

# ANNUAL REPORT AND ACCOUNTS

FOR THE PERIOD 1 APRIL 2007 - 31 MARCH 2008



# **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 2007 - 31 MARCH 2008

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

Laid before the Houses of Parliament by the Comptroller and  
Auditor General in accordance with Paragraph 12(3) b of schedule  
2 of the Police (Northern Ireland) Act 2000.

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# CHAIRMAN'S FOREWORD





## Chairman's Foreword

I am pleased to present this 7th Annual Report of the Northern Ireland Policing Board (the Board) for the period 1 April 2007 - 31 March 2008.

This Report reviews the activity of the Board over the last 12 months, and covers a period of time that has delivered full political support for policing with the reconstitution of the Board, which took place in May 2007.

Members continue to work diligently to hold the Police Service of Northern Ireland (PSNI) to account through the Chief Constable and so ensure for all the people of Northern Ireland the delivery of an accountable policing service that is effective, efficient and impartial; a police service that is working to build public confidence in policing throughout the whole community. Following last year's restoration of Devolution, there is now a collective community focus on the challenges to policing and on securing safer communities as they are being experienced by individuals and families the length and breadth of Northern Ireland.

Throughout the year the Board has closely monitored police performance and questioned the Chief Constable on a range of matters relating to the delivery of the policing service. This Report contains an assessment on police performance figures for the last year. The fact that the 2007/2008 *recorded crime statistics* recorded a decrease of 10.5% (12,676) since 2006/2007; and are the lowest recorded since the counting rules were revised in 1998/1999 is very welcome. This surpasses the target set in the 2007-2010 Policing Plan. However, the low *overall clearance rate* remains a cause for concern; and the Board has set the PSNI a challenging target in the 2008-2011 Policing Plan to increase the *clearance rate* by 5 percentage points.

This year, there has been a real focus on how the police and the wider criminal justice system work together to ensure that resources are used to best effect; and that police officers and support staff colleagues are providing a service to meet community needs.

This year communities, the PSNI, the Board and DPPs have been increasingly concerned about the impact of anti-social behaviour. Key to meeting the policing aspirations of local communities is the role and work of the District Policing Partnerships (DPPs). The achievement of full political support for policing,

already noted, also led to the Board's reconstitution of 23 of the 26 DPPs. Through the political and independent membership, DPPs are now fully representative of the local communities they serve and have a key role in shaping local policing and ensuring that policing is responsive.

The Board also needs to be responsive to the community it represents and has committed to building relations within the community. Engaging the community is vital, and this year the Board established a *disability sector reference group*, a *group for Young People* and a *group for the Lesbian, Gay, Bisexual and Transgender community*. The Board now has a total of 6 such groups. Each sector reference group enables the Board to better understand the dynamics of each sector, their issues and concerns in relation to policing, while giving group representatives an opportunity to contribute to the work of the Board in relation to these issues.

In the Annual Policing Plan for 2008-2011, the Board continues to establish priorities that were designed to meet the needs of the public and help make communities safer.

The Board set a new *target* to reduce the level of repeat victimisation of domestic abuse, which has been a growing area of concern. A new *performance indicator* regarding the percentage of time spent by police officers on beat and patrol duties was also set. One *target* ensures that Neighbourhood Officers work at least 80% of their duty hours on neighbourhood policing activities.

In ensuring that we live in safer communities, the Board and the PSNI face a number of challenges. Managing the impact of a reducing police budget on the delivery of front line policing is one of them, as is the challenge of building public confidence in policing where there has traditionally been a lack of community support.

Of course whilst the majority of people in Northern Ireland are looking forward, sadly, there remains a minority of our community who wish to return to the past. The cowardly dissident attacks on police officers in the last year provided a ruthless reminder of days gone by. These so called dissidents must not be allowed to undermine the real progress that has been made.

Northern Ireland has come a long way, and we must remember how much has been achieved. We are now entering the final years of the programme of change for policing in Northern Ireland, as determined by the Independent Commission, and one outstanding issue that requires careful consideration is the outworking of *devolution of policing and justice* to the Northern Ireland Assembly. The Board is unanimous in its support of the recommendation made by the Independent Commission that

*“Responsibility for policing should be devolved to the Northern Ireland Executive as soon as possible, except for matters of national security”.*

In the Board’s written submission to the Assembly and Executive Review Committee Inquiry into the *devolution of policing and justice* matters, the Board made its position clear, especially in relation to the current tripartite approach to governance and the delivery of the policing service. It was agreed that the role and powers of the Board should not be diminished under any devolution arrangements, including that the Chief Constable should remain accountable solely to the Board for delivery of the policing service in Northern Ireland; and that the Chief Constable’s operational responsibility should not be undermined when the *devolution of policing and justice* powers takes place. Current practice and machinery is, we believe, well tried and tested and proven to be effective.

The *devolution of policing and justice* will be the final piece in the policing jigsaw, and the timing of which is for others to decide. Whenever that may be, the Board will continue to do what it was established to do: serve the community to ensure the delivery of an accountable, effective, efficient and impartial police service that meets the needs of the community. However, the Board would not be able to fulfil that role without the dedication and professionalism of all the Board’s members of staff. Along with my fellow Board Members, I would like to place on record my thanks to the Board’s Chief Executive, Mr Trevor Reaney and his team.

While the future holds many challenges, like those of the past, none are insurmountable. I remain heartened that in moving forward there is a real desire to build on the peace settlement to achieve a safer society for all.

**Professor Sir Desmond Rea**, Chairman.

# CHIEF EXECUTIVE'S FOREWORD





## Chief Executive's Foreword

As Chief Executive of the Board, I am pleased to support the Chairman in presenting the Board's Annual Report for 2007-2008.

The period of time covered by the Report has witnessed much change in the life of the Board and I would like to pay tribute to the team of officials that enabled the Board to carry out the work that it is mandated to do, while managing and implementing considerable changes during the course of the year.

Outside the day-to-day work of supporting the Board's Members in their duties, officials managed the process of reconstituting the current Board following the return of the devolved administration to Stormont, restructuring of the Board's committee system, the public appointment of 22 new Custody Visitors and the appointment of 211 Independent Members to 23 of the 26 DPPs.

That day-to-day programme of work has been undertaken in line with the Corporate Plan for 2005-2008. During the reporting period the Board also developed a new Corporate Plan for the period 2008-2011. The new Plan provides a well structured and strategic approach to business planning which has ensured the effective delivery of the Board's statutory functions and a framework within which to manage the performance of the Board.

Our priorities are established each year in the Corporate Business Plan, and in the following pages we detail the achievements in meeting these *targets*. The report also summarises the work of the Board during the year and sets out the overall performance of the PSNI in 2007/08.

In the Board's last annual report I said that we faced increasing pressures on public funding. That still remains the case, as does our duty to society to manage public money wisely and act with financial integrity at all times. As the Board's Accounting Officer, I am therefore, pleased to include in this Report a full and audited Statement of Accounts.

In conclusion, I would wish to express my sincere thanks to all Board staff for their unstinting dedication and professionalism. As a team they continue to support the work of Board Members in ensuring the delivery of an effective, efficient and impartial police service.

**Trevor Reaney**, 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.

During the period of this report the Membership of the Board changed as a result of the restoration of the Assembly. The following members served on the Board, from 1 April 2007 until midnight on 7 May 2007.



**Alex Attwood MLA**  
Political member  
*Social Democratic  
and Labour Party*



**Joe Byrne**  
Independent  
member



**Fred Cobain MLA**  
Political member  
*Ulster Unionist Party*



**Brendan Duddy**  
Independent  
member



**Arlene Foster MLA**  
Political member  
*Democratic  
Unionist Party*



**Barry Gilligan**  
Independent member  
*Board Vice Chairman*



**William Hay MLA**  
Political member  
*Democratic  
Unionist Party*



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



**Danny Kennedy MLA**  
Political member  
*Ulster Unionist Party*



**Deirdre MacBride**  
Independent  
member



**Pauline McCabe**  
Independent  
member



**Rosaleen Moore**  
Independent  
member



**Ian Paisley Jr**  
Political member  
*Democratic  
Unionist Party*



**Dawn Purvis**  
Independent  
member



**Brian Rea OBE**  
Independent  
member



**Professor  
Sir Desmond Rea**  
Independent member  
*Board Chairman*



**Trevor Ringland**  
Independent  
member



**Suneil Sharma**  
Independent  
member



**Peter Weir MLA**  
Political member  
*Democratic  
Unionist Party*

The Board was reconstituted by the Secretary of State for Northern Ireland on 22 May 2007 and the following members have served since that date.



**Martina Anderson  
MLA**  
Political member  
*Sinn Féin*



**Tom Buchanan MLA**  
Political member  
*Democratic  
Unionist Party*



**Leslie Cree MLA**  
Political member  
*Ulster Unionist Party*



**Rt Hon Jeffrey  
Donaldson MP, MLA<sup>1</sup>**  
Political member  
*Democratic 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

<sup>1</sup> Resigned from the Board on 26 February 2008.



**Gearóid Ó hEára**  
Independent  
member



**Professor  
Sir Desmond Rea**  
Independent member  
*Board Chairman*



**Brian Rea OBE**  
Independent  
member



**Trevor Ringland**  
Independent  
member



**David Rose**  
Independent  
member



**Suneil Sharma**  
Independent  
member



**David Simpson  
MP, MLA**  
Political member  
*Democratic Unionist Party*



**Peter Weir MLA**  
Political member  
*Democratic  
Unionist Party*



**Ian Paisley Jnr MLA<sup>2</sup>**  
Political member  
*Democratic  
Unionist Party*

Full details of each Board Member's biographical information and register of interests can be obtained from the website at **[www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)**

Details of Board Member's remuneration for the period 1 April 2007- 31 March 2008 can be found in the Remuneration Report and are also published on the Board's website.

<sup>2</sup> Appointed to the Board from 29 February 2008.

# MANAGEMENT COMMENTARY

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## 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 secure 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 2007/08 was £8.81 million and included an amount of £0.67m in relation to the reconstitution of the DPPs. The budget for normal operational Board expenditure was therefore £8.14m.

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 2007/08 is shown below:

Expenditure heading	Budget 07/08 £m	Actual 07/08 £m
Salaries	2.44	2.39
Other	2.84	2.57
DPPs	2.86	2.76
Total operational costs	<b>8.14</b>	<b>7.72</b>
DPP reconstitution	0.67	0.42
Total expenditure	<b>8.81</b>	<b>8.14</b>

Salary costs were slightly under budget and other costs were under budget by £0.27m due to slippage in some projects that were either delayed in 2007/08 or replaced with less expensive options. DPP normal operational expenditure was £0.10m under budget which averages less than £4k per DPP.

The DPPs were reconstituted in 2007/08 and the actual cost of reconstitution at £0.42m was £0.25m lower than budget. This is primarily due to the lower number of applicants being processed compared to budget.

The budget catered for cost reductions agreed as part of the Government's Review of Public Sector Efficiency (Gershon). Keeping within this budget ensured the Policing Board achieved its target in relation to Gershon efficiency savings.

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, so it is not exposed to interest rate risk or currency risk.

### Going Concern

The balance sheet at 31 March 2008 shows net liabilities of £353k. 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 2008/09, 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 98.1% of bills paid within 30 days was achieved (97.3% in 2006/07).

### Charitable Donations

No charitable donations were made in the year.

### Audit

The financial statements are audited by the Comptroller and Auditor General. The audit fee this year is £14,700 (2006/07, £14,350).

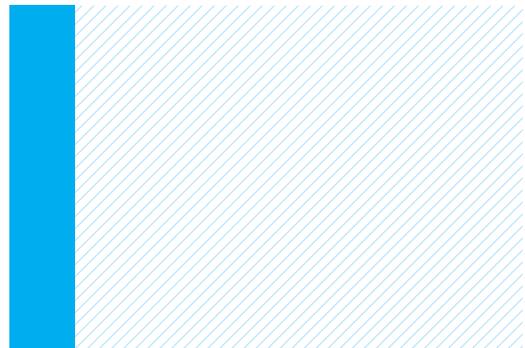
So far as the Accounting Officer is aware, there is no relevant audit information of which the Board auditors are unaware. The Accounting Officer has taken all steps that he ought to have taken to make him aware of any relevant audit information and to establish that the Board's auditors are aware of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

### Pensions

Past and present employees are covered by the provisions of the Principal Civil Service Pension Schemes (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.



# THE WORK OF THE NORTHERN IRELAND POLICING BOARD



## Policing Board Oversight Responsibilities

Throughout the year the Board takes forward its important oversight responsibilities through its monthly Board meetings, meetings in public and its six Committees.

The Board's Committees (see table below) are responsible for progressing more detailed aspects of its work. These meetings are not held in public but in the interests of openness and transparency, the Board publishes all Committee agendas and minutes on its website along with information on the key roles, responsibilities and membership of each Committee.

Set out below is a brief overview of some of the work progressed and key issues considered during the reporting period. More detail is included in the body of the report.



## 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. During the reporting period the Board received 3 reports from the PSNI on Performance against the Policing Plan 2007/10, and an End of Year Assessment Performance against the Policing Plan 2006/07. Briefings were also received from the PSNI at the meetings on business crime; 'dealing with the past'; North Down Partnerships; and drugs policing.

The Board held 9 meetings in public during the period from May 2007 to March 2008. Eight of the meetings were held at the Board's Headquarters in Clarendon Dock, Belfast, the other in the Marine Court Hotel, Bangor on 4 October 2007.

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 are published on the Board's website and are also available on request to the Board.

## Committee Responsibilities and Memberships

During April and May 2007, the Policing Board (the 2nd Board) comprised the following Members:

Professor Sir Desmond Rea (Chairman), Mr Barry Gilligan (Vice Chairman), Mr Alex Attwood MLA, Mr Joe Byrne, Mr Fred Cobain MLA, Mr Brendan Duddy, Mrs Arlene Foster MLA, Mr Willie Hay MLA, Mrs Dolores Kelly MLA, Mr Danny Kennedy MLA, Ms Deirdre MacBride, Mrs Pauline McCabe, Mrs Rosaleen Moore, Mr Ian Paisley Jnr MLA, Ms Dawn Purvis, Mr Brian Rea, Mr Trevor Ringland, Mr Suneil Sharma and Mr Peter Weir MLA.

This Board met on one occasion during the reporting period.

Following devolution on 8 May 2007, the Secretary of State announced the makeup of a newly reconstituted Policing Board (the 3rd Board), coming into effect from 22 May 2007.

Ms Martina Anderson MLA, Mr Tom Buchanan MLA, Mr Leslie Cree, The Rt Hon Jeffrey Donaldson MP MLA\*, Mr Barry Gilligan, Mrs Dolores Kelly MLA, Mr Alex Maskey MLA, Mr Basil McCrea MLA, Mr Daithí McKay MLA, Ms Mary McKee, Mrs Rosaleen Moore, Mr Gearóid Ó hEára, Mr Brian Rea, Professor Sir Desmond Rea, Mr Trevor Ringland, Mr David Rose, Mr Suneil Sharma, Mr David Simpson MP MLA and Mr Peter Weir MLA.

\* On 26 February 2008, the Rt Hon Jeffrey Donaldson MP MLA resigned from the Board on his appointment as a Minister in the Northern Ireland Assembly and was subsequently replaced by Mr Ian Paisley Jnr MLA.

The new Board held its first meeting on 31 May 2007 and elected Professor Sir Desmond Rea as Chairman and Mr Barry Gilligan as Vice Chairman. The Board also appointed Members to 6 Committees and agreed the Chair and Vice Chair of each. The makeup, revised responsibilities and overview of the Board's Committee work during the reporting period is provided below.

More detailed information on some of the issues progressed 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 MLA (Vice Chair)  
Mr Leslie Cree MLA\*  
Mrs Dolores Kelly MLA  
Mr David Rose  
Mr Suneil Sharma  
Mr Peter Weir MLA

\* Mr Leslie Cree MLA was appointed as a Member of the Committee in July 2007.

The role of the Audit and Risk Management Committee is:

**In respect of the PSNI:**

- to monitor reports on financial audits of the police service and make recommendations to the Resources and Improvement Committee;
- to consider year-end financial statements for the PSNI, from an audit perspective, making recommendations as appropriate;

**In respect of the Board:**

- to review the Corporate Governance and risk management arrangements of the Board and make recommendations to the Corporate Policy, Planning and Performance Committee so as to ensure that appropriate arrangements are in place to reduce or eliminate risk;
- to review the annual Statement of Internal Control;
- to consider the annual Internal Audit programme including terms of reference, scope of work, planning documents and reports with a view to securing an effective and efficient service;
- to ensure that weaknesses in internal control are addressed;
- to consider year-end financial statements for the Board, from an audit perspective, making recommendations as appropriate;
- to consider reports made by the Northern Ireland Audit Office;
- to review reports on the financial audits of District Policing Partnerships and make recommendations to the Community and Human Rights Committee;
- to monitor occurrences of fraud; and
- to periodically review the Members' Hospitality, Gifts and Entertainment Register.

During the reporting period, this Committee met on 3 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 MLA (Chair)  
Mr Barry Gilligan (Vice Chair)  
Ms Martina Anderson MLA  
Mr Tom Buchanan MLA  
Mr Leslie Cree MLA  
Rt Hon Jeffrey Donaldson MP MLA\*  
Ms Mary McKee  
Mr Gearóid Ó hEára  
Mr Ian Paisley Jnr MLA\*\*  
Mr David Rose  
Mr Suneil Sharma

\* Resigned 26 February 2008

\*\* Appointed with effect from 3 April 2008

The role of the Community Engagement Committee is:

- to develop, promote, support and monitor the effectiveness of the DPPs;
- to secure, support and monitor the implementation of *policing with the community* as the core function of the PSNI;
- to oversee and monitor the implementation of police service strategies as they impact upon crime prevention, community safety and the community in general;
- to consider police performance at DCU level as it impacts on Policing with the Community and relates to the work of District Policing Partnerships;
- to develop, promote and oversee activities which secure community involvement in policing, including community consultation strategies; and
- to develop and implement a strategy that takes forward community engagement.

From June 2007, the Committee met on 7 occasions to progress its responsibilities. It was briefed on a number of community related issues, including Neighbourhood Watch research, *policing with the community*, supporting engagement with children and young people, a review of the Board's Community Engagement function and Hate Crime in Northern Ireland.

## Corporate Policy, Planning and Performance Committee Membership

Professor Sir Desmond Rea (Chair)

Rt Hon Jeffrey Donaldson MP MLA (Vice Chair)\*

Mr Barry Gilligan (Vice Chair of Human Resources Committee)

Mrs Dolores Kelly MLA (Chair of Resources & Improvement Committee)

Mr Basil McCrea MLA (Chair of Human Rights & Professional Standards Committee)

Mr Daithí McKay MLA (Vice Chair of Audit & Risk Management Committee)

Mrs Mary McKee (Vice Chair of Human Rights & Professional Standards Committee)

Mr Alex Maskey MLA (Chair of Community Engagement Committee)

Mrs Rosaleen Moore (Vice Chair of Human Resources Committee)

Mr Ian Paisley Jnr MLA\* (Floating Member)

Mr Brian Rea OBE (Vice Chair of Resources & Improvement Committee)

Mr Trevor Ringland (Chair of Audit & Risk Management Committee)

Mr David Simpson MP MLA (Chair of Human Resources Committee)

\* Resigned 26 February 2008

\*\* Appointed with effect from 3 April 2008

The role of the Corporate Policy, Planning and Performance Committee is:

### In respect of the PSNI:

- to oversee and co-ordinate the Board work in relation to police service policies and strategies;
- to oversee the development, implementation and monitoring of the Annual Policing Plan;
- to oversee and support the police service in the implementation of agreed changes to policing, including consideration of Her Majesty's Inspector of Constabulary (HMIC), the Oversight Commissioner and other external reports;
- to undertake the Board's duties in respect of senior police service personnel including appointment, dismissal and terms and conditions of employment;
- to make arrangements for police appeals tribunals under the Appeals Regulations 2000 and to consider appeals in respect of legal and financial support in cases of actions by police officers;
- to consider matters which have been referred back from the Police Ombudsman for Northern Ireland as not being within the remit of that office;
- to oversee policing performance, particularly in respect of non-DCU functions including Headquarters' functions and Crime Operations;

- to consider operational policing policies not covered by the remit of any other Committee;
- to oversee the police service external communications strategy and profile within Northern Ireland and beyond;

**In respect of the Board:**

- to oversee and co-ordinate work in relation to the Board's duties, policies and strategies;
- to develop and oversee the Board's planning and performance management regime, including the development of the Corporate Plan;
- to oversee the equality, human rights and related policies and practice of the Board;
- to review and update the Board's Committee structure, Standing Orders and Members Code of Conduct;
- to promote high standards of conduct by Members, to assist Members in observing the Code of Conduct and to monitor adherence to the Code;
- to undertake the Board's responsibilities in respect of Board staff including Human Resource policies, organisation structures, appointment of the Chief Executive, Deputy Chief Executive and Directors and staff terms and conditions of employment;
- to approve and oversee the Board's research programme;
- to develop, implement and monitor a Communications Strategy for the Board covering both internal and external dimensions;
- to explore and maximise opportunities for communicating and promoting Board policies and strategies;
- to oversee the preparation of the Board's Annual Report and the public relations aspects of other Board publications and activities; and
- to consider other strategic issues which may arise and which do not fall within the remit of any other Committee.

During the reporting period the Committee met on 9 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 presentations from PSNI representatives on the PSNI Communications Strategy; the work of the CORE

project and the transfer of national security responsibilities from the PSNI to the Security Services. Other presentations and briefings included the Office of the Police Ombudsman on the circumstances surrounding the shooting of Neil McConville; the Association of Police Authorities on their role and ongoing work; the Organised Crime Task Force Operational Strategy Group; and Ipsos MORI concerning research on Crime Trends in Northern Ireland.

### Human Resources Committee Membership

Mr David Simpson MP MLA (Chair)  
Mrs Rosaleen Moore (Vice Chair)  
Mr Tom Buchanan MLA  
Mr Basil McCrea MLA  
Mr Daithí McKay MLA  
Ms Mary McKee\*  
Mr Gearóid Ó hEára MLA  
Mr Brian Rea OBE  
Mr David Rose

\* Ms McKee left the Committee in June 2007, due to other commitments.

The role of the Human Resources Committee is:

- to secure, promote and monitor the implementation of the Human Resources Planning Strategy and related policies in the PSNI;
- to secure, promote and monitor the implementation of the Training, Education and Development Strategy in the PSNI;
- to oversee the development of all other police service Human Resources strategies, policies and activities not covered by 1 and 2 above;
- to monitor trends and patterns in the recruitment of police and police support staff and to promote and to support efforts to secure a representative police service in terms of gender and community background;
- to oversee police pay, allowances and conditions of service with the exception of senior police service personnel;
- to undertake the Board's responsibilities under Police and Police Pension Regulations; and
- to undertake the Board's responsibilities in relation to the secondment of PSNI officers up to and including the rank of Chief Superintendent.

During the reporting period the Committee met on 9 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 human resources issues including; the Training and Development Strategy; the Human Resources Planning Strategy; the LINKS Project; E-Learning and diversity issues. External stakeholders such as Consensia and Grafton, the selected agencies who manage PSNI recruitment and the Board's Selected Medical Practitioner, also briefed the Committee on their role and ongoing work.

### **Human Rights and Professional Standards Committee Membership**

Mr Basil McCrea MLA (Chair)  
Mrs Mary McKee (Vice Chair)  
Ms Martina Anderson MLA  
Mrs Rosaleen Moore  
Mr Gearóid Ó hEára  
Mr Brian Rea OBE  
Mr Suneil Sharma  
Mr Peter Weir MLA

The role of the Human Rights and Professional Standards Committee is:

- to develop and implement a framework for monitoring the performance of the PSNI in complying with the Human Rights Act;
- to monitor police performance in public order situations;
- to consider and review the police service Code of Ethics and its implementation;
- to keep informed about the implementation of Section 75 within the police service in order to ensure that policing is conducted in an impartial manner;
- to keep informed about the complaints process and to monitor trends and patterns in complaints against police officers;
- to consider other reports produced by the Police Ombudsman;
- to liaise with the Police Ombudsman in relation to policy and practice investigations;
- to keep informed about claims against the police service, suspended officers and the outcome of disciplinary procedures to ensure that lessons are learned and that best practice is promoted;

- to consider pension forfeiture cases for police officers, in line with relevant regulations, and to make recommendations to the Policing Board on specific cases;
- to keep informed about claims against the police service, suspended officers and to make recommendations to the Board on specific cases; and
- to oversee the role and operation of the Custody Visitor Scheme.

**In respect of the Board:**

- to consider complaints about services provided by the Board and to make recommendations to Corporate Policy, Planning and Performance Committee for any necessary action.

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

The Committee received regular presentations from the Board's Human Rights Advisors on a wide range of issues including; the PSNI proposal to introduce TASER, the Human Rights Annual Report 2007, the Human Rights Programme of Action, the Review of the PSNI Code of Ethics; and from the PSNI on Armed Response Vehicles, Regulation 20 Reports and Performance Standards; and from the Office of the Police Ombudsman on complaints against the PSNI.

**Resources and Improvement Committee Membership**

Mrs Dolores Kelly MLA (Chair)  
Mr Brian Rea OBE (Vice Chair)  
Mr Tom Buchanan MLA  
Mr Leslie Cree MLA  
Mr Alex Maskey MLA  
Mrs Rosaleen Moore  
Mr Gearóid Ó hEára  
Mr Trevor Ringland  
Mr Peter Weir MLA

The role of the Resources and Improvement Committee is:

**In respect of the PSNI:**

- to oversee the development of a continuous improvement and best value regime within the PSNI;

- to monitor the effectiveness of the PSNI's strategic financial planning process;
- to consider annual estimates and medium/long term financial plans for submission to the NIO by the PSNI;
- to monitor PSNI's expenditure and the cost of all areas of PSNI's expenditure with a view to securing efficiencies;
- to consider and approve expenditure outside delegated limits;
- to consider in-year financial bids by PSNI;
- to consider year-end financial statements for the PSNI;
- to consider and approve business cases including capital expenditure and Patten Non-Severance funding;
- to consider and monitor police support services strategies and policies, including information and communications technology and estates;
- to consider issues relating to borrowing, sponsorship, special payments, write-off of losses and the acquisition and disposal of land and property;
- to consider novel or contentious expenditure;
- to monitor, and approve as appropriate, the settlement of civil actions against the Chief Constable;
- to approve the granting of Exemptions under Article 84(b) of The Licensing (NI) Order 1996 and Article 51 of The Registration of Clubs (NI) Order 1996; and
- to consider other related issues which do not come under the remit of any other Committee [SPED, Relocation Expenses, Charitable Donations].

**In respect of the Board:**

- to oversee the development of a continuous improvement and Best Value regime within the Board;
- to consider estimates for Board purposes;
- to monitor the effectiveness of the Board's strategic financial planning process;
- to consider annual estimates for the Board prior to submission to the NIO;
- to consider year-end financial statements for the Board;
- to monitor Board expenditure and the cost of all areas of Board expenditure with a view to securing efficiencies;
- to consider expenditure outside delegated limits; and

- to monitor, and consider as appropriate, the settlement of civil actions against the Board.

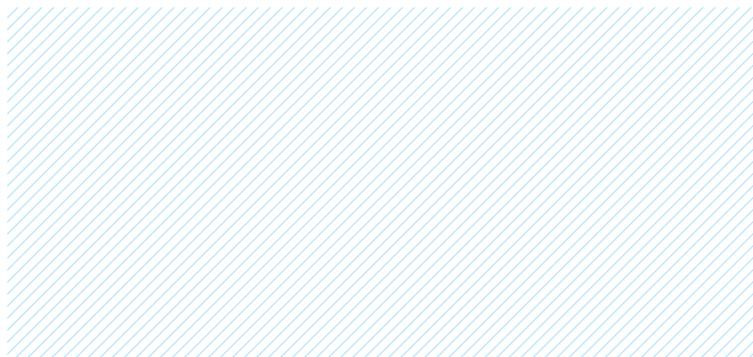
During the reporting period the Committee met on 10 occasions to progress its responsibilities.

The Committee regularly received presentations on police expenditure from the PSNI Director of Finance and Support Services and relevant personnel regarding the implementation of Best Value Reviews; the PSNI Information System Strategy; and the PSNI Estates Strategy.

## The Policing Board as an Organisation

The Board's work is driven by the objectives set in its Corporate Plan and Annual Business Plan. This section considers progress against the Plan, staffing of the organisation and the Board's commitment to meeting equality and freedom of information legislation.

### 2005-2008 Corporate Plan



A 3 year Corporate Plan for the period 1 April 2005 - 31 March 2008 was developed for the Board. This Plan was developed under 3 key corporate objectives as follows:

- to encourage confidence in policing;
- to ensure the delivery of an effective police service; and
- to ensure the delivery of an efficient police service.

A copy of the 2005-2008 Corporate Plan can be found on the Board website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk) A matrix identifying progress made during the full 2005-2008 period against each corporate objective is set out overleaf.

## 2008-2011 Corporate Plan



A new Corporate Plan for the period 1 April 2008 - 31 March 2011 was developed during 2007-2008. This Corporate Plan was published at the Policing Board meeting on 3 April 2008 together with the 2008-2009 Corporate Business Plan. The new 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; and
- service delivery.

When developing the 2008-2011 Corporate Plan, the Board has 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 Corporate Business Plan can be found on the Board's website: [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)

## Matrix of Progress Against Corporate Objectives 2005-08

Corporate Objective	Target	Progress at 31 March 2008			Notes
		Achieved	Partially Achieved	Not Achieved	
<b>1. Public Confidence</b> To encourage confidence in policing.	<b>1.1</b> Inform the public and measure public awareness of and satisfaction with advances in policing by publishing: <ul style="list-style-type: none"> <li>• An Annual Report by 30 September each year.</li> <li>• An Annual Policing Plan by 31 March each year.</li> <li>• A Best Value Review Programme by 31 March each year.</li> <li>• The results of all public surveys and research within 3 months of the results being available.</li> </ul>	✓			
		✓			
		✓			
		✓			
	<b>1.2</b> Develop, implement and review a Communications Strategy, which will develop the understanding of the public and inform them of the Board's work, by creating a constructive dialogue through outreach initiatives to a wide range of audiences across Northern Ireland. This will be reviewed on a quarterly basis.		✓		Strategy reviewed at Official level only during years 1 and 2. To be monitored every 6 months as per Committee decision.
	<b>1.3</b> Bi-annually monitor the PSNI Communications Strategy through reviewing the results of relevant targets within the Annual Policing Plan.		✓		2nd reports in 06/07 and 07/08 delayed in being received due to reconstitution of the Board and the cancellation of March 2008 CPPPC meeting.

Corporate Objective	Target	Progress at 31 March 2008			Notes
		Achieved	Partially Achieved	Not Achieved	
<b>1. Public Confidence</b> To encourage confidence in policing (continued).	<b>1.4</b> Hold at least 8 meetings in public each year during which we will receive a report on policing from the Chief Constable, at least 2 of these meetings will be held at a location outside Belfast.	✓			
	<b>1.5</b> Support a District Policing Partnership (DPP) in each District Council area and assess their effectiveness annually.	✓			
	<b>1.6</b> Develop a strategy by 30 September 2005 to encourage the public to actively engage in policing.		✓		Original Strategy approved in February 2006. Strategy Refresh approved for consultation in September 2007.
	<b>1.7</b> Establish a framework by 30 September 2005 for the ongoing relationship between DPPs, Community Safety Partnerships (CSPs), Community Beat Forums and Neighbourhood Watch initiatives.	✓			
	<b>1.8</b> Monitor quarterly the implementation of the PSNI strategy on Policing with the Community.			✓	Performance monitoring framework agreed January 2008. To be monitored every 6 months as per Committee decision.

Corporate Objective	Target	Progress at 31 March 2008			Notes
		Achieved	Partially Achieved	Not Achieved	
<p><b>2. Effectiveness</b></p> <p>To ensure the delivery of an effective Police Service.</p> <p>(For the Police Service of Northern Ireland).</p>	<p><b>2.1</b> Annually review and approve the yearly financial budgets for PSNI and bi-monthly hold PSNI to account for their spending throughout the period.</p>	✓			
	<p><b>2.2</b> Ensure that PSNI operates within the financial approvals and baselines set by the Northern Ireland Office (NIO) and they achieve maximum efficiency and effectiveness in the use of resources.</p>	✓			
	<p><b>2.3</b> Agree an annual PSNI Best Value Review Programme and monitor progress on the programme quarterly through the appropriate Board Committee.</p>	✓			
	<p><b>2.4</b> Undertake the necessary arrangements relating to the appointment of senior police officers and investigate appeals against appointment boards. Also investigate the rule on complaints against senior officers referred to the Board by the Police Ombudsman.</p>	✓			
	<p><b>2.5</b> Measure public satisfaction with the Board and DPPs by conducting research, including at least 2 public surveys per annum.</p>	✓			
<p>(For the Northern Ireland Policing Board).</p>					

Corporate Objective	Target	Progress at 31 March 2008			Notes
		Achieved	Partially Achieved	Not Achieved	
2. Effectiveness  (For the Northern Ireland Policing Board (continued).	2.6 Operate within the financial baselines set by the NIO and achieve maximum efficiency and effectiveness in the use of financial resources.	✓			
	2.7 Retain the Investors in People status of the Board and work on a yearly plan of continuous improvement.	✓			
	2.8 Administer Injury on Duty and Medical Retirement pension applications from serving and former police officers, within agreed timescales.	✓			
	2.9 Fully meet the requirements of: <ul style="list-style-type: none"> <li>• Freedom of Information by replying to requests within the agreed timescales</li> <li>• Equality legislation and annually report to the Equality Commission</li> <li>• Data Protection legislation</li> <li>• Human Rights legislation</li> </ul>	✓ ✓ ✓ ✓			
	2.10 Develop and integrate effective Corporate Governance and risk management procedures into the functions of the Board and to maintain and update these throughout the period.	✓			

Corporate Objective	Target	Progress at 31 March 2008			Notes
		Achieved	Partially Achieved	Not Achieved	
	<b>2.11</b> Agree and implement an Annual Best Value Review Programme for the Board and report and implement the results of the reviews.	✓			
	<b>2.12</b> To actively undertake the Board's role in progressing the Public Service Agreement (Objective 2) set for the Northern Ireland Office. ("To build and sustain confidence in the effectiveness, efficiency and capability of the Police Service and police oversight and accountability arrangements in Northern Ireland" (PSA Objective 2).	✓			
<b>3. Efficiency</b>  To ensure the delivery of an efficient Police Service.	<b>3.1</b> Develop, approve and publish the Northern Ireland Annual Policing Plan by 31 March each year.	✓			
	<b>3.2</b> Hold the PSNI to account by monitoring performance on a quarterly basis against the Northern Ireland Annual Policing Plan.	✓			
	<b>3.3</b> Monitoring trends and patterns in complaints made against the PSNI every 3 months.	✓			To be monitored every 6 months as per Committee decision.

Corporate Objective	Performance Target	Progress at 31 March 2008			Notes
		Achieved	Partially Achieved	Not Achieved	
<b>3. Efficiency</b>  To ensure the delivery of an efficient Police Service (continued).	<b>3.4</b> Monitoring trends and patterns in crime quarterly at the public session of the Board.	✓			
	<b>3.5</b> Monitor the implementation of major PSNI strategies by reviewing regular progress reports on: <ul style="list-style-type: none"> <li>• Human Rights (annually)</li> <li>• Human Resources (every 4 months)</li> <li>• Training, Education and Development (TED) (quarterly)</li> <li>• Information, Communications (quarterly)</li> <li>• Estates (quarterly).</li> </ul>	✓			TED to be monitored every 4 months and IS / Estate Strategies to be monitored every 6 months as per Committee decisions.
	<b>3.6</b> Maintain the community oversight of policing through the Custody Visiting (CV) Scheme and the Independent Community Observer (ICO) Scheme, and monitor performance monthly.	✓			CV Scheme to be monitored quarterly and ICO Scheme to be monitored annually as per Committee decision.
	<b>3.7</b> To consider HMIC reports and oversee the implementation of relevant recommendations.	✓			

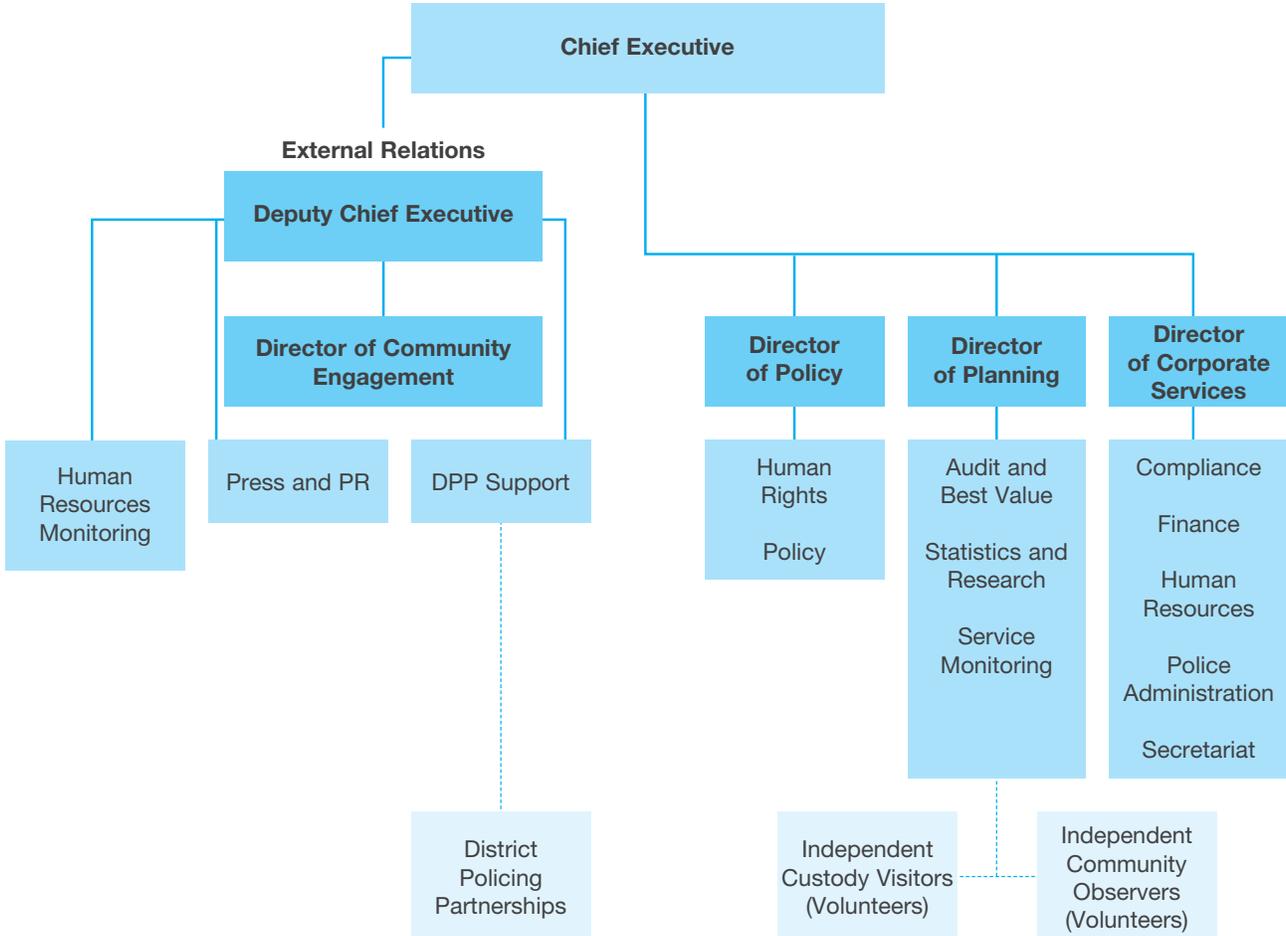
### Staffing the Board

The Board's Chief Executive Trevor Reaney is responsible for day to day management of the organisation and provides leadership to the staff who work for the Board.

The Chief Executive is supported in this work by a Deputy Chief Executive, Dr Debbie Donnelly and 4 Directors whose responsibilities cover Community Engagement, Corporate Services, Planning and Policy.

The following organisation chart sets out the structures in place and 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 2008 the staff composition of the Board totalled 60 staff comprising of 39 seconded civil servants from the NICS (includes 2 staff on career break) 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 2007 and 01 April 2008

	Gender		Community Background					
	Male	Female	Protestant		Roman Catholic		Non-Determined	
			Male	Female	Male	Female	Male	Female
<b>1 April 2007</b>	21	39	15	18	5	20	1	1
	35%	65%	25%	30%	8.5%	33.5%	1.5%	1.5%
<b>1 April 2008</b>	21	36	16	19	4	17	1	0
	37%	63%	28%	33%	7%	30%	2%	0%

ND – Not Determined

*For the purposes of Community Background the Board does not include in their statistics 3 NISRA staff who are on long term loan to the Board from the Department of Finance & Personnel.*

### 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, performance management. The feedback from the Survey was broadly very positive although there are a number of important areas to address. An Action Plan will be developed in due course and be implemented during 2008/09 to address areas for improvement.



The Board continues to develop its business planning, people development, communications and evaluation processes and on 29 February 2008 all staff participated in a Business Planning Away Day to gain input from them on 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 is due to be re-assessed in September 2008 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 is shortly to become fully integrated with a Northern Ireland Civil Service (NICS) wide Human Resource (HR) service called HR Connect which should offer more training / development opportunities and wider career development opportunities for some staff.

### **The Policing Board's Commitment to Equality**

The Policing 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 reporting period 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](http://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 30 June 2003. The Scheme is regularly updated and details all the information that the Board readily makes available. The Scheme is available on the Board's website at **[www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)**

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

During the reporting period the Board:

- processed 45 requests for information under the Freedom of Information Act (FOI) 2000;
- provided FOI electronic-learning training for new staff; and
- proactively published information in line with the Board's Publication Scheme including all Board and Committee meetings, minutes, agendas.

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](http://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

In the Cabinet Office's Interim Progress Report on Data Handling Procedures, published on 17 December 2007, Official Report, Government 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 2007-08**

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
<b>Further action on information risk</b>	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 2007-08**

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 2007-08**

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
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

Working in partnership with the community and engaging with the community is a high priority for the Board. This section considers work progressed during the last year through the network of District Policing Partnerships (DPPs) and the Board's Community Engagement Branch.

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

During the year under report the Board has further developed its community engagement work. The Board's overall aims for this work are to:

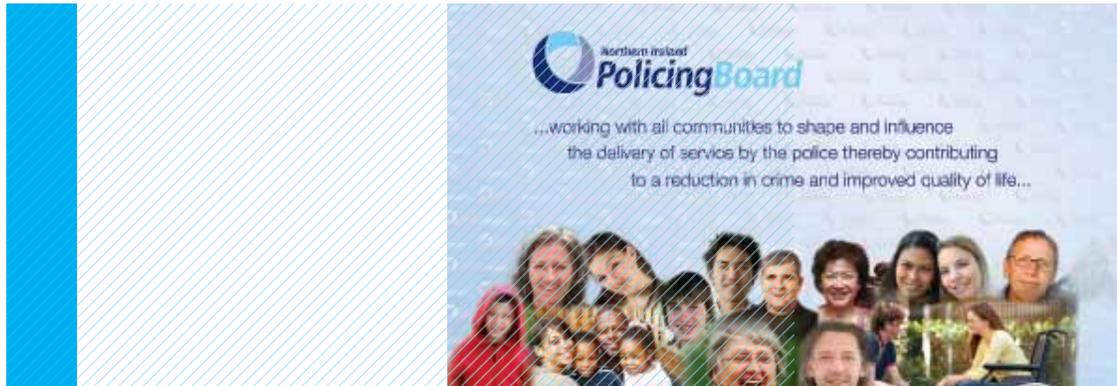
- enhance the means by which communities can impact on policing priorities;
- enhance the relationship between the community and the police;
- enhance the work of the Board in holding the Chief Constable to account;
- enhance police performance and confidence in policing; and
- enhance the community's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



## Review of the Community Engagement Strategy

In January 2008 the Board launched its consultation process on the Community Engagement Strategy. A copy of the Community Engagement Strategy can be found on the Board's website. A review of the strategy at this stage provides the Board with an opportunity to strengthen its engagement work.

There has been substantial progress made in this initial phase of the community engagement work. This progress includes; establishing terms of reference and action plans for each reference group; the commissioning of scoping work from the Northern Ireland Youth Forum on effective ways to engage young people and a range of high profile events with the business community and the Minority Ethnic communities in particular.



## Work of the Sector Reference Groups

The Board recognises the importance of engaging with specific groups or 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
- Younger people
- Minority Ethnic and Language Group
- Women's Group

### **Disability Reference Group**

The Disability Reference Group is the most recent group to be established by the Board. The aim is to provide a forum for people with disabilities, practitioners, advocates and service providers to share their knowledge, skills and experience to help shape policing in relation to those with a disability.

### **Lesbian Gay Bisexual and Transgender Group**

In June 2007 the Board held two information meetings in Belfast and Londonderry. These meetings were held in partnership with the Rainbow Project and aimed at LGBT groups in Northern Ireland. As a result of these meetings a Reference Group was established and an action plan developed, with the group looking at awareness raising through articles, websites and literature. Issues such as PSNI training, homophobic hate crime are also key issues for discussion.

### **Older People**

The Age Reference Group has met on a regular basis throughout the year. Some of the issues the group are considering are fear of crime and personal safety, the profile given to attacks in the media and the impact on older people. The reference group is also seen as a forum for the exchange of ideas and good practice.

### **Young People**

Following the Northern Ireland Youth Forum's presentation to the Community Engagement Committee in January, a meeting was arranged with a large range of organisations working within the youth sector to gauge their interest in meeting to discuss the way forward. There was a positive response and the group commended the Board on the approach that it was taking. Recommendations were made in relation to options for the Board's further engagement with young people and these will be taken forward during the next reporting period.

### **Minority Ethnic Community**

The Reference Group has met on a number of occasions during the year. They have defined their terms of reference and have developed an action plan. Meetings have been held with PSNI on subjects including police training and diversity practices and the process whereby existing policies are translated into everyday practice.

The Board has been invited to attend and to present at several events hosted within the Minority Sector, the latest of which was a celebration of the anniversary of the Republic of India day in the Indian Community Centre.

The Board has also been involved with the Polish community during their Polish Cultural Week, and the Polish Vice Consul was invited to meet with Board Members to discuss the involvement of the Polish community in DPPs and relationships with local PSNI.

One of the most significant events during the year was 'A Taste of Northern Ireland' which was held in the grounds of the Belfast City Hall to coincide with the Lord Mayor's Show. The event was jointly sponsored and organised by the Board and the PSNI and aimed to promote understanding and integration within the community. The nine communities recorded as being most affected by hate crime were showcased at the day long event.



### **Women's Reference Group**

During the past year the Women's Reference Group has developed terms of reference and an action plan. The group has considered a number of ways in which they can support the work of the Board and the PSNI in respect to domestic violence, women in policing and violent crimes against women.

Through their work with the Women's Reference Group, the Board have become involved in a number of events. They have recently been invited to participate in and host a workshop which is part of a 3 day international conference being held in Belfast which will be reported on in the next reporting cycle.

Representatives from organisations on the Women's Reference Group were involved in organising 7 awareness raising events throughout Northern Ireland in relation to the reconstitution of the DPPs.

**Information on the DPP, PSNI and Community problem solving initiative supported by funding from the International Fund for Ireland**

The Board has gained the support of the International Fund for Ireland (IFI) in funding the delivery of a Community Engagement Development Programme to enhance the capacity of the District Policing Partnerships (DPPs) to engage with the community and the police.

The essential components of this programme will be the direct and active involvement of the DPP, the PSNI and the community. In terms of community involvement one of the key aims of the programme will be to facilitate the DPP and the PSNI in working directly with communities who identify themselves as Loyalist/Unionist or Republican/Nationalist.

The programme will develop the capacity of the DPPs to work with the diverse communities in Northern Ireland and specifically assist them in dealing with difficult issues associated with sectarianism and the interface between single identity communities and the police.

The programme will consist of a number of individual projects to be run as pilot schemes in order to evaluate the effectiveness of the approach being developed.

Following a competitive tendering process the Board has appointed Mediation Northern Ireland to facilitate projects in South Belfast, Derry, Ards and Dungannon and South Tyrone.

**Visits by interest groups to the Board**

The policing change process in Northern Ireland continues to attract a range of interested parties nationally and internationally; and the Board regularly briefs visitors on the reform agenda.

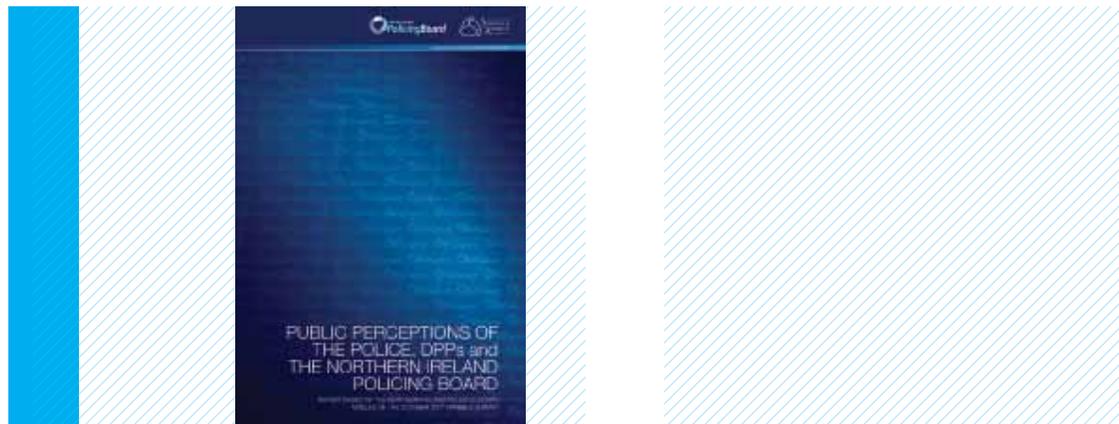
During the last year the Board has facilitated a range of groups keen to find out about the role and work of the Board and the structures of accountability and oversight in place for policing. In the reporting period delegations have been hosted from the Turkish Human Rights Presidency, Poland, Macedonia, Hong Kong, Ukraine, Iraq, Israel and Brazil. The UN Special Rapporteur and Shadow Secretary for Northern Ireland have also been briefed on the Board's role and work along with a number of student groups.



## Role of District Policing Partnerships and Policing Board Support

### Monitoring the effectiveness of DPPs

The Board has a statutory requirement under Section 3 (3) (d) (iii) of the Police (NI) Act 2000 (amended) to assess the effectiveness of DPPs in performing their statutory duties. To fulfil this requirement the Board completes an annual performance assessment of each DPP against a performance management framework. The framework requires a number of key performance indicator targets to be met in relation to the DPP statutory duties. The Board also commissions the Central Survey Unit in the Northern Ireland Statistic and Research Agency (NISRA) to conduct the Board module in its Omnibus Survey twice a year and the biennial DPP Public Consultation Survey. These surveys meet the Board's statutory obligations 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 district policing partnerships*".



Information reported to the Board's Community Engagement Committee in November 2007 on the performance of DPPs during 2006/07 confirmed that overall DPPs are fulfilling their statutory responsibilities.

- The targets that assess the performance of DPPs in identifying local policing priorities for input to the local Policing Plan and NI Policing Plan were achieved by 23 of the 26 DPPs.
- The targets that assess the performance of DPPs in monitoring police performance were achieved by all but 1 DPP.
- The targets to assess the performance of DPPs in engaging with the community to gain the co-operation of the public with the police in preventing crime were achieved by 23 of the 26 DPPs.
- The targets measuring the performance of DPPs in acting as a general forum for discussion on policing in the district were achieved by 24 of the 26 DPPs.

### **Monitoring of local PSNI performance by DPPs**

A key role of a DPP is to monitor local police performance against the local policing plan. The main way that a DPP does this is through the quarterly PSNI Area Commander's Reports, which contain quantitative and qualitative information. During 2007/08, the layout of these reports was revised by the Board, in consultation with DPPs and the PSNI's Operational Support Department, PSNI Analysis Centre and PSNI Area representatives from Urban and Rural regions. The Board also continued to provide statistical advice and support to DPPs (including issuing all DPPs with monitoring guidelines) in analysing and interpreting these reports. This has helped DPPs monitor local police performance more effectively.

### **Public satisfaction with DPPs**

Some of the key findings from the Policing Board module in the latest Omnibus Surveys (conducted by the Central Survey Unit of the Northern Ireland Statistics and Research Agency, NISRA) are shown below. Copies of the full results are available on the Policing Board's website: [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)

### **Knowledge of DPPs**

In October 2007, just over three fifths of respondents (62%) had heard of DPPs, compared to 67% in April 2007.

### Confidence in DPPs

Of those respondents who had heard of DPPs in October 2007:

- over three quarters (76%) had some, a lot or total confidence that DPPs will help address local policing problems, compared to 83% in April 2007;
- 58% said they were prepared to contact their local DPP regarding local policing issues, compared to 55% in April 2007; and
- over one third (37%) believed that their local DPP has helped to improve policing in their local area, similar to the April 2007 finding of 35%.

Throughout the year work was undertaken with DPPs to further develop key performance Indicators that would measure the outcomes and achievements of the DPPs work. A revised DPP Monitoring Framework was agreed by the Board's Community Engagement Committee in February 2008.

### DPP Reconstitution

Schedule 8 to the Northern Ireland (St Andrews Agreement) Act 2006 provided for the reconstitution of DPPs outside the trigger of the local government election. It gave effect to the provisions of the Police (NI) Act 2003 which covers the establishment of 4 Belfast Sub Groups, introduced of a declaration of terrorism for independent members of DPPs and amended provisions for disqualification from being a member of a DPP.

At its commencement date, 4 September 2007, the Board was required, within 15 days, to ascertain whether each DPP met the 'political condition' laid down in the Act. Schedule 8 Section 20 (2)(6) of the Act states *"the political condition is met in relation to a DPP if the political members of the DPP reflect, so far as practicable, the balance of the parties prevailing among the members of the council on the commencement date."*



## The Political Condition

In determining the ‘political condition’ of each DPP, the Board found that 23 DPPs did not meet the requirement and were therefore reconstituted in line with the Northern Ireland (St Andrews Agreement) Act 2006. They were:

<b>Antrim DPP</b>	<b>Craigavon DPP</b>	<b>Lisburn DPP</b>
<b>Ards DPP</b>	<b>Derry DPP</b>	<b>Magherafelt DPP</b>
<b>Armagh DPP</b>	<b>Down DPP</b>	<b>Moyle DPP</b>
<b>Ballymoney DPP</b>	<b>Dungannon and South Tyrone DPP</b>	<b>Newry and Mourne DPP</b>
<b>Belfast DPP</b>	<b>Fermanagh DPP</b>	<b>Newtownabbey DPP</b>
<b>Carrickfergus DPP</b>	<b>Larne DPP</b>	<b>North Down DPP</b>
<b>Castlereagh DPP</b>	<b>Limavady DPP</b>	<b>Omagh DPP</b>
<b>Cookstown DPP</b>	<b>Strabane DPP</b>	

DPPs that met the ‘political condition’ and have not been reconstituted were: Ballymena DPP, Banbridge DPP and Coleraine DPP.

### Belfast DPP and Sub-Groups

Schedule 9 of the Northern Ireland (St Andrews Agreement) Act 2006 concerns Belfast DPP. As the biggest Partnership, Belfast DPP has 4 sub-groups that monitor the performance of the PSNI’s North, South, East and West areas that fall within the DPPs boundaries.

Previously each Belfast sub-group was required to have a minimum of 6 members drawn from the Belfast DPP. The Act changed the membership of each sub-group to 6 political (up 1 member) and 5 independents (up 1 member). In addition, independent members of sub-groups were no longer required to be existing members of the Belfast DPP itself. Political nominations to Belfast DPP and sub-groups were made in October 2007 and the Board made independent member appointments on 1 April 2008.



**INFORMATION BOOKLET ON DISTRICT POLICING PARTNERSHIPS (DPPs) AND BELFAST SUBGROUPS 2007**

**YOUR COMMUNITY. YOUR POLICE SERVICE. YOUR CHANCE TO MAKE A DIFFERENCE.**

[www.districtpolicing.com](http://www.districtpolicing.com)

**INDEPENDENT MEMBERS - District Policing Partnerships**  
 District Policing Partnerships (DPPs) are partnerships between the local council and the community. They consist of local people and elected councillors, working together to shape the policing of their district. They are a unique opportunity for members of the public, like you, to have a say in the policing priorities of your area. District Policing Partnerships are currently being reconstituted in all Council areas with the exception of Ballymena, Barbridge and Coleraine, therefore applications for these Councils will not be required.

**Who can apply?**  
 We are looking for members of the public who can represent their community and convey local opinion on policing issues most affecting their area. To be considered, you must:

- be able to show you have an interest in the local community, community safety or policing issues (this can be gained either through employment or participation in the community or voluntary sector);
- live in, or be able to show you have a close connection with the Council area the DPP or Belfast Subgroup is in;
- be able to commit at least 2 days per month to the work of the DPP.

**How can I apply?**  
 Visit [www.districtpolicing.com](http://www.districtpolicing.com) • Telephone 0622 9141 5200 (lines open 9am - 5pm, Monday - Friday)  
 Email [dpprecruitment@uk.pwc.com](mailto:dpprecruitment@uk.pwc.com) • Write to **Executive Resourcing, PricewaterhouseCoopers LLP, Waterfront Plaza, 8 Laganbank Road, Belfast BT1 3LR**. Please provide details of your name, postal address and a contact telephone number. In all correspondence, please quote DPP07 and indicate the Council area you wish to apply for. Application forms can be provided in a range of accessible formats and candidates who require assistance will be facilitated on request.  
 Completed application forms must be returned no later than 5pm (GMT) on Friday 30th November 2007.  
 The Northern Ireland Policing Board is committed to equality of opportunity.

**District Policing Partnerships**  
 www.districtpolicing.com

**Northern Ireland Policing Board**

## Independent Member Appointment Process

The process of selecting Independent Members began in October 2007, with the public advertisements placed during November 2007. Recruitment consultants PricewaterhouseCoopers managed the initial process.

During February and March 2008 the Councils sent to the Board a list of candidates they had interviewed and considered suitable for appointment to their DPP. The governing principal at this stage of the process was that each candidate was selected on merit having met the criteria set out on the application form. Each council then forwarded their 'appointable list' of candidates to the Board for consideration for appointment.

Throughout March 2008 the Board established representative selection panels made up of Political and Independent Members of the Board and an Independent Panel Member and began the process of appointing Independent Members drawn from the list of appointable candidates which comprised candidates who were successful in the final competition and DPP existing Member candidates who had qualified to be considered for reappointment.

In making all appointments the Board has a statutory responsibility to ensure that when taken together - Elected and Independent Members - the DPP would be representative of the community it was to serve.

In meeting this legal requirement the Board looked at the perceived community background of the Elected Members and appointed Independent Members whose community background would balance the background of the Elected Members and ensure that the DPP would, as far as possible, reflect the 2001 Census return for the council area. The Board also had to ensure that as far as possible the DPP was

representative in terms of gender, age, disability, race, sexual orientation, marital status, dependants and political opinion.

Each list of appointable candidates was anonymised to ensure that during this stage of the appointment process Board Members were not aware of the identity of those it was appointing. All Independent Members have been appointed until the date of the reconstitution of the next DPP. At present this is expected to be following the local government elections in 2011.

### **Outcome of the Appointment Process**

The independent member appointments to the 23 DPPs and 4 Belfast sub-groups were made on 1 April 2008. There was considerable interest from across all sections in the community in the Independent posts and the standard of candidates was impressive. But with a limited number of positions available in each of the 23 districts and Belfast sub-groups, it was inevitable that the Board would have to disappoint some extremely well-qualified applicants. When making the appointments, the Board's primary responsibility was to make each DPP as representative of the community as possible.

### **Statistical summary of Independent Member Appointments**

- 337 candidates who were successful in the open competition and 181 existing independent members (total 518) were considered by the Board to fill 211 vacant Independent Member positions on the DPPs and Belfast sub-groups.
- 89 (42%) of those appointed as Independent Members had previously served as members during the first term of the DPP and were reappointed.
- 122 (58%) of those appointed were 'new members' who had not previously served on the DPP and had applied through the open public competition.
- 105 (50%) Independent Members are from the Roman Catholic community with 106 (50%) from the Non Roman Catholic community.
- 103 (43%) Elected Members are perceived from the Roman Catholic community, whilst 135 (57%) are perceived from the Non Roman Catholic community.
- 82 (39%) Independent Members are male and 129 (61%) are female.
- 188 (79%) Elected Members are male and 50 (21%) are female.
- 13 (6%) Independent Members are aged 25 and under; 48 (23%) are aged between 26 and 40; 117 (55%) are aged between 41 and 60; and 33 (16%) are aged 61 and over.
- 27 (13%) candidates who stated that they had a disability have been appointed.

- 5 (2%) Independent Members are from ethnic minorities.
- 4 (2%) Independent Members describe themselves as Lesbian, Gay, Bisexual or Transgender.
- 65 (31%) Independent Members declared a political affiliation.

## Building the Capacity of DPPs

### DPP Training

Each year the Board develops a training programme for DPP Members and Managers based on various development needs identified from local Training Needs Analysis. During the 2007/08 financial year the Board provided training for DPP members on topics aligned to the key areas of work of a DPP. This included:

- Young People and Youth Crime Workshop;
- Community Engagement & Sharing Good Practice; and
- Local Policing Plans.

PSNI facilitated DPP Members from Ballymena, Ballymoney, Coleraine, Larne and Moyle (PSNI 'H' 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.

In November 2007, the Board held two Information Sessions for Political Members newly appointed to the 23 DPPs being reconstituted under the St Andrews Agreement legislation.



During the reporting period, the Board provided an opportunity for DPP Managers to take part in a diploma course with the Institute of Leadership Management. A Mentoring Course organised with Business in the Community (BITC) was also arranged for DPP Managers and 6 delegates took part. DPP Managers also attended a Joint Problem Solving Workshop with Community Safety Partnership (CSP) Co-ordinators.

### **DPP Briefings, Seminars and Consultation**

As part of its Training Programme for DPPs the Board facilitates a range of briefings on relevant topics for DPP members to provide information and aid understanding of policing issues and other issues which impact on local policing. During the reporting period, the following briefings, seminars and consultation opportunities were provided on:

- Call Management & Policing with the Community;
- Seminar on the Challenges for Policing a Shared Future ; and
- Consultation on the Board's Community Engagement Strategy.

### **DPP Chair's and Vice Chair's Forum**

In November 2007 the Board held a meeting of the DPP Chairs' & Vice-Chairs' Forum. The Forum provided an opportunity for Chairs and Vice-Chairs to meet with Board Members and police officers to discuss issues relating to the work of DPPs and policing in general. The theme of the meeting was 'Engaging with the Community' and members were updated on the Board's Community Engagement Strategy and also heard from the Chief Constable on work which the PSNI are taking forward on engaging communities to support policing. Members from 3 of the DPP districts - Ards, Ballymoney and Strabane outlined to the Forum some examples of how their DPPs take forward outreach and community engagement work.

### **Board members support to DPPs**

The Report on the independent assessment of the Board undertaken in 2005 recommended that the Board should consider how to facilitate the engagement of Members with DPPs in order to develop communication and engagement. Board Members links with DPPs had been established in May 2006.

Following reconstitution of the Board, Members agreed in September 2007 an allocation of Board members to support DPPs. Each Board Member would take responsibility for linking with one or more DPPs and Belfast sub-groups. From September 2007 to 31 March 2008 contact was made with 14 DPPs by Board members.

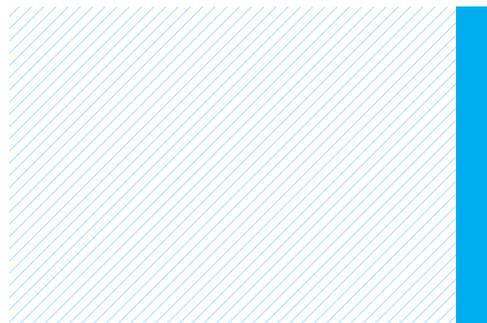


Board Members links with DPPs has been successful in providing a two-way channel of communication between the Board and DPPs, communicating issues of relevance to the DPPs, providing feedback to the Board on views that DPPs may have on key issues to inform the Board’s position and highlighting issues of concern raised by DPPs.

**Neighbourhood Watch**

The Board and its 2 partner agencies the NIO’s Community Safety Unit and PSNI’s Community Safety Branch, continued to support the development and maintenance of Neighbourhood Watch by providing funding for initiatives delivered by DPPs working with CSPs and PSNI at a local level.

An evaluation of the effectiveness of Neighbourhood Watch which had been commissioned by the partners in 2006 was completed in November 2007 and a draft Action Plan, based on the survey recommendations was developed by the partners. At a Neighbourhood Watch Conference for all co-ordinators in Cookstown in March 2008, delegates were consulted on the draft Action Plan and given the opportunity to input to the Action Plan which will be implemented during 2008/09.



### School and Business Watch

An initiative to counteract criminal damage in schools across Northern Ireland was launched by the Policing Board, NIO and PSNI in June 2007 at Acorn Integrated primary school Carrickfergus. Posters and leaflets were made widely available to all schools for distribution to local neighbours, shops and libraries.

Fermanagh DPP in partnership with the local CSP and PSNI launched a pilot Business Watch Scheme in Enniskillen during February 2008. Business Watch is operated on similar principals to Neighbourhood Watch with the emphasis on addressing issues related to business crime e.g. shoplifting and the use of counterfeit currency.

As with Neighbourhood Watch, both the School Watch and pilot Business Watch initiatives are supported by the Board, NIO Community Safety Unit and PSNI.



## 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 a range of groups and organisations.

Much of this work is carried out through statistical surveys and research. The majority of the Board's statistical surveys are conducted independently by NISRA's Central Survey Unit. During 2007/08, the Board also engaged in consultation work with the PSNI and commissioned KPMG to conduct research 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/October) to monitor performance indicators and 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 two 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](http://www.nipolicingboard.org.uk).

The April and October 2007 surveys monitored three targets in the 2007-2010 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 by 4 percentage points. The other targets set accurate baselines for the percentage of people who are confident in the police's ability to deal with terrorist activity and 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 and ensuring accountability section of this annual report.

### **Knowledge of the Policing Board**

In October 2007, almost 7 out of 8 respondents (87%) had heard of the Policing Board - similar to the April 2007 finding (86%). 70% of respondents who had heard of the Board correctly thought it was made up of a mix of politicians and independently appointed members, similar to the April 2007 finding (72%).

### **Satisfaction with the work of the Policing Board**

In October 2007, four fifths of the respondents who had heard of the Board (82%) thought that the Board is working at least adequately, the same finding as in April 2007. 40% of these thought that the Board is working very well/well (43% in April 2007). In October 2007, 44% of respondents thought the Board did well/very well in monitoring how the PSNI performs against annual Policing Plan targets, compared with 47% in April 2007.

In October 2007, almost half of the respondents who had heard of the Board (47%) thought the Board did well/very well in questioning the Chief Constable, similar to the April 2007 finding (49%). Over two fifths of the respondents who had heard of the Board (44%) thought that the Board did well/very well on holding the Chief Constable publicly to account, compared to 49% in April 2007.

In October 2007, one third of the respondents who had heard of the Board (33%) thought that the Board did well/very well in consulting the public on policing issues, similar to the April 2007 finding of 35%.

### **Perceptions of the Board**

In October 2007, over two thirds of the respondents who had heard of the Board (68%) thought that the Board helps ensure that the PSNI do a good job, compared to 73% in April 2007. Over three quarters of the respondents who had heard of the Board (76%) correctly thought that the Board is independent of the police, similar to the April 2007 finding (73%).

In October 2007, four fifths of the respondents who had heard of the Board (80%) correctly thought that the primary role of the Board is to oversee policing and hold the Chief Constable and the PSNI publicly to account, similar to the April 2007 finding of 81%.

### **2008 DPP Public Consultation Survey**

During 2007/08, the Board commissioned NISRA's Central Survey Unit to conduct the fourth DPP Public Consultation Survey. (Previous surveys were conducted in June 2003, May 2004 and May 2006). This postal survey was sent to 71,500 households across Northern Ireland (1 in 10 of all households) in February 2008.

The survey asked people (i) to prioritise the policing problems/issues about which they were most concerned, (ii) to highlight the policing activities they would like to see local police concentrate resources on, (iii) their satisfaction with local policing and (iv) their knowledge of and satisfaction with DPPs. The results will be 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 will be published on the Board's website ([www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)) in late summer 2008.

### **Joint PSNI/Policing Board Quality of Service 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 has included the additional victim category of victims of anti-social behaviour, due to Home Office requirements, since 2006/07. 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.

9,636 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 2006 and 31 March 2007. 2,065 questionnaires were returned (21.4%) and the key findings showed that:

- There were no statistically significant differences in the levels of satisfaction recorded by respondents in 2006/07 compared with 2005/06.
- Just under four-fifths of respondents (78%) indicated that they were satisfied with the overall service provided by the police. In 2005/06 this figure was 81%.

- The vast majority of respondents (91%) stated that they were satisfied with the ease of contacting someone who could assist them. In 2005/06 this figure was 90%.
- Overall, 86% of respondents were satisfied with the time it took for the police to arrive. In 2005/06 this figure was 85%.
- Three-quarters of respondents (75%) stated that they were satisfied with the actions taken by police. In 2005/06 this figure was 77%.
- 70% of respondents were satisfied with how well they were kept informed of progress, the same findings as in 2005/06.
- The vast majority of respondents (87%) stated that they were satisfied with the way they were treated by the police officers and staff that dealt with them. In 2005/06 this figure was 88%.

2,647 questionnaires were posted to a random sample of persons who had reported anti-social behaviour during 2006/07. 781 were returned (29.5%) and 70% of respondents were satisfied with the overall service provided by the police.

The 2006/07 results were published in October 2007 and are available on the Board's website [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)

### **Business Crime Research**

The Board commissioned KPMG in October 2007 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.

Almost 5,000 non agricultural businesses in Northern Ireland were issued a questionnaire during November and December 2007. The businesses were randomly selected from the Office for National Statistics' Inter Departmental Business Register (IDBR). The IDBR contains information on all businesses in the UK that are VAT registered or which operate a Pay As You Earn (PAYE) scheme. A total of 788 (16%) completed questionnaires were returned.

KPMG also conducted a series of focus groups and in depth interviews with businesses and business representative bodies across Northern Ireland during February and March 2008.

The research findings will be published on the Board's website ([www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)) later in 2008.

## **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 Annual Policing Plan for the period 1 April 2007- 31 March 2008.

### **Overseeing Policing and Ensuring Accountability**

The Northern Ireland 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 annual performance targets and indicators for the PSNI and takes a strategic view of policing in Northern Ireland over the next 3 years. The 2008-2011 Plan was published on the 4 March 2008. The following paragraphs explain how the policing plan process works.

The Secretary of State, after consulting with the Policing Board, the Chief Constable, the Ombudsman, the Northern Ireland Human Rights Commission, the Equality Commission for Northern Ireland, and such other persons as he considers appropriate, sets long-term objectives for the policing of Northern Ireland.

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

The Chief Constable drafts the Plan which the Policing Board, after consulting with the Secretary of State, issues. In the Plan, the Chief Constable sets out how he will use the available resources to fulfil the objectives, performance indicators and targets set by the Policing Board and the Secretary of State.

### **Consultation and District Policing Partnerships (DPPs)**

Local people are now an integral part of the policing structures in Northern Ireland through the DPPs. The 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 Policing Board and the PSNI in developing the objectives, performance indicators and targets contained in the Northern Ireland Policing Plan.

The involvement of all political parties in DPPs following reconstitution in late 2007 will undoubtedly continue to build upon the valuable role already carried out by DPPs.

### **Setting Policing Objectives**

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, Crime Reduction targets, 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.

In the current plan for 2008-2011, the objectives are contained in 5 domains. These are:

- Satisfaction and Confidence,
- Tackling Crime,
- Promoting Community Safety,

- Managing Capability, and
- Organisational Development.

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.

### **Monitoring and Reporting**

During the year the Board monitors and reviews 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 progress report on targets and is questioned on a quarterly basis on performance against targets.

Reports are also received from the PSNI on qualitative targets and major policing strategies at agreed timescales during the year. 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 under-performance.

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 pages.

### **Police Performance 1 April 2007 - 31 March 2008**

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 in last year's plan for 2007-2010.

Achievement of targets in the Annual Policing Plan 2007-2008			
Target		Performance	Target Achieved?
1.1.1	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 by 4% points. (1)	Target to achieve 83%. April 2007 finding 83% October 2007 finding 84%	Yes
1.1.2	To increase the percentage of crime victims satisfied that they have been kept informed regarding their case by 5% points. (2,3)	Target to achieve 75% Quarter 4 2006/07 71% Quarter 1 2007/08 69% Quarter 2 2007/08 71% Quarter 3 2007/08 73%	No
1.2.1	To set an accurate baseline for the percentage of people who are confident in the police's ability to deal with terrorist activity.	April 2007 finding 76% October 2007 finding 77%	Yes
1.3.1	To increase the percentage of emergency calls responded to within 15 minutes by 2% points. (10)	Target to achieve 81.4% Achieved 79.8%	No
2.1.1	Police to demonstrate the extent to which the Neighbourhood Policing Model has been implemented, by reporting formally to the Board twice yearly and by facilitating two Board Member 'seeing is believing' visits to Districts per year. Implementation of neighbourhood policing is to be taken forward via the CORE governance arrangements and as an integral part of the overall change management programme in DCUs.	Achievement of this target was outside PSNI control, although arrangements were made by PSNI for the "Seeing is Believing" visits no Board Members were available on the planned dates.	See note under "Performance".
3.1.1	To reduce the total number of crimes by 2%. (3)	Achieved 10.5% reduction.	Yes
3.2.1	To reduce the total number of violent crimes by 2%. (3,4)	Achieved 7.6% reduction.	Yes
3.2.2	To reduce the total number of violent crimes against children by 2%. (3,4,5)	Achieved 10.6% reduction.	Yes
3.3.1	To reduce the total number of recorded crimes of criminal damage by 2%. (3,6)	Achieved 14.9% reduction.	Yes
3.4.1	To reduce the total number of domestic burglaries by 3%. (3)	Achieved 1.7% reduction.	No
4.1.1	To increase the sanction clearance rate by 3% points. (3) (11)	Achieved 0.9% point increase.	No

Achievement of targets in the Annual Policing Plan 2007-2008			
Target		Performance	Target Achieved?
4.2.1	To increase the sanction clearance rate for sectarian hate crime. (3) (11)	No change on 2006/07	No
4.2.2	To increase the sanction clearance rate for racist hate crime. (3) (11)	Achieved 0.3% point decrease.	No
4.2.3	To increase the sanction clearance rate for homophobic hate crime. (3) (11)	Achieved 0.4% point increase.	Yes
4.3.1	To increase the number of drugs supply crime gangs frustrated, disrupted or dismantled. (3,9)	Frustrated 29 (6 in 06/07) Disrupted 25 (4 in 06/07) Dismantled 4 (2 in 06/07)	Yes
4.4.1	To increase the number of cash seizures by police. (3)	146 cash seizures (89 in 06/07).	Yes
5.1.1	To reduce the number of incidents of anti-social behaviour by 5%. (3)	Achieved 2.6% reduction	No
6.1.1	To establish a baseline of the percentage of people who say they feel safe in their community.	April 2007 finding 90% October 2007 finding 92%	Yes
7.1.1	To reduce the number of people killed or seriously injured (KSI) on the road. (3)	2006/07 KSI = 1,322 2007/08 KSI = 1,186	Yes
7.1.2	To reduce the number of children killed or seriously injured on the road. (3,7)	2006/07 KSI = 136 2007/08 KSI = 109	Yes
8.1.1	Issue Resource Plan within available funding for 2008/09, 2009/10 and 2010/11 by 31 March 2008.	2008/09 Resource Plan issued within available funding by 31 March 2008. The 2009/10 and 2010/11 Resource Plans have been presented to the Board but have not yet been agreed. Non-achievement of this target is beyond PSNI's control and is as a result of a difficult CSRO7 settlement.	See note under "Performance".
8.2.1	To increase the proportion of staff that are not absent from work through illness.	Police officers increased from 88.90% to 90.35%. Civilian staff increased from 87.72% to 90.51%.	Yes

Achievement of targets in the Annual Policing Plan 2007-2008			
Target		Performance	Target Achieved?
8.3.1	To reduce average sickness levels to 80 hours (10 days) for police officers and civilian staff in 2007/2008. (8)	Police officers 11.2 days Civilian staff 11.0 days	No
8.4.1	To process 87% of custody cases within administrative time limits.	Achieved 93.7%	Yes
8.4.2	To process 87% of bail cases within administrative time limits.	Achieved 95.0%	Yes
8.4.3	To process 75% of indictable reported cases within administrative time limits.	Achieved 74.8%	No
8.4.4	To process 60% of summary reported cases within administrative time limits.	Achieved 64.2%	Yes
9.1.1	To demonstrate progress towards the implementation of actions as detailed in Part 3, reporting quarterly to the Board as specified.	All Part 3 reports received and reported to the Board as specified.	No

## NOTES

1. The baseline is 79% as identified in the October 2006 Northern Ireland Omnibus Survey.
2. Victims' groups include violent crime, domestic burglary, vehicle crime, racial incidents and those involved in injury road traffic collisions.
3. Targets will be measured against performance achieved at 31st March 2007.
4. Violent crime includes offences against the person, sexual offences and robberies.
5. 'Children' refers to those under 18 years of age in accordance with Criminal Law.
6. Targets to be achieved by placing a particular focus on criminal damage to vehicles and dwellings.
7. 'Children' refers to those under 16 years of age in accordance with the approach adopted in England and Wales in respect to Road Safety.

8. The aim is to reduce average sickness levels to proposed ACPO standards (5 standard days) by March 2010. Reducing successfully to; 10 days 2007-2008; 7 days 2008-2009; 5 days 2009-2010.
9. Definition of drugs supply crime gangs frustrated, disrupted or dismantled can be found on page 19 of the 2007-2010 NI Policing Plan.
10. Definition of emergency and non-emergency calls can be found on page 20 of the 2007-2010 NI Policing Plan.
11. Sanction Clearance refers to clearances where a 'sanction' is taken against the accused person as opposed to clearances that result in 'no further police action'. Sanction clearances include the following clearance types; charge/summons, taking into consideration (TIC), adult caution, adult informed warning, juvenile restorative caution, juvenile informed warning and juvenile prosecutorial diversion.

### **Main Positive Outcomes**

The table demonstrates that there were many positive outcomes in police performance during 2007-2008 including;

- Above target increase in 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 - target 1.1.1.
- Above target decreases in: overall crimes - target 3.1.1, violent crimes - target 3.2.1, violent crimes against children - target 3.2.2, and criminal damage crimes - target 3.3.1.
- Above target increase in the sanction clearance rate for homophobic hate crime - target 4.2.3.
- An increase in the number of drugs supply crime gangs frustrated, disrupted or dismantled - target 4.3.1.
- An increase in the number of cash seizures by police - target 4.4.1.
- An increase in the proportion of staff that are not absent from work through illness - target 8.2.1.
- Above target increases in the percentage of custody cases, bail cases and summary reported cases processed within administrative time limits - targets 8.4.1, 8.4.2 and 8.4.4.

### Targets Not Achieved

There were also some areas of concern in terms of performance during 2007-2008 including:

- Below target increases in crime victims satisfied that they have been kept informed regarding their case - target 1.1.2.
- Below target increase in the percentage of emergency calls responded to within 15 minutes - target 1.3.1.
- Below target reduction in domestic burglaries - target 3.4.1.
- Below target increases in the overall sanction clearance rate - target 4.1.1, the sanction clearance rate for sectarian hate crime - target 4.2.1, and the sanction clearance rate for racist hate crime - target 4.2.2.
- Below target decrease in the number of incidents of anti-social behaviour - target 5.1.1.
- Target to reduce average sickness levels to 80 hours (10 days) for police officers and civilian staff in 2007/2008 not met - target 8.3.1.
- Target to process 75% of indictable reported cases within administrative time limits not met - target 8.4.3.

Targets have been set for all performance areas for 2008-2009 where performance did not meet the required standards during 2007-2008.

The Board will continue to monitor police performance closely and to hold the Chief Constable to account for the performance of the PSNI. The Board will 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 oversees and monitors PSNI performance and service delivery across other key areas of work and relationships with other policing oversight bodies.

### Oversight of Outstanding Patten Recommendations

The Office of the Oversight Commissioner was provided for in the Police (NI) Act 2000 and was charged with overseeing the Recommendations from the Report of the Independent Commission on Policing for Northern Ireland (The Patten Report). The Office of the Oversight Commissioner concluded its work in May 2007 with the publication of its 19th Report. The Northern Ireland Policing Board assumed responsibility for overseeing the implementation of the 35 recommendations noted as being incomplete.

The 35 recommendations were assigned to the respective Committees of the Board to continue the oversight role. In considering its approach to the monitoring of the outstanding recommendations, the Board outlined a clear strategy based on:

- **Sustainability** - oversight of the implementation of the outstanding recommendations should be embedded into existing Board monitoring arrangements;
- **Credibility** - the monitoring should have credibility with the public and PSNI; and
- **Independence** - an important tenant of the work of the Oversight Commission was its independence and any future monitoring by the Board should be equally independent.

The Board will publish a status report on the outstanding Patten Recommendations in the summer of 2008.

### Police Ombudsman for Northern Ireland

The Police (NI) Act 1998 gave effect to the Office of the Police Ombudsman whose primary statutory duty is to secure an efficient, effective and independent complaints system which enjoys the confidence of the public and the police. During the reporting period a new Police Ombudsman, Al Hutchinson, was appointed to continue the work of Dame Nuala O'Loan. In line with agreed protocols between our respective

offices, the Board met with the Police Ombudsman to discuss various issues of relevance to policing oversight. In addition to these formal meetings with the Board, senior officials of the 2 offices meet regularly to discuss issues of mutual interest.

To enable the Board to fulfil its duty in respect of monitoring police complaints the Human Rights & Professional Standards Committee met with the Police Ombudsman twice last year to discuss issues arising from investigations into complaints against the police. In addition, the Committee receives complaints statistics quarterly from the Police Ombudsman.

### **Criminal Justice Inspection Northern Ireland (CJINI)**

During 2007/08, 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 2007/08 which were considered by the Board were; Management of Sex Offenders (published November 2007) and Handling Complaints in the Criminal Justice System (July 2007). The relevant CJINI follow-up reports published in 2007/08 which were considered by the Board were; Police Ombudsman (October 2007), Forensic Science (August 2007) and Scientific Support Services in PSNI (August 2007).

### **Her Majesty's Inspectorate of Constabulary (HMIC)**

Under the provisions of the Police (NI) Act 2000, HMIC is required to carry out an annual inspection of the PSNI. This is called a Baseline Assessment which provides a strategic overview of PSNI's strengths and areas for improvement. The most recent Baseline Assessment report which measured PSNI performance was published in March 2007. The assessment provides a comprehensive overview of PSNI performance across seven overarching areas of activity:

- citizen focus;
- reducing crime;
- investigating crime;
- promoting safety;

- providing assistance;
- resource use; and
- leadership and direction.

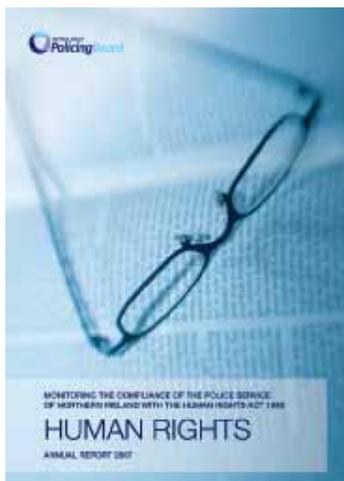
HMIC identified 12 areas for improvement in the areas of Professional Standards; Managing Critical Incidents and Major Crime; Tackling Serious and Organised Criminality; Criminal Justice Processes; Protecting Vulnerable People; Contact Management; Human Resource Management; Training, Development and Organisational Learning; Race & Diversity; Managing Financial & Physical Resources; Leadership; and Performance Management & Continuous Improvement.

Under Section 42(2) of the Police (NI) Act 1998 the Board is required to consider the HMIC Baseline Assessment and, through its Committees the Board monitors the progress towards the implementation of the recommendations arising from Assessment.

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

The Police (NI) Act 2000 requires the Board to monitor the performance of the PSNI in complying with the Human Rights Act 1998. In 2003, the Board appointed Keir Starmer QC and Jane Gordon to advise how the Board should meet its statutory duty. In December 2003, the Board published its human rights monitoring framework.

The first human rights annual report, published in March 2005 examined 12 key areas of the PSNI's compliance with the Human Rights Act. A second report was published in September 2006.



The Board published its third Human Rights Annual Report on 25 September 2007. The Report set out 44 new recommendations arising from 15 subject areas including Policing with the Community and Children and Young People. In response the PSNI published a Human Rights Programme of Action in December 2007. This Programme of Action outlines the measures the PSNI is taking to implement the 44 recommendations made.

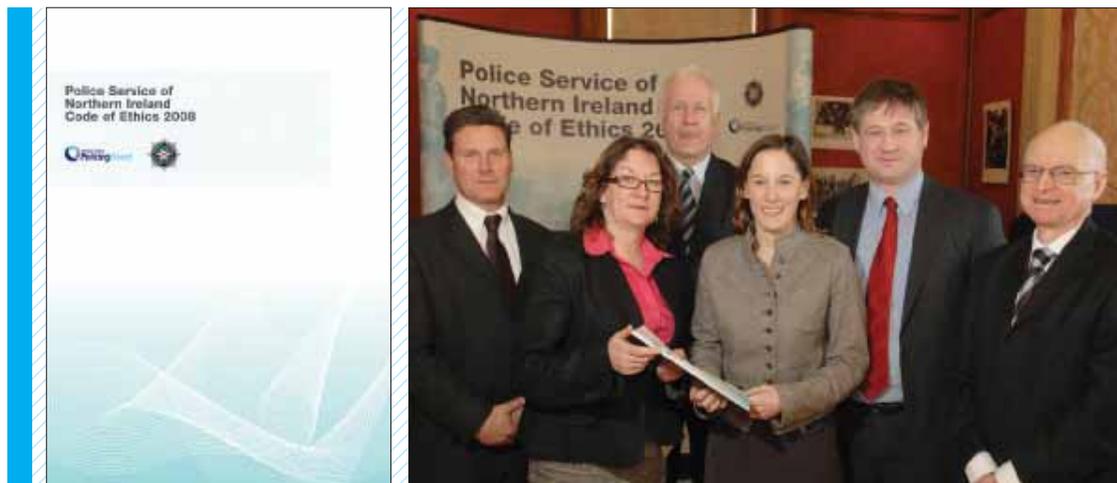
This year, in addition to their on-going human rights monitoring work, the Board requested that its human rights advisors examine a number of distinct areas of PSNI work, including:

- the human rights implications relating to the PSNI's decision to deploy TASER;
- the transfer of responsibility for national security to MI5; and
- the implementation of the recommendations arising from the Police Ombudsman's Operation Ballast Report of January 2007.

### PSNI Code of Ethics 2008

The Board is required to periodically review and revise the PSNI Code of Ethics. The review of the original Code of Ethics, which was published in February 2003, commenced in 2006. A revised Code of Ethics, the PSNI Code of Ethics 2008, was published by the Board in February 2008, becoming law on 10 March 2008.

The Code provides an ethical framework for the decisions and actions taken by police officers, outlining appropriate standards of behaviour. The Code was revised following extensive consultation with the public, a range of statutory and voluntary



organisations, all PSNI officers and the various police associations. The Code of Ethics is unique in the context of policing in the UK and Ireland. It is widely recognised as a significant contributory factor in advancing the human rights agenda within the PSNI.

A copy of the PSNI Code of Ethics 2008 is available on the Board's website.

### **Monitoring and Overseeing the Research Programme into Less Lethal Technologies**

Arising from Patten recommendations 69 and 70 a UK Steering Group was set up to oversee and research less lethal weaponry technologies. The group, chaired by the Home Office, examines alternative policing approaches to the management of conflict in the United Kingdom. The Board has observer status on this group.

### **Deployment of Electro-Shock Weapons (TASER) by the PSNI**

On 4 October 2007 the Board set out its position on the implications of the PSNI's proposed introduction of an electro-shock weapon commonly known as TASER<sup>3</sup>. TASER is a weapon which uses a temporary high-voltage low-current electrical discharge to override the body's muscle-triggering mechanisms, thus immobilising the recipient via 2 metal probes attached to the weapon.

The Board has taken the view that there should be no deployment of TASER prior to the completion of an Equality Impact Assessment (EQIA) and consideration of the deployment of TASER by the Board's human rights advisors with respect to compliance with human rights legislation.

Significant progress has been made by the Policing Board's human rights advisors in assessing the compliance with human rights legislation of the PSNI deployment of TASER. An EQIA was completed and the Board will consider the outcome of the EQIA and the advice of the human rights advisors before making a final decision.

### **Monitoring the Reform of Crime Operations Department**

The Board continues to monitor the recommendations originating from the Blakey, Crompton and Stevens Reports in relation to the reform of the PSNI's Crime Operations Department. Of the 46 recommendations made in the Blakey, Crompton and Stevens Reports, 4 remain to be fully implemented. Monitoring of the outstanding recommendations is carried out in co-operation with HMIC and CJINI and they are expected to report to the Board in the summer of 2008.

<sup>3</sup> TASER is a trademarked name.

## **Independent External Review of the Omagh Bombing Investigations**

The Board held a special meeting on 3 January 2008 to consider Mr Justice Weir's judgment in the case of R-v-Hoey on 20 December 2007. Board Members questioned the Chief Constable on various aspects of the Omagh bomb investigation. The Board agreed that an independent external review of the Omagh bombing investigations should be carried out.

On 30 January 2008 and, prior to agreeing terms of reference for the review, the Board met with some families bereaved by the Omagh bomb to discuss Mr Justice Weir's judgment and the proposed independent external review. On 7 February 2008 the Board agreed the terms of reference for the review and former Chief Constables and HMIC Inspectors, Sir Dan Crompton and David Blakey were subsequently appointed to lead the review. The review was completed in June 2008.

## **Police Ombudsman Report on the circumstances surrounding the murder of Raymond McCord (Junior)**

In January 2007 the Police Ombudsman for Northern Ireland published the 'Operation Ballast' Report which examined the events surrounding the death of Raymond McCord (Junior). It was recommended that the Board should set up a mechanism for overseeing the implementation of the PSNI recommendations arising from the Ombudsman's report. The Board's human rights advisors were asked to examine, validate and report on progress made by the PSNI to ensure that the issues raised were thoroughly addressed.

An interim report was considered by the Board on 19 July 2007. On 6 March 2008 the Board published a report outlining the status of the 17 recommendations relating to the PSNI. Of the recommendations made, 10 were considered to be fully implemented with 6 progressing satisfactorily. Only 1 remained outstanding. The advisors have recorded in their report that the outstanding recommendations were being implemented as directed by the Police Ombudsman's report. The Board will receive a further report in September 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.

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*'. In July 2007 the advisors reported that work in this respect had progressed satisfactorily.

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 Inquiry into the Devolution of Policing and Justice Matters and the Chairman and Vice-Chairman attended an oral evidence session of the Committee on 2 October 2007. The Board's submission was based on three core principles:

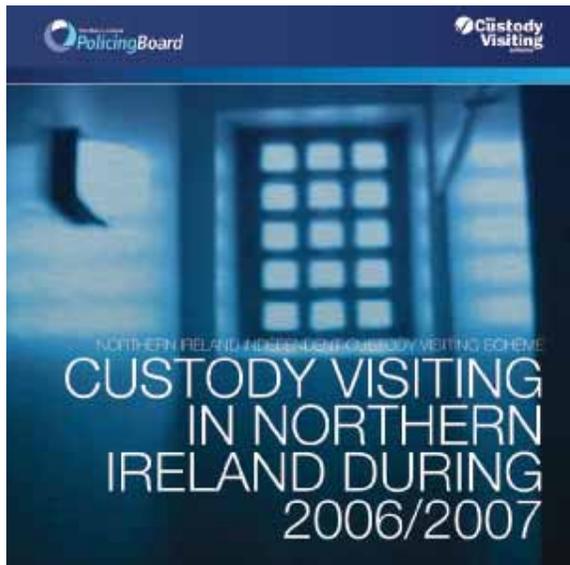
- that the Board supports the concept of devolution of policing as set out in Recommendation 20 of the Independent Commission on Policing (Patten Report) which states:  
*"Responsibility for policing should be devolved to the Northern Ireland Executive as soon as possible, except for matters of national 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, as part of a team called a custody visiting team, make unannounced visits to police custody suites. The purpose of their 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. This includes visits to detained terrorist suspects.

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 Policing 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 the Police and Criminal Evidence (NI) Order 1989 and the PSNI Code of Ethics with particular reference to the treatment of people held in custody and their human rights provisions.

During 2007/08 custody visitors made a total of 1,149 visits to custody suites throughout Northern Ireland. Of these 1,127 visits were considered to be valid with 22 having been aborted. These visits were to detainees held in custody under Code C of the Police and Criminal Evidence (NI) Order 1989, the Terrorism Act 2000 or the Immigration Act 1971.

There were 1,618 detainees in custody at the time of these visits and custody visitors saw and spoke to 785 detainees in total. Custody Visiting is based on gaining the consent of the detainee to a custody visit and 357 detainees did not wish to see the custody visitors. The remaining 476 were not seen because they were unavailable for other reasons such as being with their solicitor or because they were being interviewed by the police.

The 1,127 valid visits included 26 to the Antrim Serious Crime Suite where detainees held under the Terrorism Act 2000 are in custody. During these visits 16 detainees were being held in custody under the Terrorism Act. Of these 16 detainees, 7 agreed to be seen by Custody Visitors and 5 had given consent for their interviews to be observed on remote monitor.

Custody Visitors classified 724 (64%) of their visits as being entirely satisfactory, that is neither they nor the detainees raised any issues to do with treatment or conditions in the custody suite. Most of the visits which they found unsatisfactory were to do with 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. 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 30 May 2007 in Armagh. 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 the outgoing Police Ombudsman Dame Nuala O'Loan and the Deputy Coroner Brian Sherrard.

Amended PACE legislation and new codes of practice came into effect on 1 April 2007 and custody visitors have conducted their role in line with these changes during the year.

Over the past number of years Custody Visitors have increasingly found a higher number of foreign nationals and illegal immigrants being held in police custody.

These, mostly, non English speaking detainees have particular entitlements whilst in custody. In June 2007 the Board facilitated refresher training for Custody Visitors, assisted by PSNI, to provide Custody Visitors with an update on the received PACE codes of practice in relation to custody. This assisted Custody Visitors to more effectively conduct their role.

The Board held a recruitment campaign for new Custody Visitors in 2008 to fill existing vacancies within each of the custody visiting teams and 22 new Custody Visitors were appointed in total. They completed Induction Training during February 2008 and commenced custody visits in April 2008.

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, 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 one team of Independent Community Observers based throughout Northern Ireland. During 2007/2008 the Independent Community Observers observed PSNI recruitment campaign 13 for regular officers, making a total of 72 visits to observe the initial selection tests and the assessment centres run as part of these recruitment campaigns.

The Independent Community Observers were not required to observe any civilian campaigns during 2007/08 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).

During 2007/08 Independent Community Observers have been invited to attend and observe PSNI Graduation Ceremonies.

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.

The Independent Community Observers Leaving Event was held on 13 June 2007 in Omagh. This provided the forum for Independent Community Observers to discuss relevant issues and was an occasion to celebrate the work of community observing and express the Board's thanks to the volunteers for their contribution to the running of the scheme over the last 6 years. The newly appointed Independent Community Observers were also invited to attend. Board Member, Mr Brian Rea attended this event, thanking all Independent Community Observers for their involvement in the scheme.

During 2007/08, 19 new Independent Community Observers were appointed and trained to conduct this role and commence their observations in May 2007.

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 considers how the Board oversees the use of resources within the PSNI.

### 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 £698m 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 £50.8m with PSNI receiving £10.4m in capital receipts. The high level of capital receipts 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 £41.8m 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 £41.5m. 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. The total spent in the last year on Patten non-severance activity was £12.1m.

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, for the first time, being able to question the

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

The 2006/07 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 £3 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 pensions will not receive their payments. The annual pension bill was £160.7m relating to pension payments and lump sum gratuities.

A large part of the police budget relates to salaries (approximately 70%) and consequently, Board Members concentrate to a large degree, on Human Resource elements of the Police Budget. There has also been more interest in 2007/08 on financial issues relating to the Police Estate due to the closure and sale of police stations.

The Comprehensive Spending Review required all Government departments, including policing, (as required by Treasury) to consider future funding needs and identify savings. The Board has been working intensively with the Government and the PSNI on this over the period, and a final outcome for the next 3 financial years was announced by the NIO in January 2008. The Board has worked with PSNI to conclude on a balanced budget and this has required serious review leading to reductions in planned work area. The Board agreed to accept the following consequences of achieving a balanced budget in 2008/09:

- Non delivery of the Call Handling project.
- Not recruiting Police Community Support Officers (PCSOs).
- Reduced ability for officers to attend CORE training projects.
- Mobile Data project is no longer feasible.
- Limited ability to develop air support capability.
- Restricted ability to review key IT systems.

Further discussions will take place between the Board and PSNI on priorities for 2009/10 and 2010/11.



## PSNI Information Systems (IS) Strategy

This £65 million IS strategy aims to move the PSNI to the forefront of law enforcement technology by 2008 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 2004-2008 IS Strategy is available from the PSNI website at [www.psni.police.uk](http://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 Policing 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 the development of the new Police College

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 by Paul Goggins MP, Minister of State, on 20 February 2007, the funding impasse was resolved with agreement that the college to be built on the Desertcreat site would be a shared training facility for use by PSNI, the Northern Ireland Prison Service and the Fire and Rescue Service. The shared governance arrangements are being progressed through the Desertcreat College Programme Board and a Project Steering Group. Ongoing issues relate to the agreement and approval of the final Business Case and the development and agreement of a Memorandum of Understanding. The Board is represented on the Desertcreat College Project Steering Group by the Vice-Chairman and Chief Executive and regular updates were provided to the Resources and Improvement Committee and full Board during the reporting period. The estimated date of completion for the college is expected to be around July 2012.



## Monitoring the 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 & 53 proposed that police stations should have the appearance of ordinary buildings and that they should be more user friendly 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 District Commanders, the Board needs to be satisfied that full consultation has taken place, including with the local DPPs, and that District 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 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 receive a refreshed Estate Strategy in May/June 2008.

## 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, Deputy Chief Constable and Chief Constable.

During the period, no vacancies arose in the Chief Officer Team, and the Board were not asked to undertake a recruitment competition. However, the Chief Constable's fixed term contract expired and the Board decided to offer Sir Hugh Orde an extension of up to 3 years to his fixed term contract from 1 September 2007.

## Monitoring Civil Action and Compensation Claims

The Chief Constable is enabled to pay damages and costs awarded against him by virtue of Section 29 of the Police (NI) Act 1988. The Board has a statutory duty to approve all settlements involving claims made. 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 a total of 2,676 claims for compensation were received.

## Police Negotiating Board (PNB)

The Police Negotiating Board is the national body with overall responsibility for making recommendations to Government in respect of police officer pay, conditions and pensions. For the second consecutive year, the 2007 annual police pay negotiations proceeded to arbitration as a result of which there was a recommended increase of 2½% on pay effective from 1 September 2007.

Whilst the arbitration recommendation was approved in Scotland and applied to police officers the Home Secretary and the Secretary of State for Northern Ireland made the decision to delay the payment of the award until 1 December 2007. This 3 month delay in applying the 2½% increase resulted in the value of the increase being 1.9% until the next review date on 1 September 2008. The Police Federations have taken a judicial review against the decision of the Home Secretary not to apply the decision of the Police Arbitration Tribunal. This judicial review was heard and a decision is pending.

In November 2006, the Home Secretary appointed Sir Clive Booth to undertake a two part review in relation to police pay arrangements. The first part of the review, which was published in March 2007, made recommendations in relation to the 2007 pay negotiations for police officers pay and conditions. The recommendations were incorporated into the 2007 negotiations which were subsequently referred to the Police Arbitration Tribunal. Part two of the review published in November 2007 recommended that the role of PNB in determining police pay be replaced by a Police Pay Review Group. The recommendations contained in Sir Clive Booth's review are still being considered by Government.

PNB are presently considering a range of claims received from the Staff Side in respect of pay, conditions and pensions. These are being considered with the Government pay policy in respect of public sector workers. A number of the claims are in dispute and the Association of Chief Officers 2007 pay claim has been referred for consideration to the Police Arbitration tribunal.

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

### Monitoring the Human Resource Planning Strategy

The Board monitors the PSNI's Human Resource Planning Strategy 2005-2008 through the Human Resources Committee every four months. The Strategy was approved by the Board in December 2004. It has two key objectives: firstly to ensure that resources are allocated to deliver the Policing Plan; and secondly to improve organisational performance through efficient and effective deployment practices. The strategy is supported by a 22 point action plan covering the 3 years of the strategy. An Independent Validator supports the Board in the formal monitoring of the strategy and he submits a report to the Human Resources committee every 4 months.

### Recruitment

The PSNI recruitment process has continued to deliver the 440 student officers each year. The PSNI recruitment competitions continue to attract a large number of applicants with the latest competition attracting 8,384 applicants, bringing the total number of applicants to 79,248.

Recruitment to PSNI continues to be conducted under the 50:50 arrangements to ensure that it becomes more representative of the community it serves. The percentage of Catholic officers in the PSNI is currently 24%, an increase of 16 percentage points since 50:50 recruitment commenced in 2001.

The recruitment process is robust and ensures that the PSNI select competent trainees who must meet the specified standard to be successful. The Board's Independent Community Observers, who observe the recruitment process, have contributed to the independence and fairness of the recruitment and selection process.

The Board believes that it is important for the PSNI to attract applications from minority ethnic communities, including those who have more recently come to live in Northern Ireland. Currently ethnic minority regular officers make up 0.4% of the composition of the PSNI. The Board welcomes the ongoing efforts of the PSNI to raise awareness of the recruitment process with these groups and encourage this to continue with all under represented groups.

## Gender

The Police (NI) Act 2000 (s48) requires the Board to develop a Gender Action Plan to monitor the number of women employed in:

- PSNI
- PSNI support staff
- Policing Board staff

The Board's Human Resources Committee continued to monitor the Gender Action Plan that was launched in October 2004, every 6 months. The current percentage of female officers in the PSNI is 22%, an increase of 9 percentage points since 2001. PSNI continues to attract a significant number of female applicants and women represented 35% of all applicants in the most recent competition.



During the year a revised Gender Action Plan was developed by the Board and PSNI, it was approved by the Board in February 2008 and was published at the beginning of April 2008. The overall aim is:

*'To deliver a police service which both women and men experience as a progressive and professional service.'*

The revised Gender Action Plan addresses issues such as flexible working arrangements, the development of policies in relation to pregnant workers, bullying and harassment, raising awareness of gender issues, and introduction of a mentoring policy.

The Board will continue to monitor progress against this plan every 6 months.

## Diversity

The PSNI produced the initial Diversity Strategy in August 2006 and the Board has monitored this on a regular basis. Since then the Board has been working with the PSNI to develop a revised strategy that will take account of the Government's Shared Future Strategy which aspires to the *'establishment over time of a normal, civic society, in which all individuals are considered equals, where differences are resolved through dialogue in the public sphere and where people are treated impartially. A society where there is equity, respect for diversity and recognition of our interdependence.'*

The Board approved the PSNI Policing a Shared Future Strategy in June 2007. The revised strategy was produced following extensive consultation and aims to embed the concepts of:

- equality;
- diversity;
- understanding the legacy of the conflict; and
- promoting good relations.



The strategy is underpinned by 3 key areas - Race, Gender and Sectarianism which are supported by 3 key objectives:

- to provide a police service, which makes people in minority and European communities, feel safer;
- to deliver a police service which both women and men experience as a progressive and professional service; and
- 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 implementation of the strategy will be supported by a Shared Future Steering Group. The strategy will be monitored by the Human Resources Committee every 6 months.

### **Monitoring PSNI Absence**

For the year 2007/08 the Board set the Chief Constable a challenging target to reduce the average annual level of sickness absence to 10 days (a reduction of 2 days below the 2006/07 target) for police officers and also 10 days for police staff (a reduction of 2 days below the 2006/07 target). The target for police officers was not achieved but there was a deduction on the 2006/07 sickness absence. The target set for police staff was also not achieved but there was a reduction on the 2006/07 sickness absence of 1.64 days.

### **Full Time Reserve**

In September 2004 the Chief Constable decided to reduce the Full Time Reserve to 680 officers by October 2006, this was achieved. The Chief Constable informed the Board in September 2007 of his decision, following a security assessment and an assessment on the impact on the delivery of policing, to further reduce the number of Full Time Reserve officers to 381, a reduction of 299 officers. The 299 officers will leave the service between 1 April 2008 and 31 March 2009. The officers will be able to access the Compulsory Severance Scheme which includes a financial package and access to the Police Rehabilitation and Retraining Trust (PRRT).

### **Police Officers Part Time**

In February 2006 the Board agreed to the recruitment of 150 Police Officers Part Time (POPTs) in four areas across Northern Ireland - Foyle, South Belfast, Moyle/Ballymoney, and Newry and Mourne. The aim was to increase the number of part time officers to 900, there are currently 855 officers. Patten recommendation 104 encouraged an increase to around 2,500. The Board along with the PSNI and the Northern Ireland Office (NIO) have considered how best to realise the Patten vision of local policing, particularly in light of the development of Police Community Support Officers (PCSOs) in England and Wales.

### **Police Community Support Officers**

PCSOs are police support staff who have a limited number of powers to carry out a variety of uniformed patrolling tasks focussed exclusively on local neighbourhoods, reassuring the public and working with local people and others to deal with local problems. PCSOs would be an integral part of the neighbourhood policing teams.

In February 2006 the Board agreed to the recruitment of 400 PCSOs over a period of three years. The Board working with the PSNI and the NIO established a tripartite working group to take forward the detail planning and implementation and it was originally anticipated that the first officers would be deployed from Spring 2008. However, due to budgetary pressures arising from CSRO7 the decision to recruit PCSOs has been deferred.

### Independent Vetting Panel

The Police (Recruitment) (NI) Regulations 2001 gave legislative authority to the Chief Constable to establish a panel of persons (the Vetting Panel) to determine, on his behalf, the suitability of any candidate for appointment as a Police Trainee or a Police Reserve Trainee. This legislative authority also required that the Vetting Panel should include a person, nominated by the Board as the Independent Vetting Panel Member. The role of the Independent Vetting Panel Member, together with the other members of the Vetting Panel is to decide on the suitability of any candidate for appointment to the PSNI.

The Vetting Panel consists of persons, including the Independent Member, who bring a range of experience in respect of recruiting, personnel, legal and equal opportunities or diversity issues to the work of the Panel. The role of the Vetting Panel is to decide on behalf of the Chief Constable and subject to his direction and control, on the suitability of candidates for the appointment to the PSNI. 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 capable of being appointed will have the full confidence of the community at large in terms of their ability to enforce the law impartially.

### Independent Assessor

The Police (Recruitment) (NI) Regulations 2001, requires that an Independent Assessor be appointed to review the Vetting Panel's decision regarding the suitability of candidates to be accepted as police trainees, police reserve trainees or police support staff. The current Independent Assessor is Judge Chambers. The Independent Assessor submits an annual report to the Board which outlines the reviews he has undertaken throughout the year. Overall, the Independent Assessor and the Independent Vetting Panel disagreed in 4 of the 12 cases. The Independent Assessor in each instance advised the Chief Constable that the candidates in question were, in his opinion, suitable for appointment. The Chief Constable is not, however, obliged to accept his recommendations. The Board is satisfied that this aspect of the vetting process is conducted fairly and equitably.

## Civilianisation

Within the PSNI Human Resources Planning Strategy, PSNI have developed a plan of civilianisation. This programme was affected as a result of the decision to make the break with the Northern Ireland Civil Service through the LINKS project.

During the period April 2007 and March 2008, PSNI recruited 140 civilian staff of whom 38 were to civilianised posts. Civilianisation and civilian recruitment ensure that police officers are available for frontline duties. Where vacancies for 6 or more civilian posts are being recruited this must operate under the 50:50 principles, this aids to redress the religious composition balance of the PSNI.

Of the civilian posts advertised during this period, 55 were recruited on a 50:50 basis.

## LINKS Project

The PSNI LINKS project was established during 2006 with the aim of ensuring that police staff are deployed effectively to contribute to the delivery of a modern policing service, to reduce costs over the longer term and to ensure that the police staff's composition is representative of the communities it serves and to make the break with the Northern Ireland Civil Service (NICS) as the employer.

The Board along with the PSNI and the NIO form the Tripartite Working Group for the project and the Board regularly monitors progress. The Board recommended to the Secretary of State, and he agreed, that the break from the NICS take effect from the 1 October 2008 and the project is on schedule to achieve this date. From the 1 October 2008 all of the police support staff will be direct recruits, with the Board being the employing authority and the Chief Constable having the day to day responsibility for the staff.



## Addressing Gender and Religious Imbalance

The purpose of this section is to provide an assessment of the extent to which membership of the police force 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: 2007 and 2008 comparison

Employee Group	Perceived Protestant		Perceived Roman Catholic		Not known		Total		% Perceived Protestant		% Perceived Roman Catholic	
	2007	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007	2008
PSNI	5,759	5,480	1,588	1,743	195	185	7,542	7,408	76.4	74.0	21.1	23.5
Full Time Reserve	690	603	39	32	38	32	767	667	90.0	90.4	5.1	4.8
Part Time Reserve	714	767	49	67	9	9	772	843	92.5	91.0	6.3	7.9
<b>Sub Total</b>	<b>7,163</b>	<b>6,850</b>	<b>1,676</b>	<b>1,842</b>	<b>242</b>	<b>226</b>	<b>9,081</b>	<b>8,918</b>	<b>78.9</b>	<b>76.8</b>	<b>18.5</b>	<b>20.7</b>
Police staff direct recruits	1,143	1,160	347	351	65	59	1,555	1,570	73.5	73.9	22.3	22.4
NICS staff on secondment as police staff	1,111	1,039	141	131	44	40	1,296	1,210	85.7	85.9	10.9	10.8
<b>Sub Total</b>	<b>2,254</b>	<b>2,199</b>	<b>488</b>	<b>482</b>	<b>109</b>	<b>99</b>	<b>2,851</b>	<b>2,780</b>	<b>79.1</b>	<b>79.1</b>	<b>17.1</b>	<b>17.3</b>
<b>TOTAL</b>	<b>9,417</b>	<b>9,049</b>	<b>2,164</b>	<b>2,324</b>	<b>351</b>	<b>325</b>	<b>11,932</b>	<b>11,698</b>	<b>78.9</b>	<b>77.4</b>	<b>18.1</b>	<b>19.9</b>

**(b) Gender: 2007 and 2009 comparison**

Employee Group	Male		Female		Total		% Female	
	2007	2008	2007	2008	2007	2008	2007	2008
PSNI	5,968	5,775	1,574	1,633	7,542	7,408	20.9	22.0
Full Time Reserve	712	621	55	46	767	667	7.2	6.9
Part Time Reserve	470	505	302	338	772	843	39.1	40.1
<b>Sub Total</b>	<b>7,150</b>	<b>6,901</b>	<b>1,931</b>	<b>2,017</b>	<b>9,081</b>	<b>8,918</b>	<b>21.3</b>	<b>22.6</b>
Police staff direct recruits	643	675	912	895	1,555	1,570	58.6	57.0
NICS staff on secondment as police staff	352	324	944	886	1,296	1,210	72.8	73.2
<b>Sub Total</b>	<b>995</b>	<b>999</b>	<b>1,856</b>	<b>1,781</b>	<b>2,851</b>	<b>2,780</b>	<b>65.1</b>	<b>64.1</b>
<b>TOTAL</b>	<b>8,145</b>	<b>7,900</b>	<b>3,787</b>	<b>3,798</b>	<b>11,932</b>	<b>11,698</b>	<b>31.7</b>	<b>32.5</b>

The population of Northern Ireland is, according to 2001 census data, 53% Protestant, 44% Catholic and 3% in the other/none category. Census of Population data also shows that 49% of the population is male and 51% female.

The statistics in tables (a) and (b) show the staffing diversity of both PSNI officers and civilian support staff as at 1 January 2007 and 1 January 2008. They clearly show that the PSNI as a whole does not adequately reflect the demography of the population of Northern Ireland either in terms of religion or gender. However the perceived Roman Catholic figure for the PSNI has increased from 21.1% to 23.5% and the percentage of females employed has increased from 20.9% to 22.0%.

## Monitoring and approving medical retirements

The Board places importance on the health and welfare of police officers and police staff. The Board Chairman has become a joint signatory with the Chief Constable on the new PSNI Health & Safety Policy and a Board Member will attend the PSNI Corporate Health & Safety Committee meetings. 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.

### Medical Retirements / Injury on Duty Awards

Serving officers can be retired from the PSNI if they are medically unfit to perform their duties under the legislative authority of either the RUC Pension Regulations 1988 or the Police Pension (NI) Regulations 2007. It is the PSNI and the PSNI Reserve (Injury Benefit) Regulations 2006 which enables an injury on duty award to be payable to serving officers being medically retired and ex officers of the PSNI/RUC.

The Board has under the Regulations appointed an Independent Selected Medical Practitioner (SMP) who makes 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 are being considered for a medical retirement and/or an injury on duty award. A total of 39 medical retirements were approved for serving officers during this period and of this total 32 were also awarded injury on duty awards.

Two retrospective medical retirements were approved for ex officers. Whilst 91 retrospective injury on duty awards were approved for ex officers of PSNI/RUC, 74 applications for retrospective injury on duty/deferred pension awards were refused with 13 applications relating to serving police officers.

### Appeals

The right of appeal exists under the Regulations if an officer serving or a retired officer disagrees with the decision of the SMP. This is legislated for 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. Initial processing of appeal cases is through the Board who in turn refer the appeals to the NIO Policing Division who appoint an Independent Medical Referee to determine whether the SMP's decision should be upheld or overturned.

During the reporting period, 123 new appeals were received with 68 appeals settled. Of the appeals that were settled, 18 were upheld, 29 overturned and 21 withdrawn.

### **Extensions of Service**

The introduction of the Employment Equality (Age) Regulations (NI) 2006 meant that 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. Following consultation with the Police Negotiating Board (PNB), new compulsory retirement ages were set for police officers, 60 for federated ranks and 65 for Superintendent and ACPO ranks, although a retirement age of 65 is legislated for in respect of the Full Time Reserve.

During the reporting year, the process for approving extensions of service was modified to enable the Chief Constable to make decisions regarding the extension of service of a police officer. This meant that during the reporting period, the Board approved only 12 extensions of service for officers.

### **Best Value and Continuous Improvement**

The Board has a legislative duty to implement and monitor the Board and PSNI responsibilities under Part V of the Police (NI) Act 2000 regarding economy, efficiency and effectiveness. This programme of work is detailed in Part 5 of the Policing Plan. The individual Best Value Reviews in respect of both the Board (Community Engagement), and PSNI (Protecting Vulnerable People) were successfully completed, with a number of recommendations being made and taken forward to improve service provision within both organisations. Both Best Value Reviews can be found on each organisation's respective websites [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk) or [www.psni.police.uk](http://www.psni.police.uk)

### **Post Implementation Reviews**

During 2007/2008 the Board, through the Resources and Improvement Committee, has carried out an assessment on the implementation of recommendations of 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 and 2006/2007. The Board carried out one Best Value Review in 2004/2005 - Police Administration Branch and one Best Value Review in 2005/2006 - External Communications and Public Consultation. The PSNI carried out 6 Best Value Reviews during 2004/2005, 1 Best Value Review during 2005/2006 - Police Patrol Function, and 1 Best Value Review during 2006/2007 - Partnerships. The assessments were as follows;

## Northern Ireland Policing Board Reviews

### 2004 / 2005

**Police Administration Branch** (96% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of recommendations included; better communications with stakeholders, better management information available, improvements in contract management and improved performance management systems.

### 2005 / 2006

**External Communications and Public Consultation** (76% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of recommendations included; development of the Board Statistical and Research Strategy 2007-2011, a new Board website which went live in May 2007 and delivery of plain English training.

## PSNI Reviews

### 2004 / 2005

**Enquiry Offices** (34% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of recommendations included; better communications, improved human resources procedures and improved internal systems.

**Clearance Rates in Dungannon/South Tyrone DCU** (84% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of recommendations included; better resource management, improved communications and management/performance information and improvements in the initial investigation process.

**Fixed Penalty Processing Centre** (72% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of recommendations included; improved information processing, better communication with the public, better monitoring and reporting processes and greater clarity around legislation and responsibilities.

**Transport Services** (88% of recommendations implemented/superseded). Improvements/benefits arising from the implementation of recommendations included; 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.

**Application of the National Intelligence Model** (NIM) in Roads Policing (95% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of recommendations included; increased awareness of NIM and roads policing issues, improved links with external agencies and better use/capture of intelligence.

**PSNI Occupational Health and Welfare** (72% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of recommendations included; better performance management, improved communications, improved resource management and improved internal processes.

#### **2005 / 2006**

**Police Patrol function** (45% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of recommendations included; Formation of the Training Strategy Steering Group and Professional Development Units, and increased usage of Single Officer Patrols.

#### **2006 / 2007**

**Partnerships** (58% of recommendations implemented/superseded). Service delivery improvements/benefits arising from the implementation of recommendations included; 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.

The full PIR Reports from the above Best Value Reviews can be found on the Board website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)

### **NIPB Best Value Review of Community Engagement**

A Best Value Review of Community Engagement was carried out during 2007/2008. This review sought the views of various interested parties via interviews, focus groups and questionnaires. The interested parties included the PSNI, key stakeholders, oversight and inspection bodies, DPPs, government departments and community groups. The fieldwork also sought to compare the Board's processes to an England and Wales Police Authority. The fieldwork has led to a number of recommendations which once implemented will result in more effective engagement activities by the Board with the community.

The recommendations cover a variety of areas including defining and quantifying community engagement activities, ensuring effective outcomes and feedback of community engagement activities and incorporating observations into the 2008 Community Engagement Strategy. The full Best Value Review report can be found on the Board website at **[www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)**

### **Inspection of Best Value Arrangements**

The National Audit Office (NAO), supported by HMIC have, in line with legislative requirements, carried out a review of the Board's obligations under Part V of the Police (NI) Act 2000, of which the results were positive and supported by recommendations to further improve the Board's approach to this area. These reports can be found at **[www.nao.gov.uk](http://www.nao.gov.uk)** and **[www.homeoffice.gov.uk/hmic](http://www.homeoffice.gov.uk/hmic)**

During 2007/08, the Board has worked with PSNI to assess the continued relevance of the Best Value Methodology. As a result a revised methodology has been agreed for both organisations which is detailed in Part 5 of the 2008-2011 Policing Plan. The Board will continue to review the effectiveness of the methodology used to secure Continuous Improvement both in the way which it and PSNI discharge their respective duties to ensure that improvements in the quality of the service delivered by both organisations are identified and implemented.

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 the Board. It meets generally quarterly, and reviews the progress against the Best Value Performance Plan to date, implementation of recommendations from past reviews and changing legislation in England and Wales in respect of Continuous Improvement and Best Value.

## Challenges Ahead

As the Board further develops its role and as the political environment within which it operates changes and progresses, so the challenges ahead for the Board for the next period are also subject to change. The following section sets out the key issues for the Board over the next three year period as set out in its Corporate Plan 2008-2011.

### Future Resourcing

These include future funding of the service in light of ongoing pressures on public funding. These pressures will fundamentally impact upon the work of the Board and the police and will require careful consideration of work in terms of economy and efficiency, making savings where possible to enable the range of functions to be fulfilled within its CSR07 budget settlement.

### Confidence in Policing

Another major focus, as highlighted in an earlier part of the report, is the need to continue to build confidence in policing across all sections of the community. This is particularly prevalent within the current climate of extended political engagement with policing. The Board has placed emphasis on this and will be seeking to enhance this while ensuring more comprehensive engagement between the community and the police.

### Devolution of Policing and Justice

When the responsibility for policing matters transfers to the Northern Ireland Assembly, the Board will work with interested parties to resolve the issues arising as a result of this change. Within any changed arrangement the Board will maintain its independence and its statutory role, seeking to develop effective working arrangements within the new structures.

### A Shared Future

The overall aim of the Government's Shared Future Strategy is to establish over time a society where there is equity, respect for diversity and recognition of interdependence. The vision is to achieve a society in which diversity is supported,

where hate crime in any form is not tolerated. The Board supports this strategy and will encourage the involvement of diverse groups in its work.

### **Review of Public Administration/Strategic Partnership Working**

The Board has a close working relationship with the 26 Councils and DPPs established on current local government boundaries. The impact of the implementation of the RPA relating to a reduction to eleven District Councils, will impact directly on DPPs. The Board is committed to working with Government, District Councils and the police to develop a new model for DPPs and Community Strategy Partnerships (CSPs). In addition the Board will also be concerned to ensure that the appropriate strategic partnerships are developed throughout the community, particularly focusing on statutory agencies, the Criminal Justice System and the business community.

### **Policing the Past, Present and Future**

The Board is aware of the pressures placed on the police to address the legacy of the past whilst also having a commitment to ensure that the policing delivered at the present time and in the future is appropriate and meets the needs of the community. As such the Board will continue to monitor the work of the Historical Enquiries Team whilst setting challenging targets and monitoring police performance in the years ahead. The Board notes the ongoing work of the consultative group on the past.

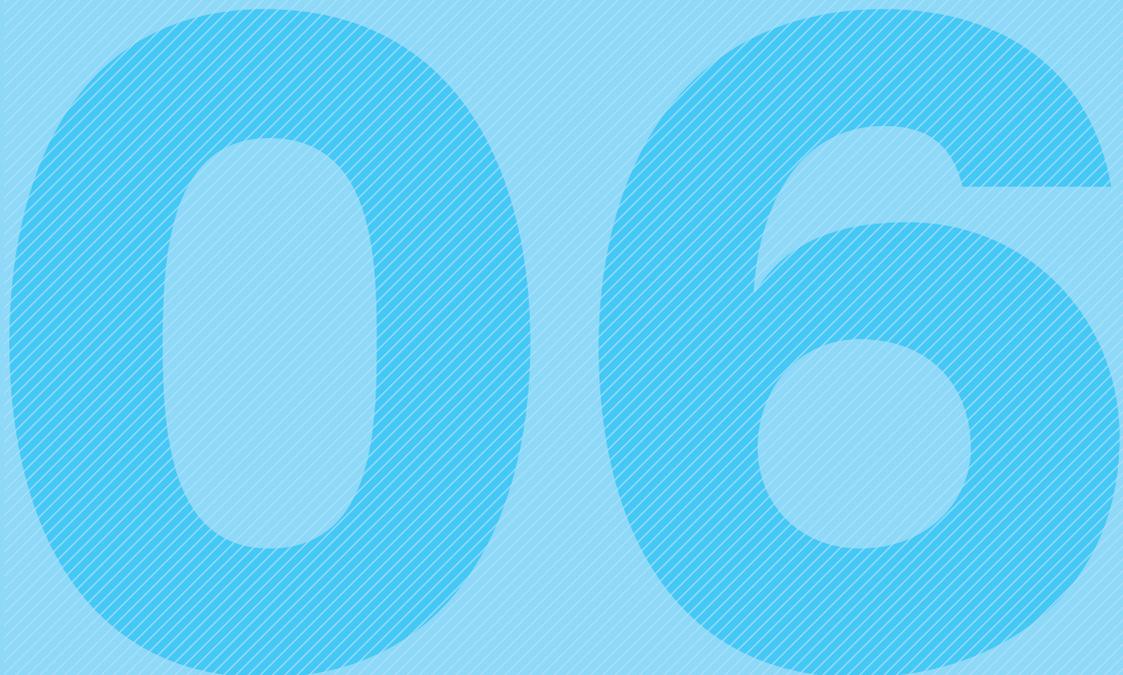
### **National / International Police Reform**

The Board continues to be mindful of the national police reform agenda to ensure that policing in Northern Ireland is at the forefront of professional policing. Furthermore the Board is committed to being aware of international practice in police reform and to ensure that policing in Northern Ireland makes best use of advancing policies and procedures utilised both nationally and internationally.

### **Transfer of National Security**

With the transfer of national security the Board will continue to work with the police to ensure that the accountability and intelligence sharing mechanisms currently in place are maintained. The Board has been working with the police to ensure that 5 underpinning principles for the transfer of national security are secured. These include protocols for intelligence information being available to the police, dissemination of information within the police and the Board's ability to monitor police compliance with the Human Rights Act.

# 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 £205 for each member of staff that receives a bonus.

## Service Contracts

Independent Members are appointed by the Northern Ireland Office 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 £10,673 for 2007/08 (£23,516 for 2006/07).

Remuneration for Independent Board Members (excluding the Chair and Vice-Chair) is £19,437 per annum (£19,000 in 2006/07) 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 has been the case during 2006/07 and 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 a remuneration from the Board until 7 May 2007. The Assembly became fully operational on 8 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 a 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	2008	2007
	£000	£000
Professor Sir D Rea (Chairman)	55	56
Mr B Gilligan (Vice-Chairman)	41	42
Mrs R Moore	22	22
Mr B Rea	22	22
Mr T Ringland	22	22
Mr S Sharma	20	21
Ms M McKee (from 22/05/07)	19	0
Mr G O'hEara (from 22/05/07)	18	0
Mr D Rose (from 22/05/07)	18	0
Mrs D Kelly MLA	1	10
Mr P Weir MLA	1	10
Mr I Paisley Jnr. MLA	1	10
Mr A Attwood MLA (to 07/05/07)	1	10
Mr F Cobain MLA (to 07/05/07)	1	10
Ms A Foster MLA (to 07/05/07)	1	10
Mr W Hay MLA (to 07/05/07)	1	10
Mr D Kennedy MLA (to 07/05/07)	1	10
Ms D Purvis MLA (to 07/05/07)	1	21
Mr J Byrne (to 07/05/07)	2	21
Mr B Duddy (to 07/05/07)	2	21
Ms D MacBride (to 07/05/07)	2	21
Mrs P McCabe (to 07/05/07)	2	21

[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 7th May 2007.

B Duddy, £230, Vice Chair of Audit and Risk Management Committee to 7th May 2007.

D MacBride, £157, Representational duties to 7th May 2007.

P McCabe, £157, Representational duties to 7th May 2007.

[Additional responsibility allowances for 2006/07 are detailed below:](#)

J Byrne, £1,500 per annum, Representational duties.

B Duddy, £2,100 per annum, Vice Chair of Audit and Risk Management Committee.

D MacBride, £1,500 per annum, Representational duties.

P McCabe, £1,500 per annum, Representational duties.

R Moore, £2,650 per annum, Vice Chair of Resources and Improvement Committee.

D Purvis, £1,500 per annum, Representational duties.

B Rea, £2,650 per annum, Vice Chair of Human Resources Committee.

T Ringland, £3,300 per annum, Chair of Audit and Risk Management Committee.

S Sharma, £1,500 per annum, Representational duties.

### 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	2008		2007	
	Salary £000	Benefits in kind (to nearest £100)	Salary £000	Benefits in kind (to nearest £100)
Chief Executive	105 - 110	-	100 - 105	-
Deputy Chief Executive (from 01/08/06)	60 - 65	-	35 - 40	-
Director of Community Engagement	45 - 50	-	40 - 45	-
Director of Corporate Services	45 - 50	-	40 - 45	-
Director of Planning	45 - 50	-	40 - 45	-
Director of Policy (from 1/4/07 to 7/9/07)	20 - 25	-	45 - 50	-
Director of Policy (from 10/9/07 to 31/3/08)	20 - 25	-	Not applicable	-

The figure quoted for the Director of Policy for the period 1 April 2007 to 7 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 with the NIO. The full year equivalent is £40k - £45k.

### Pension Benefits

Pension entitlements of the most senior employees are shown below:

Audited Information					
Title	Accrued pension at age 60 as at 31/3/08 and related lump sum	Real increase in pension at age 60 and related lump sum at age 60	CETV at 31/03/08	CETV at 31/03/07	Real increase in CETV
	£000	£000	£000	£000	£000
Chief Executive	30.0 - 35.0 No automatic lump sum (premium member)	0.0 - 2.5 No automatic lump sum (premium member)	477	402	17
Deputy Chief Executive	15.0 - 20.0 Plus lump sum of 55.0 - 60.0	0 - 2.5 Plus lump sum of 5.0 - 7.5	391	320	32
Director of Community Engagement	15.0 - 20.0 Plus lump sum of 45.0 - 50.0	0 - 2.5 Plus lump sum of 2.5 - 5.0	325	274	20
Director of Corporate Services	10.0 - 15.0 Plus lump sum of 40.0 - 45.0	0 - 2.5 Plus lump sum of 2.5 - 5.0	197	152	18
Director of Planning	5.0 - 10.0 Plus lump sum of 25.0 - 30.0	0 - 2.5 Plus lump sum of 0.0 - 2.5	173	99	15
Director of Policy (from 1/4/07 to 7/9/07)	10.0 - 15.0 Plus lump sum of 25.0 - 30.0	0 - 2.5 Plus lump sum of 0 - 2.5	109	100	8
Director of Policy (from 10/9/07 to 31/3/08)	0 - 5.0 Plus lump sum of 10.0 - 15.0	0 - 2.5 Plus lump sum of 0 - 2.5	62	48	3

### **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. New entrants joining on or after 1 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 1/80<sup>th</sup> 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 1/60<sup>th</sup> 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 1 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](http://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 figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service Pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional pension benefits at their own cost. You should disclose these figures to the nearest £1,000. (Note: If the member has a mixture of capped and uncapped service these periods are calculated separately and added together). CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are drawn.

### **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.

### **T.Reaney**

Chief Executive  
12 June 2008

# **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 the Non-Departmental Public Bodies' Accounting Officers Memorandum issued by HM Treasury and published in Managing Public Money.

## **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 memorandum "Responsibilities of an NDPB Accounting Officer".

### **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 2008 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 Senior Management Team meetings.

The Accounting Officer provides progress reports through the Audit and Risk Management Committee. 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 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.

### **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 management letter 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 Pricewaterhouse Coopers (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 spend. A further meeting of the respective Counsels took place later that year but despite best efforts it has now been 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, prior to the hearing, the Board understood that Counsels had agreed a settlement. It has since proved impossible to action the settlement and on 5 December 2007 the Board instructed the Crown Solicitors Office to apply for a hearing. No date has yet been fixed for hearing the case.

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 2007/08 contains an overall assurance statement on the Board's internal control framework and risk management process. On the basis of the audit work performed during the year, they were able to provide a satisfactory 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.

**Trevor Reaney**

Chief Executive

12 June 2008

## **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 2008 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 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, the Chief Executive and auditor**

The Northern Ireland Policing Board and the Chief Executive as Accounting Officer are responsible for preparing the Annual Report, 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 there under 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 Responsibilities of the Northern Ireland Policing Board and Chief Executive.

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 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 the 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 2008 and of its net expenditure 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.

### **T J Burr**

Comptroller and Auditor General  
National Audit Office  
151 Buckingham Palace Road  
Victoria  
London  
SW1W 9SS  
3 July 2008

## INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2008

	Notes	2008 £000	2007 £000
<b>INCOME</b>			
Other Income	2	9	54
<b>Total Income</b>		<b>9</b>	<b>54</b>
<b>EXPENDITURE</b>			
Staff Costs	3(b)	2,392	2,433
Grant to District Policing Partnerships	4	3,176	2,798
Other Operating Costs	5	2,542	2,768
Depreciation and loss on disposal	7	42	39
Permanent Diminution	7	1	4
Notional Cost of Capital	6	(10)	(6)
<b>TOTAL EXPENDITURE</b>		<b>8,143</b>	<b>8,036</b>
<b>NET EXPENDITURE</b>		<b>8,134</b>	<b>7,982</b>
Reversal Of Notional Cost Of Capital	6	10	6
<b>NET EXPENDITURE TRANSFERRED TO RESERVES</b>		<b>8,144</b>	<b>7,988</b>

There were no recognised gains and losses for the year ended 31 March 2008 other than the deficit for the year.

All amounts derive wholly from continuing operations and are administrative in nature.

The notes on pages 125 to 138 form part of these financial statements.

**BALANCE SHEET AS AT 31 MARCH 2008**

	Notes	2008		2007	
		£000	£000	£000	£000
<b>FIXED ASSETS</b>					
Tangible Fixed Assets	7		121		132
<b>CURRENT ASSETS</b>					
Debtors	8	181		198	
Cash at bank and in hand	9	80		121	
		<u>261</u>		<u>319</u>	
<b>CURRENT LIABILITIES</b>					
Creditors: amounts falling due within one year	10	<u>(735)</u>		<u>(670)</u>	
<b>NET CURRENT LIABILITIES</b>					
			<u>(474)</u>		<u>(351)</u>
<b>NET LIABILITIES</b>					
			<u>(353)</u>		<u>(219)</u>
<b>FINANCED BY:</b>					
General Reserve	11		<u>(353)</u>		<u>(219)</u>

**T. Reaney**

Chief Executive

12 June 2008

The notes on pages 125 to 138 form part of these financial statements.

## CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2008

	Notes	2008 £000	2007 £000
<b>OPERATING ACTIVITIES</b>			
Net Cash Outflow from Operating Activities	12 (a)	<b>(8,019)</b>	<b>(7,750)</b>
<b>CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT</b>			
Payment to acquire tangible fixed assets	7	<b>(32)</b>	<b>(23)</b>
<b>FINANCING</b>	12 (b)	<b>8,010</b>	<b>7,893</b>
<b>INCREASE/(DECREASE) IN CASH</b>	12 (c)	<b>(41)</b>	<b>120</b>

The notes on pages 125 to 138 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 Government Financial Reporting Manual (FRm) 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 and Grants-in-Aid

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, credited to the General Reserve, because they are regarded as contributions from a controlling party.

When appropriate, grant relating to capital expenditure used to acquire specific capital items is credited to a government grant reserve. It is released to expenditure over the expected useful life of the asset it has been used to acquire and an equal amount transferred from the government grant reserve is released to income. No grants to acquire specific capital items have been received.

## 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 general 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 period.

## 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% (3.5% in 2006/07) of the average value of total assets less total liabilities.

## 1.9 Leases

Rentals paid under operating leases are charged to operating costs on a straight-line basis over the term of the lease.

## 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 for 2007/08 is in relation to accrued grants due from the International Fund for Ireland (nil in 2006/07). These grants are 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 accrued in other operating costs, leaving no impact on net expenditure for IFI transactions. Other income in 2006/07 is delegate and exhibitor fees in relation to the International Policing Conference held in February 2007 (nil in 2007/08)

## 3 STAFF NUMBERS AND RELATED COSTS

### (a) Board Members

The average number of Members during the year was 18 and in 2006/07 was 19.

### (b) Staff costs and numbers

	2008 £000	2007 £000
<b>Permanently employed staff</b>		
Wages and Salaries	1,811	1,886
Social Security Costs	147	154
Other Pension Costs	276	274
<b>Total permanent staff costs</b>	<b>2,234</b>	<b>2,314</b>
<b>Secondments/Agency costs</b>	<b>158</b>	<b>119</b>
<b>Total Cost</b>	<b>2,392</b>	<b>2,433</b>

The average number of employees during the year was:

	2008 Number	2007 Number
<b>Permanently employed staff</b>		
Senior Management	5	6
Other directly employed staff	52	51
<b>Total permanent staff numbers</b>	<b>57</b>	<b>57</b>
<b>Secondments/Agency</b>	<b>6</b>	<b>5</b>
<b>Total number of employees</b>	<b>63</b>	<b>62</b>

One Member of Senior Management left during the year, reducing Senior Management to an average of 5. A replacement was recruited on secondment from the Northern Ireland Assembly and is included in the Secondments/Agency average numbers.

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

The PCSPS(NI) is an unfunded multi-employer defined benefit scheme but the Northern Ireland Policing 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 2003 and details of this valuation are available in the PCSPS(NI) resource accounts.

For 2007/08, employers' contributions of £276,586 were payable to the PCSPS(NI) (2006/07, £274,011) at one of four rates in the range 16.5 to 23.5 per cent of pensionable pay, based on the salary bands. The scheme's Actuary reviews employer contributions every four years following a full scheme valuation. From 2008-09, the salary bands will be revised but the rates will remain the same. The rates will be changing with effect from April 2009. The contribution rates are set to meet the cost of the benefits accruing during 2007-08 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	2008	2007
	£000	£000
Antrim	104	98
Ards	115	100
Armagh	115	108
Ballymena	98	105
Ballymoney	105	99
Banbridge	102	106
Belfast	350	304
Carrickfergus	87	81
Castlereagh	107	98
Coleraine	99	101
Cookstown	90	91
Craigavon	118	101
Derry	120	107
Down	101	92
Dungannon	103	101
Fermanagh	112	111
Larne	86	82
Limavady	105	105
Lisburn	135	122
Magherafelt	87	69
Moyle	98	96
Newry and Mourne	125	109
Newtownabbey	111	106
North Down	131	115
Omagh	104	97
Strabane	99	94
Reconstitution advertising and publicity	169	0
<b>Total</b>	<b>3,176</b>	<b>2,798</b>

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 and allowances and accommodation 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 2007/08 expenditure.

The DPPs were reconstituted in 2007/08 and the Board funded the advertising and publicity costs at 100%, with recruitment and selection costs funded 75% by the Board and 25% by Councils.

The total cost of reconstitution to the Board is £425k, made up of £169k for advertising and publicity costs and £256k for recruitment and selection, which is allocated against each individual DPP.

## 5 OTHER OPERATING COSTS

	2008	2007
	£000	£000
Travel & Subsistence	128	131
Training Costs	46	58
Hospitality	5	7
Press & Public Relations	349	389
Custody Visitors and Independent Observers	105	81
Crown Solicitor Costs	26	51
Public Attitude Surveys	139	81
Human Rights Monitoring	167	172
Pension Medical Services and Appeals	233	210
Telephones, postage, stationery and other running costs	105	124
Accommodation Costs	663	646
Information Technology	178	177
External Audit Fees	15	14
Special investigations (Omagh)	25	0
International Policing Conference	0	302
Anti-knife Campaign	0	88
Other Costs	349	237
International Fund for Ireland expenditure	9	0
<b>Total Other Operating Costs</b>	<b>2,542</b>	<b>2,768</b>

External Audit fees are included in other operating costs, above. The financial statements are audited by the Comptroller and Auditor General. The audit fee this year is £14,700 (2006/07 - £14,350).

## 6 NOTIONAL COST OF CAPITAL

	2008	2007
	£000	£000
The notional cost of capital is calculated as 3.5% of the average value of total assets less total liabilities.	(10)	(6)
	<u>(10)</u>	<u>(6)</u>

## 7 TANGIBLE FIXED ASSETS

	Computer Equipment	Furniture & Fittings	Total
	£000	£000	£000
<b>COST OR VALUATION</b>			
At 1 April 2007	127	163	290
Additions	29	3	32
Disposals	(12)	0	(12)
Revaluation	(4)	3	(1)
At 31 March 2008	<u>140</u>	<u>169</u>	<u>309</u>
<b>ACCUMULATED DEPRECIATION</b>			
At 1 April 2007	72	86	158
Provided in Period	20	21	41
Disposals	(11)	0	(11)
Backlog Depreciation	(2)	2	0
At 31 March 2008	<u>79</u>	<u>109</u>	<u>188</u>
<b>NET BOOK VALUE</b>			
At 1 April 2007	<u>55</u>	<u>77</u>	<u>132</u>
<b>At 31 March 2008</b>	<u>61</u>	<u>60</u>	<u>121</u>

**8 DEBTORS**

	2008	2007
	£000	£000
<b>Amounts due within one year:</b>		
Prepayments and Accrued Income	177	192
Debtor balances with local authorities	4	6
	<u>181</u>	<u>198</u>

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

**9 CASH AT BANK AND IN HAND**

	2008	2007
	£000	£000
Commercial Banks and Cash in Hand NIPB Number 1 Account	80	121

**10 CREDITORS**

<b>(a) Analysis by type</b>	2008	2007
	£000	£000
<b>Amounts due within one year:</b>		
Trade Creditors	324	251
Accruals	32	65
Tax and Social Security	5	11
Balances due to District Policing Partnerships	374	343
	<u>735</u>	<u>670</u>

<b>(b) Intra-Government Balances</b>	<b>2008</b>	<b>2007</b>
	<b>£000</b>	<b>£000</b>
<b>Amounts due within one year:</b>		
Balances with other central government bodies	117	92
Balances with local authorities	375	343
Subtotal: intra-government balances	492	435
Balances with bodies external to government	243	235
	735	670

Balances with other central government bodies are with the Crown Solicitors Office, the National Audit Office, HM Revenue and Customs, the Police Service of Northern Ireland, 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

	<b>General Reserve</b>
	<b>£000</b>
<b>At 1 April 2007</b>	<b>(219)</b>
Grant received from NIO RfR 1 'Police'	8,010
Transfer from Income and Expenditure Account	(8,144)
<b>At 31 March 2008</b>	<b>(353)</b>

## 12 NOTES TO THE CASH FLOW STATEMENT

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

	2008	2007
	£000	£000
<b>Net expenditure transferred to Reserves</b>	<b>(8,144)</b>	<b>(7,988)</b>
<b>Adjustment for non-cash Transactions:</b>		
Depreciation	42	39
Permanent diminution	1	4
<b>Adjustments for movements in Working Capital:</b>		
Decrease in Debtors	17	12
Increase in Creditors	65	183
<b>Net Cash Outflow from Operating Activities</b>	<b>(8,019)</b>	<b>(7,750)</b>

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.

### Note (b) Analysis of financing

	2008	2007
	£000	£000
Grant-in-Aid received from NIO RfR 1 'Police'	8,010	7,893
Applied towards the purchase of fixed assets	(32)	(23)
<b>Total Grant-in-Aid applied towards revenue expenditure</b>	<b>7,978</b>	<b>7,870</b>

**Note (c) Analysis of change in net funds**

	At 31/03/08	Cash flow	At 31/03/07
	£000	£000	£000
<b>Cash at bank and in hand</b>	<b>80</b>	<b>(41)</b>	<b>121</b>

**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 OBLIGATIONS UNDER LEASES**

Annual commitments under non-cancellable operating leases are as follows:

	Land and Buildings		Other	
	2008	2007	2008	2007
	£000	£000	£000	£000
<b>Operating Leases which expire:</b>				
Within one year	-	-	-	-
In two to five years	-	-	8	8
In over five years	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 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.

No Board Members, key manager or other related parties has undertaken any material transactions with the NIPB during the year.

**16 CONTINGENT LIABILITIES**

There are currently two outstanding employment tribunal cases in which the Board is named as defendant. On the basis of legal advice the Board is rigorously defending these cases. These cases have not been provided for in the financial statements, as the Board consider they will be unsuccessful.

**17 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 3 July 2008.

# GLOSSARY



<b>ABC</b>	Activity Based Costing
<b>ACC</b>	Assistant Chief Constable
<b>ACPO</b>	Association of Chief Police Officers
<b>ADH</b>	Average Daily Hours
<b>AEP</b>	Attenuated Energy Projectile
<b>APA</b>	Association of Police Authorities
<b>CAB</b>	Central Authorisation Bureau
<b>CAS</b>	Community Attitude Survey
<b>CETV</b>	Cash Equivalent Transfer Value
<b>CHIS</b>	Covert Human Intelligence Source
<b>CJINI</b>	Criminal Justice Inspection Northern Ireland
<b>CORE</b>	Corporate Opportunity for Resilience and Efficiency
<b>CSO</b>	Crown Solicitors Office
<b>CSP</b>	Community Safety Partnership
<b>DCU</b>	District Command Unit
<b>DPP</b>	District Policing Partnership
<b>DUP</b>	Democratic Unionist Party
<b>GAP</b>	Gender Action Plan
<b>IS</b>	Information Systems
<b>IT</b>	Information Technology
<b>LFM</b>	Local Financial Management
<b>LGBT</b>	Lesbian, Gay, Bisexual and Transgender
<b>HMIC</b>	Her Majesty's Inspectorate of Constabulary
<b>MASRAM</b>	Multi-Agency Sex Offender Risk Assessment Management
<b>MLA</b>	Member of the Legislative Assembly
<b>NAO</b>	National Audit Office
<b>NDPB</b>	Non-Departmental Public Body
<b>NI</b>	Northern Ireland
<b>NICEM</b>	Northern Ireland Council for Ethnic Minorities
<b>NICS</b>	Northern Ireland Civil Service
<b>NIO</b>	Northern Ireland Office
<b>NIPB</b>	Northern Ireland Policing Board
<b>NISRA</b>	Northern Ireland Statistics and Research Agency
<b>NPIA</b>	National Police Improvement Agency
<b>OCPA</b>	Office of the Commissioner for Public Appointments
<b>PACE</b>	Police and Criminal Evidence (Northern Ireland) Order 1989
<b>PCSO</b>	Police Community Support Officer
<b>PCSPS</b>	Principal Civil Service Pension Scheme
<b>PITO</b>	Police Information Technology Organisation
<b>PONI</b>	Police Ombudsman for Northern Ireland
<b>POPT</b>	Police Officer Part Time
<b>PNB</b>	Police Negotiating Board
<b>PRRRT</b>	Police Rehabilitation and Retraining Trust
<b>PSA</b>	Public Service Agreement
<b>PSNI</b>	Police Service of Northern Ireland
<b>PTSD</b>	Post Traumatic Stress Disorder
<b>PWC</b>	Pricewaterhouse Coopers
<b>QC</b>	Queen's Counsel
<b>RPA</b>	Review of Public Administration
<b>RUC</b>	Royal Ulster Constabulary
<b>SDLP</b>	Social Democratic and Labour Party
<b>SF</b>	Sinn Féin
<b>SMT</b>	Senior Management Team
<b>SPED</b>	Special Purchase of Evacuated Dwellings
<b>TED</b>	Training Education and Development
<b>UUP</b>	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.

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#### **DOCUMENT TITLE** **ANNUAL REPORT AND ACCOUNTS** **FOR THE PERIOD 1 APRIL 2007 –** **31 MARCH 2008**

#### **HOUSE OF COMMONS**

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

Laid before the Houses of Parliament by the Comptroller and Auditor General in accordance with Paragraph 12(3) b of schedule 2 of the Police (Northern Ireland) Act 2000.

Ordered by the House of Commons to be printed 10 July 2008 HC628.

#### **COMPLAINTS POLICY**

The Board is committed to providing a high level of service and expects all its employees to carry out their duties in a professional and courteous manner. Every effort will be made by staff to deal efficiently and effectively with you our customers. However, if you are unhappy with the way in which the staff of the Board have engaged with you, or are unhappy with our internal processes or procedures then you can complain. A copy of the Board's complaint policy is available on request or can be downloaded from the Board's website. Contact details are provided above.

#### **ALTERNATIVE FORMATS**

A summary of this Report will be made available on request in accessible formats such as braille, large print, disc and audiocassette, and in minority languages to meet the needs of people not fluent in English. Requests for alternative formats should be made to the Northern Ireland Policing Board.

#### **DISCLAIMER**

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