	82	86
Limavady	100	105
Lisburn	135	135
Magherafelt	76	87
Moyle	96	98
Newry and Mourne	107	125
Newtownabbey	104	111
North Down	117	131
Omagh	95	104
Strabane	100	99
Reconstitution	7	169
Total	2,941	3,176

Funding of the DPPs is by way of the payment of a grant by the Board to each of the District Councils. The amount of grant is 75% of the cost of operating the DPPs, including salaries, travel, allowances and operating costs, with the remaining 25% funded by the District Councils. The grant is recognised on an accruals basis in the Board's financial statements. A comparison of amounts paid against actual costs incurred for the year to the final amount due, gives rise to a Creditor balance, representing the final payment due to the DPPs from the Board for 2008/09 expenditure.

The final costs for the DPP Reconstitution occurred in 2008/09 which related to the final report.

5 OTHER OPERATING COSTS

	2009	2008
	£000	£000
Travel & Subsistence	116	128
Training Costs	69	46
Hospitality	5	5
Press & Public Relations	318	349
Custody Visitors and Independent Observers	75	105
Crown Solicitor Costs	134	26
Public Attitude Surveys	74	139
Human Rights Monitoring	198	167
Pension Medical Services and Appeals	309	233
Telephones, postage, stationery and other running costs	105	105
Accommodation Costs	663	663
Information Technology	229	178
External Audit Fees	19	15
Special investigations (Omagh)	22	25
Other Costs	351	349
International Fund for Ireland expenditure	163	9
Total Other Operating Costs	2,850	2,542

6 NOTIONAL COST OF CAPITAL

	2009	2008
	£000	£000
The notional cost of capital is calculated as 3.5% of the average value of total assets less total liabilities.	(13)	(10)
	<u>(13)</u>	<u>(10)</u>

7 TANGIBLE FIXED ASSETS

	Computer Equipment	Furniture & Fittings	Total
	£000	£000	£000
COST OR VALUATION			
At 1 April 2008	140	169	309
Additions	9	7	16
Disposals	(1)	-	(1)
Revaluation	(3)	8	5
At 31 March 2009	<u>145</u>	<u>184</u>	<u>329</u>
ACCUMULATED DEPRECIATION			
At 1 April 2008	79	109	188
Provided in Period	19	23	42
Disposals	-	-	-
Backlog Depreciation	(1)	5	4
At 31 March 2009	<u>97</u>	<u>137</u>	<u>234</u>
NET BOOK VALUE			
At 31 March 2009	<u>48</u>	<u>47</u>	<u>95</u>
At 31 March 2008	<u>61</u>	<u>60</u>	<u>121</u>

8 DEBTORS

	2009	2008
	£000	£000
Amounts due within one year:		
Other Debtors (VAT)	45	108
Prepayments and Accrued Income	109	69
Debtor Balances with Local Authorities	4	4
Debtor Balances with Central Government	2	-
	<u>160</u>	<u>181</u>

Debtor balances with local authorities are with the District Councils and relate to the DPPs.

9 CASH AT BANK AND IN HAND

	2009	2008
	£000	£000
Commercial Banks and Cash in Hand	108	80

10 CREDITORS

(a) Analysis by type	2009	2008
	£000	£000
Amounts due within one year:		
Other Taxation and Social Security	10	5
Trade Creditors	387	324
Accruals and deferred income	20	32
Balances due to District Policing Partnerships	349	374
	<u>766</u>	<u>735</u>

(b) Intra-Government Balances	2009	2008
	£000	£000
Amounts due within one year:		
Balances with other central government bodies	250	117
Balances with local authorities	357	375
Subtotal: intra-government balances	<u>607</u>	<u>492</u>
Balances with bodies external to government	159	243
	<u><u>766</u></u>	<u><u>735</u></u>

Balances with other central government bodies are with the Crown Solicitors Office, the National Audit Office, HM Revenue and Customs, the Northern Ireland Office and the Department of Finance and Personnel.

Creditor balances with local authorities are with the District Councils and relate to the DPPs.

11 RECONCILIATION OF MOVEMENT ON RESERVES

	General Reserve	Revaluation Reserve	Total Reserves
	£000	£000	£000
At 1 April 2008	(353)	-	(353)
Grant received from NIO RfR 1 'Police'	8,073	-	8,073
Transfer to Revaluation reserve	-	3	3
Transfer from Income and Expenditure Account	(8,126)	-	(8,126)
At 31 March 2009	<u><u>(406)</u></u>	<u><u>3</u></u>	<u><u>(403)</u></u>

12 NOTES TO THE CASH FLOW STATEMENT

Note (a) Reconciliation of operating net expenditure to net inflow from operating activities.

	2009	2008
	£000	£000
Net expenditure transferred to Reserves	(8,126)	(8,144)
Adjustment for non-cash Transactions:		
Depreciation	43	42
Permanent Diminution	2	1
Adjustments for movements in Working Capital:		
Decrease in Debtors	21	17
Increase in Creditors	31	65
Net Cash Outflow from Operating Activities	(8,029)	(8,019)

Depreciation includes an amount of £1k in relation to a loss on disposal of I.T. assets. No proceeds from disposal were received as all I.T. assets disposed of are destroyed and not sold (2007/08: £1k).

Note (b) Analysis of financing

	2009	2008
	£000	£000
Grant-in-Aid received from NIO RfR 1 'Police'	8,073	8,010
Applied towards the purchase of fixed assets	(16)	(32)
Total Grant-in-Aid applied towards revenue expenditure	8,057	7,978

Note (c) Analysis of change in net funds

	At 31/03/09	Cash flow	At 31/03/08
	£000	£000	£000
Cash at bank and in hand	108	28	80

13 CAPITAL COMMITMENTS

There were no capital commitments outstanding at the year-end for which contracts had been entered into or which had been authorised by the Management Board.

14 COMMITMENTS UNDER LEASES

Commitments under operating leases to pay rentals during the year following the year of these accounts are given in the table below, analysed according to the period in which the lease expires.

	Land and Buildings		Other	
	2009	2008	2009	2008
	£000	£000	£000	£000
Obligations under operating leases comprise:				
Expiry within one year	-	-	-	-
Expiry after 1 year but no more than 5 years	-	-	8	8
Expiry thereafter	286	286	-	-
	<u>286</u>	<u>286</u>	<u>8</u>	<u>8</u>

15 RELATED PARTY TRANSACTIONS

The Board is a Non-Departmental Public Body of the NIO.

The NIO is regarded as a related party. During the year the Board has had a number of material transactions with the Department and with other government departments and central government bodies. Most of these transactions have been with the Department of Finance and Personnel, the Northern Ireland (NI) Assembly, the Crown Solicitor's Office, the Central Procurement Unit, the Rate Collection Agency and the Northern Ireland Statistics and Research Agency (the last two are executive agencies of the Department of Finance and Personnel), Local Councils, through the DPPs and the PSNI.

With the exception of the following, no Board member, key manager or other related parties have undertaken any material transactions with the Board during the year:

The Board makes payments via the NI Assembly to researchers who are employed by Political members of the Board in relation to their non devolved work on the Board.

An Independent Board member, is also a trustee of Mediation Northern Ireland, a not for profit social enterprise which was contracted by the Board to conduct a pilot programme to develop the capacity of the District Policing Partnerships to engage with the community through specific and tailored training sessions on behalf of the Board. The programme is funded by the International Fund for Ireland.

Transactions with related parties are as follows:

		Amount of transaction		Amount owed to/ (from) related party	
		2008/09	2007/08	2008/09	2007/08
		£000	£000	£000	£000
Name of related party	Nature of transaction				
Northern Ireland Assembly	Salary	36	-	-	-
Mediation Northern Ireland	Grant Funding	163	9	32	9

16 CONTINGENT LIABILITIES

- (i) There are currently three outstanding employment tribunal cases in which the Board is named as defendant. These cases have not been provided for in the financial statements on the basis of legal advice and the Board is rigorously defending these cases.
- (ii) The former Minister for Finance and Personnel in Northern Ireland announced measures in May 2008 to address equal pay issues in the Northern Ireland Civil Service (NICS). As a number of Northern Ireland Policing Board (NIPB) staff are Northern Ireland civil servants any agreement reached for NICS staff will apply to those NIPB staff who meet the criteria. The present Minister for Finance and Personnel has assured the Northern Ireland Public Service Alliance (NIPSA) of the commitment to resolve the equal pay issue, if possible, through a negotiated settlement and without the need for litigation. In May 09 he confirmed to NIPSA that a settlement offer had not been made but that he had instructed officials to work intensively with NIPSA to establish, as clearly as possible, parameters within which a negotiated settlement might be reached so that he, in conjunction with his Ministerial colleagues in the Executive, can consider how the matter should be taken forward.

NIPSA has lodged equal pay claims with the Industrial Tribunal on behalf of its female members in the AA, AO and EOII and analogous grades in the NICS. The NIPB have assessed the potential impact of these equal pay claims and the wider equal pay issue against relevant accounting standards, in particular FRS12. The ministerial statements have created an obligation on the part of the NICS and NIPB to comply with equal pay legislation and to address any anomalies that may exist in its present pay and grading structures. However, NIPB consider that a reliable estimate cannot be made, at this point in time, of the potential liability to resolve the issue. This is as a result of the complexities associated with the resolution of the issue, including establishing clearly the extent to which the claims may be valid, the groups of staff that might be entitled to a payment and the size of those payments. Consequently, NIPB do not consider that it is possible to reach a reliable estimate of the obligation, and thus make a provision under the criteria set out in FRS12.

17 FINANCIAL INSTRUMENTS

FRS 25, Financial Instruments, Disclosure & Presentation and FRS 26, Financial Instruments, Recognition & Measurement requires disclosure of the role which financial instruments have had during the year in creating or changing the risks an entity faces in undertaking its activities. Due to the non-trading nature of its activities and the way in which executive Non-Departmental Public Bodies are financed, the Board is not exposed to the degree of financial risk faced by business entities. Moreover, financial instruments play a much more limited role in creating or changing risk than would be typical of the listed companies to which FRS 25 and 26 mainly applies. The Board has no powers to borrow or invest surplus funds and has limited end year flexibility. Financial assets and liabilities are generated by day-to-day operational activities and are not held to change the risks facing the Board in undertaking its activities. The majority of financial instruments relate to contracts to buy non-financial items in line with expected purchase and usage requirements and the Board is therefore exposed to little credit, liquidity or market risk.

Liquidity risk

The Board is financed by Grant in Aid from the Northern Ireland Office and is accountable to Parliament through the Secretary of State for Northern Ireland and is not therefore exposed to significant liquidity risk.

Interest-rate risk

All financial assets and financial liabilities of the Board carry nil rates of interest and therefore are not exposed to interest-rate risk.

Currency risk

The Board does not trade in foreign currency and therefore has no exposure to foreign currency risk.

18 POST BALANCE SHEET EVENTS

There are no post balance sheet events that impact on these financial statements.

The annual report and accounts were authorised to be issued on 7 July 2009.

GLOSSARY



ABC	Activity Based Costing
ACC	Assistant Chief Constable
ACPO	Association of Chief Police Officers
ADH	Average Daily Hours
APA	Association of Police Authorities
ARV	Armed Response Vehicle
CAS	Community Attitude Survey
CETV	Cash Equivalent Transfer Value
CHIS	Covert Human Intelligence Source
CJINI	Criminal Justice Inspection Northern Ireland
CORE	Corporate Opportunity for Resilience and Efficiency
CSO	Crown Solicitors Office
CSP	Community Safety Partnership
DCU	District Command Unit
DPP	District Policing Partnership
DUP	Democratic Unionist Party
FOI	Freedom of Information
GAP	Gender Action Plan
HET	Historical Enquiries Team
HMIC	Her Majesty's Inspectorate of Constabulary
IFI	International Fund for Ireland
IIP	Investors in People
IS	Information Systems
IT	Information Technology
JPC	Joint Policing Committee
LGBT	Lesbian, Gay, Bisexual and Transgender
MASRAM	Multi-Agency Sex Offender Risk Assessment Management
MLA	Member of the Legislative Assembly
NAO	National Audit Office
NDPB	Non-Departmental Public Body
NI	Northern Ireland
NICS	Northern Ireland Civil Service
NIO	Northern Ireland Office
NIPB	Northern Ireland Policing Board
NISRA	Northern Ireland Statistics and Research Agency
NPIA	National Police Improvement Agency
NPT	Neighbourhood Policing Team
PCSO	Police Community Support Officer
PCSPS	Principal Civil Service Pension Scheme
PIR	Post Implementation Review
PITO	Police Information Technology Organisation
PNB	Police Negotiating Board
PONI	Police Ombudsman for Northern Ireland
POPT	Police Officer Part Time
PPS	Public Prosecution Service
PRRRT	Police Rehabilitation and Retraining Trust
PSA	Public Service Agreement
PSD	Professional Standards Department
PSNI	Police Service of Northern Ireland
RPA	Review of Public Administration
RUC	Royal Ulster Constabulary
SDLP	Social Democratic and Labour Party
SF	Sinn Féin
SMP	Selected Medical Practitioner
SMT	Senior Management Team
SOCA	Serious Organised Crime Agency
SPED	Special Purchase of Evacuated Dwellings
UUP	Ulster Unionist Party

CORPORATE VISION

To secure for all the people of Northern Ireland an effective, efficient, impartial, representative and accountable police service which will secure the confidence of the whole community by reducing crime and the fear of crime.

NORTHERN IRELAND POLICING BOARD

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DOCUMENT TITLE

ANNUAL REPORT AND ACCOUNTS FOR THE PERIOD 1 APRIL 2008 - 31 MARCH 2009

HOUSE OF COMMONS

Northern Ireland Policing Board Annual Report
and Accounts together with the Report of the
Comptroller and Auditor General.

Presented to Parliament pursuant to Paragraph
7(3) b of Schedule 2 of the Police (NI) Act 2000.

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The Board is committed to providing a high level
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However, if you are unhappy with the way in which
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