

THE NORTHERN IRELAND POLICING BOARD

ANNUAL REPORT AND ACCOUNTS

FOR THE PERIOD 1 APRIL 2006 - 31 MARCH 2007

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 (NI) Act 2000.

Ordered by the House of Commons to be printed 25 July 2007.

© Crown Copyright 2007

The text in this document (excluding the Royal Arms and departmental logos) may be reproduced free of charge in any format or medium providing that it is reproduced accurately and not used in a misleading context. The material must be acknowledged as Crown copyright and the title of the document specified.

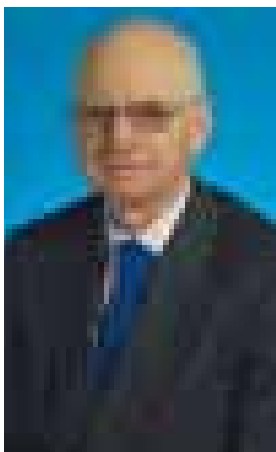
Any enquiries relating to the copyright in this document should be addressed to
The Information Policy team, OPSI
St Clements House
2-16 Colegate
Norwich NR3 1BQ
Fax: 01603 723000 or
e-mail: licensing@opsi.x.gsi.gov.uk



01	CHAIRMAN'S FOREWORD	06
02	CHIEF EXECUTIVE'S FOREWORD	10
03	MEMBERSHIP OF THE NORTHERN IRELAND POLICING BOARD	12
04	MANAGEMENT COMMENTARY	30
	Principal Activities	31
	Summary of Financial Information	31
	Other Financial Information	32
	Pensions	33
	Members' Interests	33
05	THE WORK OF THE NORTHERN IRELAND POLICING BOARD	34
	Meetings in Public	34
	Committee Responsibilities and Membership	35
06	THE POLICING BOARD AS AN ORGANISATION	48
	2005-2008 Corporate Plan	49
	Staffing the Board	56
	The Policing Board's Commitment to Equality	60
	Freedom of Information	61
07	COMMUNITY ENGAGEMENT AND THE WORK OF DISTRICT POLICING PARTNERSHIPS	64
	Community Engagement Branch	65
	Neighbourhood Watch	69
	Visits by Interest Groups	70
	Policing the Future Conference	70
	Role of District Policing Partnerships and Policing Board support	71
08	FINDING OUT WHAT THE COMMUNITY THINKS ABOUT POLICING	78
	Omnibus Surveys	79
	Commissioned Research	80
09	OVERSEEING POLICING AND ENSURING ACCOUNTABILITY	86
	The Annual Policing Plan	87

10	OVERSIGHT AND INDEPENDENCE	94
	Oversight Commissioner	94
	Police Ombudsman for Northern Ireland	95
	Criminal Justice Inspection Northern Ireland	95
	Monitoring the PSNI's Compliance with the Human Rights Act 1998	96
	The Independent Custody Visiting Scheme	98
	Monitoring and Overseeing the Research Programme into Less Lethal Technologies	100
	Monitoring the Reform of Crime Operations Department	101
	Police Ombudsman Report on the Circumstances surrounding the murder of Raymond McCord Junior	103
	Transfer of Responsibility for National Security	105
	Police Reform	106
11	FUNDING AND RESOURCES	108
	Senior Officer Appointments	108
	Monitoring PSNI Funding	109
	Monitoring Recommendations of Her Majesty's Inspectorate of Constabulary	111
	Monitoring the Human Resources Planning Strategy	112
	The Independent Community Observer Scheme	116
	Independent Vetting Panel	117
	Independent Assessor	118
	Civilianisation	119
	Gender and Religious Imbalance	120
	Monitoring and Approving Medical Retirements	122
	Monitoring Civil Action and Compensation Claims	124
	Police Negotiating Board	124
	Monitoring the PSNI Training, Education and Development Strategy	125
	Monitoring the PSNI Estate Strategy	125
	Monitoring the development of the new Police College	126
	PSNI Information Systems (IS) Strategy 2005-2008	127
	Best Value and Continuous Improvement	128
12	REMUNERATION REPORT	130
13	NORTHERN IRELAND POLICING BOARD FINANCIAL STATEMENTS	138
14	GLOSSARY	164

Chairman's Foreword



This sixth Annual Report of the Northern Ireland Policing Board (the Board) covers a period in our history that many longed to see and hoped for, and some thought would never happen.

More so than ever, the last 12 months have been a time when policing has been central to political negotiations and one of the keys that unlocked the door to the restoration of a devolved administration in Northern Ireland.

In these last few months, full political support for policing has been secured, a welcome and historic move that provides for full political representation on this Board and soon the District Policing Partnerships (DPPs).

01

Since its inception in 2001 the Board has driven forward a significant programme of change and evolutionary policing reform.

Members of the Policing Board have been, and will continue to be responsible for holding the Police Service of Northern Ireland (PSNI) to account through the Chief Constable; and ensuring for all the people of Northern Ireland the delivery of an effective, efficient, accountable and impartial police service which secures the confidence of the whole community.

The Board has ably demonstrated its strong governance of the PSNI, a fact also recognised by the Oversight Commissioner during his term of office. It is therefore appropriate that the Board now assumes responsibility for oversight of implementation of the remaining recommendations of the Report of the Independent Commission on Policing.

There is no doubt that the policing model put in place in Northern Ireland represents best international practice and throughout the year the Board hosted a number of international visitors keen to find out about our work. In addition, February's Policing Conference 'Policing the Future', which was organised jointly by the Board and the PSNI, provided delegates from the UK, the Republic of Ireland (ROI) and overseas with an important opportunity to contribute to a global vision of policing in its broadest possible context.

Much has been achieved in the previous 12 months and this Annual Report details a number of those achievements.

Having worked hard since 2003 to see the establishment of the new Police Training College, the Board had been concerned at the shortfall in funding for the project and had pressed the Government to review the situation. The Board therefore welcomed the Secretary of State's announcement at the Policing Conference that the new training facility will be shared by other emergency services. The commencement of this project is long overdue and the Board trusts that the financial commitment from HM Treasury will be forthcoming so that the vision of a world class training facility can be realised.

On behalf of the communities they serve, DPPs continue to make a considerable difference to local policing and their contributions to Local Policing Plans and the Annual Policing Plan is invaluable.

In the Annual Policing Plan for 2006-2007 the Board, once again, established priorities that were designed to meet the needs of the public and help make communities safer, and set realistic targets that would stretch the PSNI.

Chairman's Foreword

Local people are now an integral part of the policing arrangements in Northern Ireland and on, behalf of the Board, I would like to thank DPP members and staff for their hard work. Thanks must also go to the teams of Custody Visitors and Community Observers who, through their volunteering roles, make a real contribution to ensuring public confidence in policing.

Looking ahead, policing in Northern Ireland still faces many challenges, but all Board Members have indicated their full commitment to the job in hand. Engaging communities and building public confidence in policing will be a priority in the months ahead - particularly where communities have been disaffected. There will also be further changes with issues such as the devolution of policing and justice and future funding pressures on the service.

The Board has entered a new and exciting era in the history of policing in Northern Ireland and has a critical role to play in building on the progress to date.

I have been privileged and honoured to serve the Board during the period covered by this report. Along with fellow Members, just elected and appointed, I look forward to helping make our communities safer by ensuring the delivery of a policing service which meets community needs.

It remains for me to place on record my thanks to all the Members who have served the Board and, on behalf of the Board, to the Chief Executive Mr Trevor Reaney and his hard working staff.

Professor Sir Desmond Rea
CHAIRMAN
NORTHERN IRELAND POLICING BOARD



Chief Executive's Foreword



As the Policing Board's Chief Executive, I am pleased to support the Chairman in presenting the Annual Report for 2006-2007.

I am responsible for leading and managing the Board's 60-plus team of officials who support the day to day work of the Board's 19 Members. Work that is varied, demanding and challenging. I am impressed by the commitment and professionalism of the Board's staff.

02

The Board's programme of work has been progressed in line with the Corporate Plan for 2005-2008 under the following three key corporate objectives, to:

- Encourage confidence in policing.
- Ensure the delivery of an effective police service.
- Ensure the delivery of an efficient police service.

The priorities for the Board are established each year in the Corporate Business Plan, and in the following pages we detail the significant achievements in meeting these targets. The Report also summarises our work over the past year and sets out the overall performance of the Police Service of Northern Ireland.

With ever increasing pressures on public funding, we have a responsibility to manage and use public money wisely. As the Policing Board's Accounting Officer, it is my statutory duty to ensure financial integrity within the organisation. I am therefore pleased to include in this Report a full and audited Statement of Accounts.

This Report also marks the end of the second term of the Policing Board, which has now been reconstituted as a result of the devolution of the Northern Ireland Assembly.

I express my thanks to all staff, past and present, for their contribution to what is often described as the most successful body to be established following the Belfast Agreement. I also pay tribute to the Members who have served on the second Policing Board.

There remain many challenges for policing and it remains my privilege to work as a public servant in what I believe is the most challenging, yet rewarding, area of public service in Northern Ireland.

Trevor Reaney

CHIEF EXECUTIVE

NORTHERN IRELAND POLICING BOARD

Membership of the Northern Ireland Policing Board

1 April 2006 - 31 March 2007



Alex Attwood MLA

Alex Attwood is the SDLP Assembly Member for West Belfast. A solicitor who entered local politics on election to Belfast City Council in 1985.

Mr Attwood was a member of the Dublin Forum for Peace and Reconciliation and a member of SDLP talks team at Castle Buildings 1996-1998. He has been a Member of the Northern Ireland Assembly since 1998 and the Party's senior negotiator on policing, criminal justice and human rights.

Interests Registered

Directorships	None
Remunerated Employment, Office, Profession, etc	Member of the Northern Ireland Assembly Member of Belfast City Council
Clients	None
Land and Property	None
Shareholdings	None
Unremunerated Interests	Trustee, John Hume Trust
Membership of Organisations	None

03



Joe Byrne,
Independent

Joe Byrne was college lecturer before commencing a political career.

Mr Byrne was elected to Omagh District Council in 1993 and served as Chairman in 1997.

He was elected to the Northern Ireland Forum for Political Dialogue in 1996 and was a member of the Northern Ireland Assembly from 1998-2003.

Interests Registered

Directorships	Director, Manorland Investment Properties Ltd Director, Maryland Investment Properties Ltd
Remunerated Employment, Office, Profession etc	None
Clients	None
Land and Property	Commercial property: offices/retail in Omagh
Shareholdings	Manorland Investment Properties Ltd (property development) Maryland Investment Properties (property development)
Unremunerated Interests	Trustee of Omagh Boys and Girls Youth and Community Trust
Membership of Organisations	None



Fred Cobain MLA

Fred Cobain is a UUP Assembly Member for North Belfast. He was elected to Belfast City Council in 1985. He served as Lord Mayor in 1990 and has been a member of the Northern Ireland Assembly since 1998.

Interests Registered

Directorships	None
Remunerated Employment, Office, Profession, etc	Member of the Northern Ireland Assembly Member of Belfast City Council
Clients	None
Land and Property	None
Shareholdings	None
Unremunerated Interests	None
Membership of Organisations	Member of Loyal Orange Institution

Brendan Duddy,
Independent

Brendan Duddy is Managing Director of the Duddy Group of Companies which is in the business of retail, hospitality and property. He is also Chairman of City Centre Initiative Limited.

Interests Registered

Directorships	None
Remunerated Employment, Office, Profession, etc	None
Clients	None
Land and Property	None
Shareholdings	None
Unremunerated Interests	None
Membership of Organisations	None



Arlene Foster, MLA

Arlene Foster is a DUP Assembly Member representing the Fermanagh and South Tyrone constituency. In addition, she is a councillor on Fermanagh District Council, representing Enniskillen. A solicitor by profession, she currently practices in Portadown, County Armagh.

Interests Registered

Directorships	None
Remunerated Employment, Office, Profession, etc	Solicitor - Richard Monteith, 32-34 Portmore Street, Portadown BT62 3NG Member of the Northern Ireland Assembly Member of Fermanagh District Council
Clients	None
Land and Property	None
Shareholdings	None
Unremunerated Interests	None
Membership of Organisations	None



Barry Gilligan,
Independent
Vice-Chairman

Barry Gilligan lives in Belfast where he runs his own property, investment and development company.

He has a degree in Economics and is a Fellow of the Institute of Chartered Accountants in Northern Ireland.

Interests Registered

Directorships

Cobra Estates Ltd
(Property Investment
and Development)
Crumlin Road Courthouse Ltd
(Property Development)
Ravella Properties Ltd
Atane Ltd
Kilmaine Properties Ltd
Big Picture Development Ltd
Dermont Properties Ltd

Remunerated Employment, Office, Profession, etc

Cobra Estates Ltd
(Owner/Chairman)

Clients

None

Land and Property

Various commercial investment
and development properties

Shareholdings

Managed portfolio

Unremunerated Interests

None

Membership of Organisations

None



William Hay, MLA

William Hay is a DUP Assembly Member for Foyle.

A haulage contractor by trade, he was elected to Derry City Council in 1981 and served as Mayor in 1993 and Deputy Mayor in 1992.

He has been a member of the Northern Ireland Assembly since 1998 and is a member of Londonderry Port and Harbour Commission.

Interests Registered

Directorships	None
Remunerated Employment, Office, Profession, etc	Member of the Northern Ireland Assembly Member of Derry City Council Londonderry Harbour Board
Clients	None
Land and Property	None
Shareholdings	None
Unremunerated Interests	None
Membership of Organisations	Member of the Orange Order, Apprentice Boys of Derry and the Royal Black Institution



Dolores Kelly, MLA

Dolores Kelly is the SDLP Assembly Member for Upper Bann and has been serving on Craigavon Council for 13 years. She has served on all council committees and was the first nationalist Mayor to be elected in upper Bann.

Interests Registered

Directorships	None
Remunerated Employment, Office, Profession, etc	Member of the Northern Ireland Assembly Member of Craigavon Borough Council
Clients	None
Land and Property	None
Shareholdings	None
Unremunerated Interests	Gawley's Gate Quay Company Craigavon Local Strategy Partnership Lagan Forward
Membership of Organisations	TADA (Tyrone, Armagh, Down, Antrim) Rural Network



Danny Kennedy,
MLA

Danny Kennedy is the UUP Assembly Member for Newry and Mourne and is a member of Newry and Mourne District Council. He is Deputy Leader of the Ulster Unionist Assembly Group.

Interests Registered

Directorships	None
Remunerated Employment, Office, Profession, etc	Member of the Northern Ireland Assembly Member of Newry and Mourne District Council
Clients	None
Land and Property	None
Shareholdings	None
Unremunerated Interests	Member of Newry High School Board of Governors Member of Bessbrook Primary School Board of Governors Member of Newry and Mourne Local Strategy Partnership Board
Membership of Organisations	Member of Loyal Orders (Orange Order, Royal Black Institute and Apprentice Boys of Derry) Member of the Ulster Unionist Party



Deirdre MacBride,
Independent

Deirdre MacBride lives in Belfast. She established her consultancy working with government and community agencies in the areas of social inclusion and regeneration in 2003. She served on the Belfast District Policing Partnership from 2003, acting as Chairperson of West Belfast Sub-Group and Vice Chair of East Belfast Sub-Group. From 1996, she was CEO of the Belfast Local Strategy Partnership and the Peace 1 European Partnership in Belfast.

For many years she worked in community development in North Belfast as Co-ordinator for Hackney Short Life Housing User Group.

Interests Registered

Directorships	None
Remunerated Employment, Office, Profession, etc	Consultancy in Social Inclusion Issues Variety of agency, local government and strategy and community and voluntary sector clients
Clients	None
Land and Property	None
Shareholdings	None
Unremunerated Interests	Director of Belfast Interface Project Director of Stewartstown Road Regeneration Project Member of Committee for the Administration of Justice (CAJ) Member of Amnesty International Controller of brother's estate who was awarded compensation for criminal damage
Membership of Organisations	CAJ, Amnesty International



Pauline McCabe,
Independent

Pauline McCabe lives in South Down.

She is a self-employed Training and Business Consultant with a Masters Degree in Personnel Management and is a Chartered Fellow of the Chartered Institute of Personnel and Development.

Interests Registered

Directorships

Diversiton GB Ltd,
Osborne Properties Ltd,
D&P McCabe Ltd

**Remunerated Employment,
Office, Profession, etc**

MTC (McCabe Training
and Consultancy) -
self employed

Clients

All in a professional
capacity - no relevance
to the Policing Board

Land and Property

Residential / Commercial

Shareholdings

Diversiton GB Ltd,
Osborne Properties Ltd,
D&P McCabe Ltd

Unremunerated Interests

Several charity related

Membership of Organisations

Chartered Fellow of the CIPD



Rosaleen Moore,
Independent

Rosaleen Moore lives in Newry. She is a social worker by profession and was Director of Mental Health and Disability Services in Craigavon and Banbridge Health and Social Services Trust.

She sits on the Board of mental health charity, Praxis NI and retains an interest in this area in a voluntary capacity.

Interests Registered

Directorships	None
Remunerated Employment, Office, Profession, etc	None
Clients	None
Land and Property	None
Shareholdings	None
Unremunerated Interests	None
Membership of Organisations	None



Ian Paisley Junior,
MLA

Ian Paisley Junior is the DUP justice spokesman and Assembly Member for North Antrim.

He began his political career in 1989 as a political researcher and author.

Notable positions include the Northern Ireland Forum for Political Dialogue 1986-1988. He has been a Member of the Northern Ireland Assembly since 1998.

Interests Registered

Directorships	The New Protestant Telegraph Assembly Business Trust
Remunerated Employment, Office, Profession, etc	Member of the Northern Ireland Assembly Personal Assistant to Rev Dr Ian Paisley MP MEP
Clients	None
Land and Property	None
Shareholdings	None
Unremunerated Interests	None
Membership of Organisations	National Trust British Motorcycle Federation Motorcycle Action Group



Dawn Purvis,
Independent

Dawn Purvis lives in South Belfast with her two teenage sons. She returned to education in 1997 and graduated from Queens University Belfast in 2003 with Honours in Social Policy and Sociology. For the last two years, Dawn has been assisting in various research projects with the School of Environmental Sciences in the University of Ulster in Coleraine. The early part of her career was spent in the Health Service. Ms Purvis is the former Chairperson of the Progressive Unionist Party. She was elected to the Northern Ireland Assembly on 7 March 2007.

Interests Registered

Directorships	None
Remunerated Employment, Office, Profession, etc	Research Assistant, School of Human and Health Sciences - University of Huddersfield Occasional consultation and facilitation work Occasional contribution to television and radio programmes
Clients	None
Land and Property	None
Shareholdings	None
Unremunerated Interests	None
Membership of Organisations	Progressive Unionist Party Management Committee of Ex-Prisoners Interpretive Centre (EPIC) Through EPIC as Member of North Belfast Conflict Transformation Forum (NBCTF) Healing Through Remembering Sub-Group on Truth Recovery and Acknowledgement



Brian Rea MBE JP,
Independent

Brian Rea worked for 35 years for Castlereagh College of Further and Higher Education holding various posts including Lecturer, Senior Lecturer and Head of Department. He is a former chairman of the Northern Ireland Region of the Association for College Management.

He is involved in voluntary work with a number of community and other welfare interest groups. Amongst a wide range of positions, Mr Rea is currently vice-chairman of the Prison Service Trust and is a former Lay Magistrate.

Interests Registered

Directorships

The Hanwood Trust
(Unremunerated Treasurer)

Community Development
and Regeneration in
Tullycarnet, Dundonald

The Prison Service Trust
(Vice-Chairman) - the Trust
provides a range of support
for members of the
Prison Service Family.

Remunerated Employment, Office, Profession, etc

None

Clients

None

Land and Property

Residential home

Farm - small holding

Shareholdings

None

Unremunerated Interests

The Hanwood Trust -
Treasurer

Membership of Organisations

None



Professor Sir
Desmond Rea,
Independent
Chairman

Professor Sir Desmond Rea lives in Belfast and is Chairman of the Northern Ireland Policing Board.

He was educated at Queen's University Belfast and the University of California, Berkeley.

He is an Emeritus Professor of Human Resource Management at the University of Ulster and was formerly Senior Lecturer in Business Studies and Assistant Dean, Faculty of Economics and Social Sciences Queen's University Belfast.

Sir Desmond is Editor of First Trust Bank's quarterly Economic Outlook and Business Review.

He is a former Chairman of the Northern Ireland Labour Relations Agency, Northern Ireland Council for the Curriculum, Examinations and Assessment and Northern Ireland Local Government Staff Commission. On 31 July 2004 he completed his term as a Non-Executive Director of AIB (UK) plc.

Interests Registered

Directorships	JIGSA Group (Non Executive Director)
Remunerated Employment, Office, Profession, etc	Editor, Economic Outlook and Business Review, First Trust Bank Consultancies: Paid advisory roles - Foreman Consultants (ad hoc basis), Interfrigo Ltd and Dr Alister Hanna
Clients	None
Land and Property	Residential
Shareholdings	Various small shareholdings, only three of which have local interests, namely BT, Viridian and Hanna World Fund
Unremunerated Interests	None
Membership of Organisations	None



Trevor Ringland,
Independent

Trevor Ringland is a solicitor and senior partner in the firm of Macaulay and Ritchie Solicitors. He is a non-executive director of Independent News and Media (Northern Ireland) and a Board member of the Ireland Funds and Mediation Northern Ireland.

He has served as a member of the main committee of the Irish Rugby Football Union (IRFU) and the Sports Council for Northern Ireland and on the Broadcasting Council for Northern Ireland. Trevor is a trustee of the RUC George Cross Foundation and a member of the committee of the IRFU Charitable Trust, which look after injured rugby players.

He is on the committee of the British Irish Association and Chairman of One Small Step Campaign.

Interests Registered

Directorships	Independent News and Media (NI) Ltd Mediation (NI) Ireland Funds
Remunerated Employment, Office, Profession, etc	Solicitor - Macaulay & Ritchie Independent News and Media
Clients	Translink
Land and Property	Residential
Shareholdings	None
Unremunerated Interests	Chairman - One Small Step Campaign British Irish Association Playing for Peace (NI)
Membership of Organisations	Trustee - RUC George Cross Foundation IRFU Charitable Trust



Suneil Sharma,
Independent

Suneil Sharma lives in Belfast and is a Fellow of the Chartered Institute of Management Accountants.

He is Managing Director of the Befab Group and a former Commissioner with the Commission for Racial Equality NI.

He is also a founding member of the Northern Ireland Council for Ethnic Minorities and is currently a Director of the Preparing for Post-Conflict Trust, which is involved in conflict management and community development, education, training and rehabilitation of groups and individuals in society.

Interests Registered

Directorships

Varsity Estates Ltd -
Property Development

IS Investment Ltd -
Investment Holding Company

Rochester Property
Developments Ltd -
Property Development

Remunerated Employment, Office, Profession, etc

IS Investments Ltd -
Investment Holding Company

Clients

None

Land and Property

None

Shareholdings

Varsity Estates Ltd -
99% of Equity;
Rochester Property
Development is a
subsidiary of Varsity

IS Investment Ltd
and 50% of Equity

Befab Ltd - Befab
manufacturers construction
industry materials

Unremunerated Interests

None

Membership of Organisations

None



Peter Weir, MLA

Peter Weir is a DUP Assembly Member for North Down. Mr Weir is a barrister and graduate of Queen's University, Belfast.

Interests Registered

Directorships	None
Remunerated Employment, Office, Profession, etc	Member of the Northern Ireland Assembly Member of North Down Borough Council Member of Northern Ireland Bar (Non Practising)
Clients	None
Land and Property	None
Shareholdings	None
Unremunerated Interests	None
Membership of Organisations	Member of Orange Order, Royal Black Preceptory and Democratic Unionist Party

Details of Board Member's Remuneration and expenses for the period 1 April 2006 - 31 March 2007 can be found on page 131.

The Policing Board was reconstituted on 15 May 2007 by the Secretary of State for Northern Ireland and new Members details can be found in the Northern Ireland Policing Board website or on request to the Board's Press and Public Relations Branch.

Management Commentary

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.

04

Principal Activities

The Board's statutory duty is to secure that the Police Service of Northern Ireland (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.
- To monitor police 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 2006/07 was £8.26 million.

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

The budget and actual expenditure for 2006/07 is shown below:

Expenditure heading	Budget 06/07 £m	Actual 06/07 £m
Salaries	2.42	2.43
Other	2.95	2.81
DPPs	2.89	2.80
Total	8.26	8.04

Salary costs were slightly over budget but other costs were under budget by £140k due to slippage in some projects that were either delayed in 2006/07 or replaced with less expensive options. DPP expenditure was £90k under budget which averages £3.5k per DPP.

The budget catered for cost reductions agreed as part of the Government's Review of Public Sector Efficiency (Gershon). Keeping within this budget ensured that 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. Funding received from the NIO, amounting to £7.89m, is no longer accounted for as income but is regarded as funding and shown in the General Reserve (note 11 of the Financial Statements). This change in accounting policy is in line with the Financial Reporting Manual requirements for 2006/07 accounts and an explanatory note is contained in note 1.2 of the Financial Statements.

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 2007 shows net liabilities of £219k. 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 2006/07, 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 department's 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 2006/07 a prompt payment figure of 97.3 % of bills paid within 30 days was achieved (96.5% in 2005/06).

Charitable Donations

No charitable donations were made in 2006/07.

Audit

The financial statements are audited by the Comptroller and Auditor General. The audit fee this year is £14,350 (2005/06, £14,000).

So far as the Accounting Officer is aware, there is no relevant audit information of which the Policing Board's 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' Interests

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

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

Meetings in Public



By law, the Board is required to hold at least eight 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, including progress against the Annual Policing Plan. At the public session, the PSNI briefed Members on the management of intelligence and informants; the

Police Patrol Function Best Value Review; anti-social behaviour and the night time economy; and crime against older people.

During the reporting period, the Board received one report on performance against the Policing Plan 2005/06 and two reports on the Policing Plan 2006/07.

05

The Board held eight meetings in public during the period from May 2006 to February 2007. The meetings were mainly held at the Board's Headquarters in Clarendon Dock, Belfast but the Board also held meetings in the Killyhevlin Hotel, Enniskillen on 29 June 2006 and in the Slieve Donard Hotel, Newcastle on 1 November 2006.

The meetings in public allow the press and public to see the accountability mechanisms working and anyone can come along to watch. This year the Board has been pleased to welcome a number of student groups and representatives from a range of local community groups.

In addition to meetings in public, 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 the public, the agenda and minutes are published on the Board's website and are also available on request to the Board.

Committee Responsibilities and Membership

On 13 March 2006, the Secretary of State announced the membership of the newly reconstituted Policing Board, which came into effect on 1 April 2006.

The new Board held its first meeting on 6 April 2006 and elected Professor Sir Desmond Rea as Chairman and Mr Barry Gilligan as Vice-Chairman. The following day, the Board met and appointed members to five new Committees, a structure developed by the outgoing Board for introduction on 1 April 2006, and agreed the chairmanship and vice-chairmanship of each. The membership, new 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 (Chairman)

Mr Brendan Duddy (Vice-Chairman)

Mr Alex Attwood

Mr Fred Cobain

Ms Arlene Foster

Mrs Pauline McCabe

Mr Suneil Sharma

Mr Peter Weir

The role of the Audit and Risk Management Committee is:

In respect of the police service:

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

In respect of the Board:

3. 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.
4. To review the annual Statement of Internal Control.
5. 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.
6. To ensure that weaknesses in internal control are addressed.
7. To consider year-end financial statements for the Board, from an audit perspective, making recommendations as appropriate.
8. To consider reports made by the Northern Ireland Audit Office.
9. To review reports on the financial audits of District Policing Partnerships and make recommendations to the Community and Human Rights Committee.
10. To monitor occurrences of fraud.

11. To periodically review the Members' Hospitality, Gifts and Entertainment Register.

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

The Committee considered advice on the appropriate arrangements for corporate governance, internal and external audit processes and approved the internal audit, audit strategy and annual periodic work plan for the Board. The Committee also received progress reports on the periodic work plan and considered appropriate actions arising from these reports to ensure 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 formed another part of the Committee's work during the year.

Community and Human Rights Committee Membership

Mr Barry Gilligan (Chairman)
Professor Sir Desmond Rea (Vice-Chairman)
Mr Fred Cobain
Mr Brendan Duddy
Ms Arlene Foster
Mrs Dolores Kelly
Mrs Deirdre Mac Bride
Mrs Pauline McCabe
Mr Ian Paisley Jnr
Ms Dawn Purvis
Mr Suneil Sharma

The role of the Community and Human Rights Committee is:

1. To develop, promote, support and monitor the effectiveness of the District Policing Partnerships (DPPs).
2. To secure, support and monitor the implementation of Policing with the Community as the core function of the police service.

3. To oversee and monitor the implementation of police service strategies as they impact upon crime prevention, community safety and the community in general.
4. To consider police performance at District Command Unit (DCU) level as it impacts on policing with the community and relates to the work of DPPs.
5. To develop, promote and oversee activities which secure community involvement in policing, including community consultation strategies.
6. To develop and implement a framework for monitoring the performance of the police service in complying with the Human Rights Act 1998.
7. To monitor police performance in public order situations.
8. To consider and review the Code of Ethics for the Police Service, and its implementation.
9. To keep informed about the implementation of Section 75 of the Northern Ireland Act 1998 within the police service, in order to ensure that policing is conducted in an impartial manner.
10. To keep informed about the complaints process and to monitor trends and patterns in complaints against police officers.
11. To consider reports produced by the Police Ombudsman under Section 61 of the Police (NI) Act 1998.
12. To liaise with the Police Ombudsman in relation to policy and practice investigations.
13. 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.
14. To oversee the role and operation of the Independent Custody Visiting Scheme and the Independent Community Observer Scheme.

In respect of the Board:

15. 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 ten occasions to progress its responsibilities.

The Committee received regular presentations from the Office of the Police Ombudsman on complaints against the PSNI and from the Board's Human Rights Advisors on progress with the implementation of the Human Rights Monitoring Framework and the preparation of the second Human Rights Annual Report. It was also briefed on a number of community issues, including the Community Safety Strategy, the Criminal Justice Inspectorate Northern Ireland Report on Community Safety Partnerships, Policing with the Community and the Knife Crime Awareness Campaign.

Corporate Policy, Planning and Performance Committee Membership

Professor Sir Desmond Rea (Chairman)

Mr Barry Gilligan (Vice-Chairman)

Mr Alex Attwood

Mr Brendan Duddy

Mr William Hay

Mrs Rosaleen Moore

Mr Brian Rea

Mr Trevor Ringland

Floating Members:

Mr Fred Cobain

Mrs Pauline McCabe

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

In respect of the police service:

1. To oversee and co-ordinate the Board's work in relation to police service policies and strategies.
2. To oversee the development, implementation and monitoring of the Annual Policing Plan.
3. To oversee and support the police service in the implementation of agreed changes to policing, including consideration of HMIC, Oversight Commissioner and other external reports.
4. To undertake the Board's duties in respect of senior police service personnel including appointment, dismissal and terms and conditions of employment.
5. 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.
6. To consider matters which have been referred back from the Office of the Police Ombudsman as not being within the remit of that office.
7. To oversee police performance, particularly in respect of non-District Command Unit functions, including Headquarters functions and Crime Operations.
8. To consider operational policing policies that are not covered by the remit of any other Committee.
9. To oversee the External Communications Strategy for the Police Service and the PSNI's profile within Northern Ireland and beyond.

In respect of the Board:

10. To oversee and co-ordinate work in relation to the Board's duties, policies and strategies.
11. To develop and oversee the Board's planning and performance management regime, including the development of the Corporate Plan.
12. To oversee the equality, human rights and related policies and practice of the Board.
13. To review and update the Board's Committee structure, Standing Orders and Members' Code of Conduct.
14. To promote high standards of conduct by Members, to assist Members in observing the Code of Conduct and to monitor adherence to the Code.
15. 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.
16. To approve and oversee the Board's research programme.
17. To develop, implement and monitor a Communications Strategy for the Board, covering both internal and external dimensions.
18. To explore and maximise opportunities for communicating and promoting Board policies and strategies.
19. To oversee the preparation of the Board's Annual Report and the public relations aspects of other Board publications and activities.
20. 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 ten occasions to progress its responsibilities.

All Board Members are normally invited to attend briefings and presentations given to the Committee. During the reporting period PSNI delivered presentations on the resourcing of public enquiries; the Multi-Agency Sex Offender Assessment and Management Strategy (MASRAM); PSNI planning regarding the Review of Public Administration; the role and work of the PSNI Media and Public Relations Department; the HMIC Firearms Inspection and the PSNI Implementation Plan; and the work of the Corporate Opportunity for Resilience and Efficiency (CORE) Project Team.

The Committee also received presentations from representatives from the NIO, HMIC, the National Audit Office and the Serious and Organised Crime Agency. The issues considered included the Organised Crime Task Force Operational Strategy Group; the work of the Serious and Organised Crime Agency; the Administrative Review of Procurement within PSNI; and a Value for Money Establishment Review of the PSNI post 2010/11.

The Committee has the responsibility for taking forward the appointment of senior officers. On 15 June 2006, the Committee received a detailed briefing from the Chief Constable in relation to the resource implications for PSNI in providing for the requirements of Public Inquiries and the casework of the Historical Enquiries Team. He presented the case for an additional Assistant Chief Constable to head up this area of work within PSNI. A Board Recruitment Panel had interviewed candidates for an appointment of Assistant Chief Constable on 23 February 2006. The Panel had agreed that a candidate for the post of Assistant Chief Constable should be placed on a reserve list for a period of six months from the date of the interviews, should an additional vacancy arise. The Committee resolved that the candidate on the reserve list should be offered a position of Assistant Chief Constable in the PSNI and Mr Alistair Finlay was subsequently appointed to the post.

The Committee also has responsibility for arranging Police Appeals Tribunals to hear appeals from police officers who have been dismissed, required to resign or reduced in rank following

a disciplinary hearing. During the reporting period two appeals tribunals were held and notification of appeals were received in respect of a further five cases. These are currently being processed.

Human Resources Committee Membership

Mr Alex Attwood (Chairman)
Mr Brian Rea (Vice-Chairman)
Mr Joe Byrne
Mr William Hay
Mr Danny Kennedy
Ms Deirdre Mac Bride
Mrs Rosaleen Moore
Ms Dawn Purvis
Mr Peter Weir

The role of the Human Resources Committee is:

1. To secure, promote and monitor the implementation of the Human Resources Planning Strategy and related policies in the police service.
2. To secure, promote and monitor the implementation of the Training, Education and Development Strategy in the police service.
3. To oversee the development of all other police service human resources strategies, policies and activities not covered by 1 and 2 above.
4. To monitor trends and patterns in the recruitment of police officers and support staff and to promote and support efforts to secure a representative police service, in terms of gender and community background.
5. To oversee police pay, allowances and conditions of service, with the exception of senior police service personnel.
6. To undertake the Board's responsibilities under Police and Police Pension Regulations.

7. 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 ten times. The Committee received a variety of briefings and presentations, some on a regular basis from relevant personnel within PSNI to discuss the Training, Education and Development Strategy; the Human Resources Planning Strategy; special priority payments and diversity issues; and from external stakeholders such as Consensia and Grafton, the selected agencies who manage PSNI recruitment. In addition, briefings were provided on the role and function of the Board's selected medical practitioner, the payment of allowances to PSNI officers and the phasing-out process for the Full-Time Reserve.

Resources and Improvement Committee Membership:

Mr William Hay (Chairman)
Mrs Rosaleen Moore (Vice-Chair)
Mr Joe Byrne
Mrs Dolores Kelly
Mr Danny Kennedy
Mrs Pauline McCabe
Mr Ian Paisley Jnr
Mr Brian Rea
Mr Trevor Ringland

The role of the Resources and Improvement Committee is:

In respect of the Police Service:

1. To oversee the development of a continuous improvement and best value regime within the police service.
2. To monitor the effectiveness of the police service strategic financial planning process.

3. To consider annual estimates and medium/long term financial plans for the police service, prior to submission to the NIO.
4. To monitor police service expenditure and the cost of all areas of police service expenditure with a view to securing efficiencies.
5. To consider and approve expenditure outside delegated limits.
6. To consider in-year financial bids by PSNI.
7. To consider year-end financial statements for the PSNI.
8. To consider and approve business cases including capital expenditure and Patten Non-Severance funding.
9. To consider and monitor police support services, strategies and policies, including information and communications technology and estates.
10. To consider issues relating to borrowing, sponsorship, special payments, write-off of losses and the acquisition and disposal of land and property.
11. To consider novel or contentious expenditure.
12. To monitor and approve, as appropriate, the settlement of civil actions against the Chief Constable.
13. 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.
14. 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:

15. To oversee the development of a continuous improvement and best value regime within the Board.
16. To consider estimates for Board purposes.
17. To monitor the effectiveness of the Board's strategic financial planning process.
18. To consider annual estimates for the Board prior to submission to the NIO.
19. To consider year-end financial statements for the Board.
20. To monitor Board expenditure and the cost of all areas of Board expenditure with a view to securing efficiencies.
21. To consider expenditure outside delegated limits.
22. To monitor and consider, as appropriate, the settlement of civil actions against the Board.

During the reporting period the Committee met on ten occasions. Members were regularly briefed by the PSNI Director of Finance on the Management Accounts and received presentations on police expenditure from the PSNI Director of Finance and Support Services and relevant personnel regarding the implementation of the Information System Strategy and the PSNI Estates Strategy. It also received briefings on a variety of other issues within its remit including the Comprehensive Spending Review 2007; the Annual Report on Procurement Savings and Achievements; Best Value Review of Partnerships; the PSNI Transport Strategy; the PSNI Vehicle Recovery Service; the outsourcing of the PSNI cleaning contract; and call management.



The Policing Board as an Organisation



The Policing Board's Chief Executive is responsible for the day to day operation of the Policing Board and providing support to Board Members in achieving objectives set for the organisation in both the Corporate Plan and the Annual Business Plan.

06



2005-2008 Corporate Plan

A three year corporate plan for the period 1 April 2005 - 31 March 2008 is currently in place for the Board. This plan was developed under three key corporate objectives as follows:

- To encourage confidence in policing.
- To ensure the delivery of an effective police service.
- To ensure the delivery of an efficient police service.

In developing a plan of work around these three corporate objectives, consideration was given to the evolving needs of the Board, the requirements of new Members, ongoing policy issues, statutory requirements and outstanding areas requiring further extensive development.

A copy of the 2005-2008 Corporate Plan can be found on our website at www.nipolicingboard.org.uk. A matrix identifying progress made in 2005-2007 against each corporate objective is set out overleaf.

Corporate Objective	Target	Progress at 31 March 2007			Notes
		Achieved	Progress Limited	Not Achieved	
1. Public Confidence To encourage confidence in policing	1.1 Inform the public and measure public awareness of and satisfaction with advances in policing by publishing: <ul style="list-style-type: none"> • An Annual Report by 30 September each year. • An Annual Policing Plan by 31 March each year. • A Best Value Review Programme by 31 March each year. • The results of all public surveys and research within three months of the results being available. 	✓			
	1.2 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.	✓			
	1.3 Bi-annually monitor the PSNI Communications Strategy reviewing the results of relevant targets within the Annual Policing Plan.		✓		Second report delayed due to reconstitution of the Board.

Corporate Objective	Target	Progress at 31 March 2007			Notes
		Achieved	Progress Limited	Not Achieved	
	1.4 Hold at least 8 meetings in public each year during which we will receive a report on policing from the Chief Constable. At least two of these meetings will be held at a location outside Belfast.	✓			
	1.5 Support a District Policing Partnership (DPP) in each District Council area and assess their effectiveness annually.	✓			
	1.6 Develop a strategy by 30 September 2005 to encourage the public to actively engage in policing.	✓			
	1.7 Establish a framework by 30 September 2005 for the ongoing relationship between DPPs, Community Safety Partnerships (CSPs), Community Beat Forums and Neighbourhood Watch initiatives.	✓			
	1.8 Monitor quarterly the implementation of the PSNI strategy on Policing with the Community.		✓		Performance monitoring framework not fully developed.

Corporate Objective	Target	Progress at 31 March 2007			Notes
		Achieved	Progress Limited	Not Achieved	
2. Effectiveness To ensure the delivery of an effective Police Service (For the Police Service of Northern Ireland)	2.1 Annually review and approve the yearly financial budgets for PSNI and bi-monthly hold PSNI to account for their spending throughout the period.	√			
	2.2 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.	√			
	2.3 Agree an annual PSNI Best Value Review Programme and monitor progress on the programme quarterly through the appropriate Board Committee.	√			
	2.4 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.	√			
(For the Northern Ireland Policing Board)	2.5 Measure public satisfaction with the Board and DPPs by conducting research, including at least two public surveys per annum.	√			

Corporate Objective	Target	Progress at 31 March 2007			Notes
		Achieved	Progress Limited	Not Achieved	
	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"> • Freedom of Information by replying to requests within the agreed timescales • Equality legislation and annually report to the Equality Commission • Data Protection legislation • Human Rights legislation 	✓ ✓ ✓ ✓			
	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 2007			Notes
		Achieved	Progress Limited	Not Achieved	
	2.11 To actively undertake the Board's role in progressing the Public Service Agreement (Objective 2) set for the NIO ('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).	✓			This target will only be achieved on successful completion of all Board targets.
3. Efficiency To ensure the delivery of an efficient Police Service	3.1 Develop, approve and publish the Northern Ireland Annual Policing Plan by 31 March each year.	✓			
	3.2 Hold the PSNI to account by monitoring performance on a quarterly basis against the Northern Ireland Annual Policing Plan.	✓			
	3.3 Monitoring trends and patterns in complaints made against the PSNI every three months.	✓			
	3.4 Monitoring trends and patterns in crime quarterly at the public session of the Board.	✓			

Corporate Objective	Performance Target	Progress at 31 March 2007			Notes
		Achieved	Progress Limited	Not Achieved	
	<p>3.5 Monitor the implementation of major PSNI strategies by reviewing regular progress reports on:</p> <ul style="list-style-type: none"> • Human Rights (annually) • Human Resources (every four months) • Training, Education and Development (quarterly) • Information, Communications (quarterly) • Estates (quarterly) 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>			
	<p>3.6 Maintain the community oversight of policing through the Independent Custody Visiting Scheme and the Independent Community Observer Scheme, and monitor performance monthly.</p>	<p>✓</p>			
	<p>3.7 To consider HMIC reports and oversee the implementation of relevant recommendations.</p>	<p>✓</p>			

Staffing the Board

Trevor Reaney, Chief Executive

As Chief Executive, his primary duty and responsibility is to support the Policing Board in the fulfilment of its duty to ensure that the Police Service of Northern Ireland is effective, efficient, accountable and focused on its statutory core function - 'Policing with the Community'.

In addition, he is responsible for leading the Board's 60 strong team and facilitating the smooth running of the organisation in achieving its objectives and supporting Board Members in their work. He is also responsible for the strategic planning, policy formulation and delivering the three objectives of the Board's Corporate Plan:

- To encourage confidence in policing.
- To ensure the delivery of an effective police service.
- To ensure the delivery of an efficient police service.

Dr Debbie Donnelly, Deputy Chief Executive

The External Relations Directorate is managed by the Deputy Chief Executive, Dr Debbie Donnelly, and comprises three Branches responsible for managing the outward facing activities of the Board. These are DPP Support Branch, Community Engagement Branch and Press and Public Relations Branch. The work of the Directorate includes engaging with the community, providing support to DPPs, external communication work and the maintenance of the Board's website.

Within the External Relations Directorate, the Community Engagement Branch is headed by **David Jackson, Director of Community Engagement**, who takes forward the Board's responsibilities in respect of gaining the co-operation of the public with the police in preventing crime and in overseeing the implementation of the PSNI's Policing with the Community Strategy. The Branch is responsible for the Board's community engagement outreach activities and is currently working with

young people, older people, minority ethnic groups, lesbian, gay, bisexual and transgender groups, women's groups and the business community. In addition, the Branch offers advice and guidance to DPPs in this area of work.

Sinead Simpson, Director of Policy

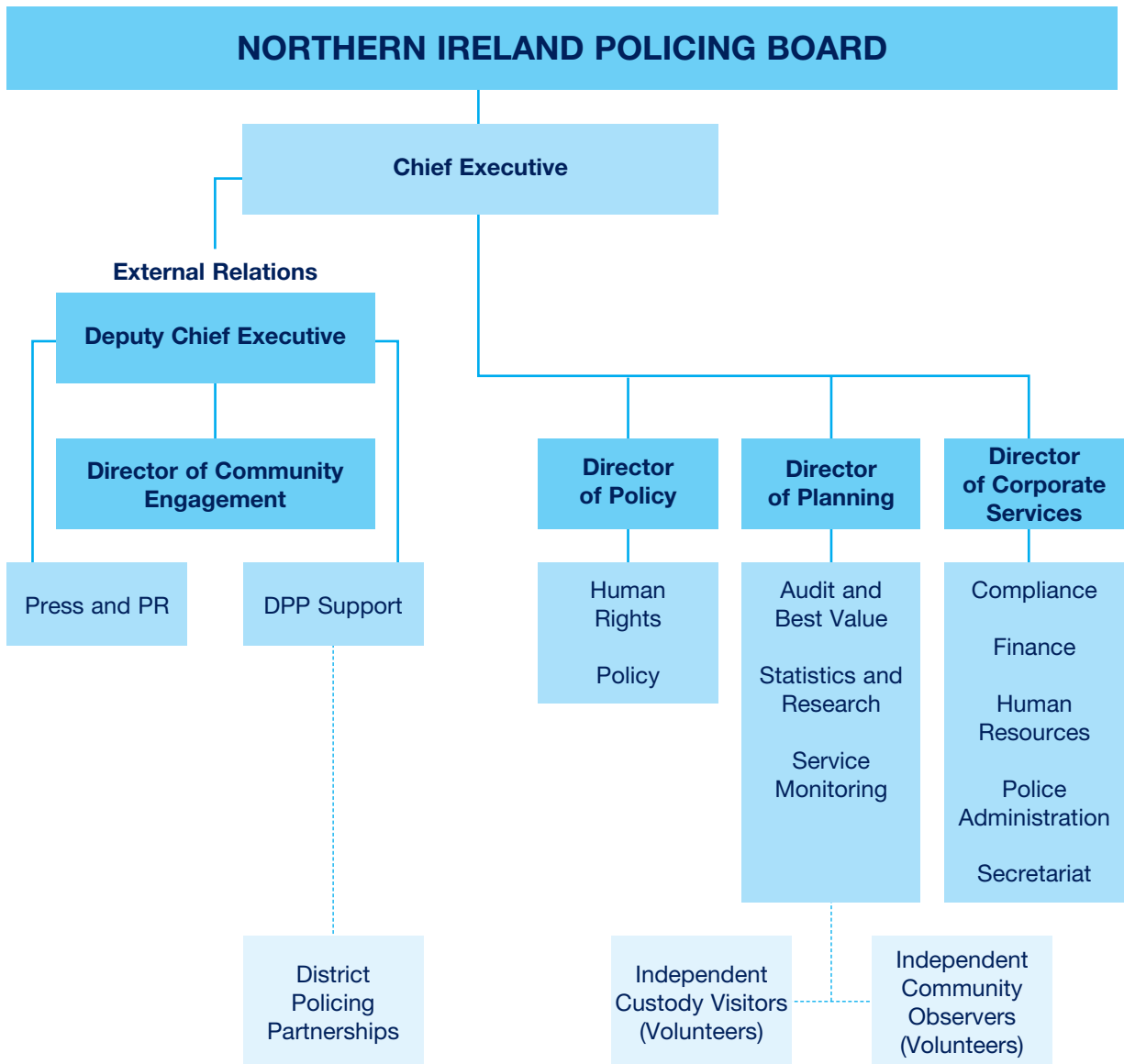
The Director of Policy has responsibility primarily for supporting the Human Resources Committee in monitoring PSNI implementation of the Human Resources Planning Strategy and the Training, Education and Development (TED) Strategy. The Directorate also supports the Community and Human Rights Committee in monitoring PSNI compliance with the Human Rights Act 1998, and provides advice and briefing for Members on a range of other policy issues, including issues emerging from Police Ombudsman reports, Police reform, HMIC inspections, changes within Crime Operations Department, criminal justice issues and organised crime.

Sam Hagen, Director of Corporate Services

As Director of Corporate Services his core responsibilities centre on the Board's Secretariat, Human Resources, Finance, Compliance and Office Services functions. In addition, he has responsibility for the Administration of Injury on Duty and Medical Retirement Pensions for former and serving officers.

David Wilson, Director of Planning

David Wilson is responsible for three Branches - Statistics and Research, Service Monitoring and Audit and Best Value. He is responsible for Corporate and Business Planning within the Board, the development and monitoring of the Annual Policing Plan, the management of the Independent Custody Visiting Scheme and Independent Community Observer Scheme, overseeing the implementation of the Best Value Review Programmes for both the PSNI and the Board, the delivery of a statistical and research service to the Board and DPPs and overseeing the implementation of the PSNI Information Systems (IS) Strategy and Estate Strategy.



Staffing Composition of the Policing Board

At 31 March 2007 the staff of the Northern Ireland Policing Board comprised of 37 seconded civil servants from the Northern Ireland Civil Service (NICS) and 23 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

Policing Board Staffing Statistics at 1 April 2006 and 1 April 2007

	Gender		Community Background					
	Male	Female	Protestant		Roman Catholic		Non-Determined	
			Male	Female	Male	Female	Male	Female
1 April 2006	22	37	15	20	6	17	1	0
	37%	63%	25%	34%	10%	29%	2%	0%
1 April 2007	21	39	15	18	5	20	1	1
	35%	65%	25%	30%	8.5%	33.5%	1.5%	1.5%

Staff Development

The Board is always keen to obtain feedback from its staff and conducted a Staff Attitudes Survey in January 2006. The survey considered a range of areas such as communication, training and performance management. The feedback from the survey was broadly very positive and an action plan was developed and implemented during 2006 to address areas for improvement. Some of the actions implemented included developing a new Staff Special Bonus Scheme, establishing a contract with a number of recruitment agencies to provide cover for temporary vacancies, and promoting cross-branch working.

The Board continues to develop its business planning, people development, communications and evaluation processes. On 6 March 2007 all staff participated in a Business Planning Away Day to gain input on business and branch objectives and help develop personal performance agreements and development plans.

The Board provides a comprehensive 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. This innovative approach has been extremely effective from a learning perspective, but also in the management of time, as staff can programme the training to satisfy individual demands and areas of responsibility.

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 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 beliefs, political opinions, racial groups, age, marital status or sexual orientation.
- Men and women generally.
- People with a disability and people without.
- 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 beliefs, political opinions or racial groups.

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 equality obligations with regard to all of its policies, powers, duties and

functions. The Scheme also explains how the Board will carry out its duties in a way that will promote good relations between people of different religious beliefs, political opinions or racial groups.

During the period 2006/07 the Board:

- Produced its fourth Annual Progress Report for the Equality Commission.
- Completed the Screening of its policies, powers, duties and functions.
- Conducted public consultation on all of its policy screening outcomes.
- Produced and published a Policy Screening Consultation Report.
- Provided a full programme of equality training for new staff.
- Monitored progress on equality matters, by way of regular reports from the Compliance Manager to the Senior Management Team.
- Liaised with the Equality Commission on a regular basis in relation to a variety of equality related issues.

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

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

Freedom of Information

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 Northern Ireland Policing Board. The Act gives any individual the right to request information from the Board.

The Policing 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 website at www.nipolicingboard.org.uk

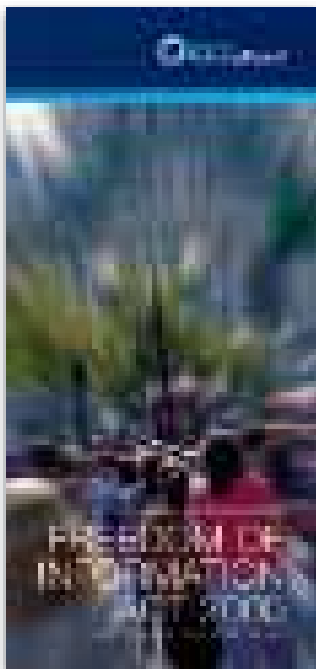
The Board has processes and practices in place to ensure that it is able to fully meet responsibilities under the Act and deal effectively with requests for information.

During the period 2006/07, the Board:

- Processed 44 requests for information under the Freedom of Information Act 2000.
- Provided electronic training for new staff.
- Proactively published information in line with the Board's Publication Scheme, including all Board and Committee meeting minutes and agendas.

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

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





Delegates at the Policing Board and PSNI Policing the Future Conference in February 2007.

Community Engagement and the work of District Policing Partnerships

Engaging the Community and enhancing community participation and support for policing forms an essential part of the Board's work.



Representatives from Help the Aged with the Policing Board Chairman and Vice Chairman.

The Board is responsible for the network of District Policing Partnerships (DPPs) across Northern Ireland.

This section reports on the roles and responsibilities of DPPs, the Board's responsibilities for DPPs and work progressed during the last year by the Board's Community Engagement Branch.

07

Community Engagement Branch

The Board's Community Engagement Strategy has been developed to:

- Encourage communities to work with police and bring about improvements to quality of life, in respect of crime and the fear of crime.
- Develop a network of appropriate partnerships with community organisations.
- Enable the Board to fulfil its obligations under legislation.

The Board recognises that there is a need to prioritise work in this area and has identified a number of areas of particular interest.

In the first year of work, key contacts have been developed with groups representing the following:

- Older people
- Young people
- Lesbian, gay, bisexual and transgender (LGBT) communities
- Minority ethnic communities
- Women's groups
- Business community
- Single identity communities

Since the establishment of the new Community Engagement Branch in August 2006, reference groups have been established for older people, young people and minority ethnic groups. The Board is currently exploring a joint induction event for all sector reference groups and the programme for such an event could include an overview of policing structures, communications and the media and problem solving.

The following detail, which relates to some of the groups that the Board is working with, is indicative of the new area of work that the Board is developing across the community.

Business Community

During the 2006/07 year the Board was contacted by the Federation of Small Businesses to highlight the adverse impact that crime is having on their members across Northern Ireland. Following discussion, it was agreed that the Policing Board would host a public meeting on the theme of crime against the business and retail community. At this meeting in the Ramada Hotel in January 2007, representatives from all sectors of the business and retail community - from the main high street traders to the local corner shop - attended.



Down DPP Members Una Kelly (left) and Audrey Burne (right) alongside Policing Board Vice Chairman, Barry Gilligan, Chairman Professor Sir Desmond Rea and Bertie Carson from the Federation of Small Businesses.

As a result of discussions, it was agreed that the Board would commission research into crime against the business community. This research project, which will continue into the next business year, is focussing on the following issues:

- Developing a definition of business crime
- Establishing the level of under-reporting of business crime
- Fear of crime among businesses
- Perception of the police response to these crimes

Older People

An Older Person's Reference Group has been established and terms of reference for the group have been agreed. The group, which comprises representatives from across the sector, is designed to give a voice to older persons' issues and concerns regarding policing. Key to this work is the development of clear and workable communication channels. In consultation with the groups, the Board is developing an action plan and monitoring framework.

In Age Concern's Public Policy for Older People, one of the key priorities identified is ensuring that older people engage fully with key stakeholders in policy development processes. In this context, the Board's community engagement work was commended. Following a spate of attacks on older people, the Board hosted representatives from Help the Aged and Age Concern at its

December 2006 meeting in public, where it received a report on the police response to crime against older people. The Board also wrote to the Minister of State seeking the Government's commitment to produce a Community Safety Strategy for Older People.

Young People

In October 2006 the Board commissioned the Northern Ireland Youth Forum to co-ordinate a consultation exercise with young people to identify the best options for the Board to engage with young people. The Youth Forum recruited a representative group of nine young people from different backgrounds to design the consultation, which would be delivered to a wider audience of young people across Northern Ireland.

Board Members and officials have actively participated in this exercise, by providing information on the role of the Board, District Policing Partnerships, the police and policing structures, reflecting on their experiences and backgrounds and answering questions from the young people. The consultation is in its final stages. Focus groups, e-consultation and on-street consultation has been completed with young people from a wide range of backgrounds, including those with a disability and those from rural and urban communities, young people in custodial care, minority ethnic youth and lesbian, gay, bi-sexual and transgender youth. A full report on the consultation findings and recommendations will be published in due course.

Minority Ethnic Group

The minority ethnic sector reference group represents Chinese, Indian, An Munia Tober (Irish Travellers), Polish, Pakistani and Muslim communities. The representativeness of the group will be kept under review to ensure that it is representative of the increasingly diverse community in Northern Ireland. Each of these representatives are from organisations which support a network of smaller groups, thereby providing the Board with access to substantial numbers of people within the communities and allowing a two-way flow of information. In addition, the group includes representatives from the Northern Ireland Council for Ethnic Minorities (NICEM) and the Multi-Cultural Resource Centre, each of which works with a wide range of people from different communities, including migrant workers and asylum seekers.

It was agreed that, as a first step to building confidence within communities, the Board should either organise events within each of the communities or alternatively, give support to those already planned. Members of the group have indicated that they will support the Board in either approach. The purpose of these events would be to:

- Raise awareness of the role of the Board.
- Raise awareness of the role of the District Policing Partnerships (DPPs).
- Emphasise the independence of the Board.
- Highlight the relationship between the Board and the PSNI.
- Identify some of the issues around policing.

Women's Groups

During 2006/07, meetings have been held with a number of key organisations including Women's Aid Federation, Gingerbread, Women's Rural Network and the Women's Support Network.

The Settled Community

Officials have attended a number of events and conferences which provided an important opportunity to network and make further contacts within this sector.

International Fund for Ireland Funding

On 5 March 2007, the International Fund for Ireland (IFI) approved £267,000 of financial support to the Policing Board for a pilot training programme to develop the capacity of DPPs to engage with the community. With funding in place, the Policing Board will progress this important area of work. The training, which will be delivered by skilled facilitators, is intended to develop the capacity of the DPPs to work with the diverse range of communities in Northern Ireland and assist them in dealing with difficult issues such as sectarianism and racism. Through joint training, the aim is to enable DPPs and the community to work in partnership with the police to create stronger, safer communities.

This is an innovative approach designed to equip DPP Members with the skills necessary to work with the community, in partnership with the police.

The outcomes of this work will be reported in the next business year.

Neighbourhood Watch



Neighbourhood Watch was launched in Northern Ireland in June 2004 and is supported by three partner agencies: the Northern Ireland Office's Community Safety Unit, the PSNI's Community Safety Branch and the Policing Board. At a local level, DPPs work with Community Safety Partnerships (CSPs) and local police to promote Neighbourhood Watch and over 200 Neighbourhood Watch Schemes are now operating across all 26 council areas.

During 2006/07, DPPs and their partners carried out a series of local initiatives to promote Neighbourhood Watch. These events were supported by funding provided by Community Safety Branch, PSNI and the Policing Board.

An evaluation of Neighbourhood Watch has been commissioned by the partner agencies and the results of this process will be published during the Autumn 2007.

Visits by Interest Groups

There continues to be a significant international interest in the role and work of the Policing Board and policing generally. This year a number of international visitors and police officers from around the world came to Northern Ireland to find out first hand what has happened in policing here.

During the year, the Board hosted a range of international visitors including delegations from Venezuela, the Basque region of Spain, Kazhakstan, Kyrgystan the Latvian Centre for Human Rights, the Iraqi National Security Advisor, the Chevening Fellowship programme, members of Pakistan's National Public Safety Commission and its Chair, the Minister for the Interior of the Islamic Republic of Pakistan, Mr Aftab Ahmed Khan Sherpao.

Policing the Future Conference



The Board's international reputation was further enhanced by the International 'Policing the Future' Conference hosted jointly by the Board and PSNI at the end of February 2007. The landmark Conference brought together a range of distinguished speakers and international experts in policing and addressed and debated the future of policing.

Over 300 people attended the conference, which provided a unique insight into the evolution of policing in Northern Ireland. Facilitated by Chuck Wexler from the Police Executive Research Forum, an impressive line-up of local, national and international speakers focused on the latest thinking and developments in policing and highlighted the challenges and opportunities that lie ahead.

At the interactive conference local police, community and public representatives joined some of the world's most experienced police officers - including Los Angeles Police Chief, William Bratton, Metropolitan Police Commissioner, Sir Ian Blair and Miami Police Chief, John Timoney - to share experiences and discuss important issues such as accountability, oversight, community policing, human rights, organised crime and terrorism. A report on the Conference will be published later in the year.



District Policing Partnerships

Local people shaping local policing

Role of District Policing Partnerships and Policing Board Support

Introduction

Established in March 2003, DPPs give local people a say on local policing issues and help make communities safer and policing more effective. Each DPP has a number of statutory responsibilities and the Board is responsible for monitoring the work of each DPP.

Monitoring the Effectiveness of DPPs

Under Section 3 (3) (d) of the Police (NI) Act 2000, the Board is required to assess the effectiveness of DPPs in performing their functions particularly in relation to arrangements for obtaining the views of the public about matters concerning policing and gaining the co-operation of the public with the police in preventing crime.

An assessment of DPPs' effectiveness against the agreed DPP monitoring framework was undertaken. This covered the following key areas:

- Working together to prevent crime.
- Public consultation and the Local Policing Plan.
- Meetings held in public.
- Provision of reports to the Board.
- Raising the profile of the DPP and making it accessible to the whole community.
- Monitoring police performance.

The results were presented to the Board's Community and Human Rights Committee in November 2006 and Members recommended that the DPP monitoring framework should be reviewed to include performance indicators which also measure the outcomes and achievements of the DPPs' work.

Review of Public Administration and the future of DPPs



As policing legislation states that the District Policing Partnerships (DPPs) must be co-terminus with a council area, the Review of Public Administration will have an impact on the future structure of DPPs.

The Board commenced a comprehensive consultation process in April 2006 on the future of DPPs within the Review of Public Administration. DPPs, Community Safety Partnerships (CSPs), PSNI and relevant statutory bodies were included in the process and the Board provided opportunities for open discussion by hosting a number of consultation events throughout the year.

In order to consider how future DPPs might be shaped, a briefing on Community Planning was held in September 2006. Keynote speaker, Sir Willie Rae, Chief Constable of Strathclyde Police informed delegates on how Community Planning was working in Scotland. This gave delegates a clear overview of the Community Planning structure and the opportunity to consider how the functions of DPPs would sit within this framework. Assistant Chief Constable Roy Toner also gave a presentation on the progress of the PSNI CORE Project and both presentations were followed by an interesting and informative discussion.

The consultation period formally ended in February 2007 and the Board will now consider the information gathered during the process in the development of an effective model for DPPs within the Community Planning structure.

Facilitating DPP Support and Training

The Board provides a range of advice and support to DPPs. Along with the support provided from staff in DPP Support Branch; DPPs also receive financial support, statistical and research advice, guidance on media and public relations and advice from policy branch on a broad range of issues in relation to policing policy and strategies. The Board also produces DPP News, a quarterly newsletter to share best practice within the DPP network and inform of key policing issues.



DPP News profiles the work of DPPs and the Board.

DPP Training

Each year the Board develops a training programme for DPPs based on feedback received from DPP Members and Managers and from various development needs identified from local Training Needs Analyses.

During the year the Board provided training for DPP Members on five topics aligned to the key areas of work of a DPP. These included:

- Presentation skills for DPP Members and Managers
- Raising Awareness of DPPs
- Community Consultation and the Local Policing Plan
- Media Skills
- Facilitation Skills

For the first time, the Board also made available funding to allow DPPs to arrange their own local training. This gave DPP Members the opportunity to attend training within their own districts at a time most suited to the DPP. A range of topics were covered at local level including disability awareness, problem solving, community engagement and data protection.

DPP Briefings

The Board facilitates a range of briefings on relevant topics for DPP Members to provide information and aid understanding of policing issues and issues impacting on local policing. During the reporting period, presentations were delivered on:

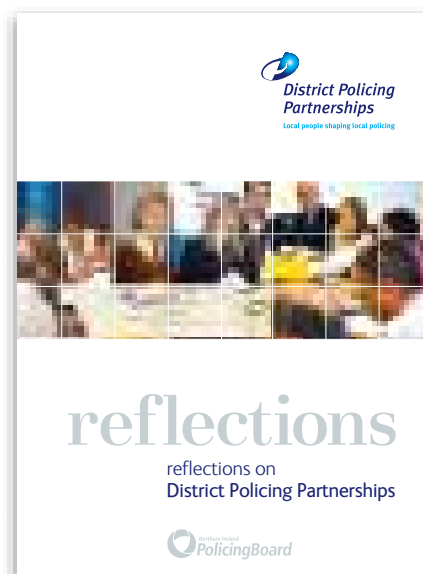
- Policing parades
- Community Planning
- Consultations around the future of DPPs post Review of Public Administration
- The Introduction of Police Community Support Officers (PCSOs)
- Oversight of Policing
- Review of Patrolling
- Economic Crime
- Call Management

DPP Chairman's and Vice Chairman's Forums



In September 2006, the Board held a meeting of the DPP Chairman's and Vice-Chairman's Forum. The Forum provides an opportunity for DPP Chairs and Vice-Chairs, or their nominated representatives, to meet with Policing Board Members and discuss issues relating to the work of DPPs and policing in general. At a meeting of the group in September 2006, Members discussed the future of DPPs post Review of Public Administration and received a presentation from the Deputy Chief Constable on the future role of PCSOs in Northern Ireland.

Reflections on District Policing Partnerships



As part of its international Policing the Future conference, the Policing Board invited representatives from DPPs, the wider policing family and community groups to a special seminar to highlight the important role that DPPs have played in the evolution of policing in Northern Ireland and to reflect upon the future challenges.

The seminar, entitled 'Reflections on District Policing Partnerships' was chaired by Professor David Bayley, a member of the Police

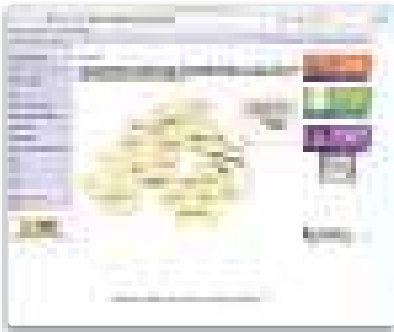
Oversight Commission and involved a panel of DPP Members, PSNI officers and past and present Policing Board Members.

During interactive discussion, panellists shared their own personal stories and experiences of DPPs - the challenges, the successes, the failures, how the balance was struck between the police and the community interest, and lessons learnt.

The seminar provided a real and meaningful opportunity for all those with a stake in DPPs to share ideas and inspire new approaches for the future. In discussing the successes and what DPPs had achieved, discussion focussed on the relationships with the police and engagement with local communities through themed meetings, outreach initiatives, contacts with minority groups and promotion of Neighbourhood Watch Schemes.

The event also marked the publication of a special document showcasing the work of DPPs and their contribution to policing in Northern Ireland. 'Reflections on District Policing Partnerships' profiles the work of DPPs in the evolution of policing since they were first established in March 2003.

District Policing Partnership Website



The Board has continued to develop the DPP website www.districtpolicing.com which provides public information on the role and work of DPPs. The site is also used by DPP Members and Managers and an online tool for sharing best-practice was developed to allow DPPs to share

their good-practice initiatives across 14 thematic areas ranging from Young People and Youth Initiatives to Road Safety. The Board has also developed a comprehensive downloadable document library which contains information and slides relating to every DPP training event and briefing organised by the Board since the establishment of DPPs.

Policing Board Members' support to DPPs

In May 2006 the Board agreed to introduce a Board Member mentor support service to each DPP. This scheme was developed following the DPP Review in 2005 which recommended that the Board should consider a more structured approach to facilitating regular Board Member engagement with DPPs. Since introduction, Members have been acting as advisors and guides in assisting DPPs in their development, and providing each DPP with direct access to the Board to highlight issues of relevance or concern.

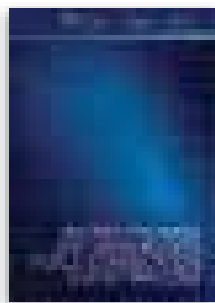
This mentoring scheme has proved highly successful, with Board Members providing a two-way channel of communication between the Board and DPPs, communicating issues of relevance to the DPPs, providing feedback to the Board on views that DPPs may have on key issues to inform the Board's position and highlighting issues of concern raised by DPPs.

Monitoring of local PSNI performance by DPPs

Monitoring local police performance against the local policing plan is a key responsibility of each DPP. Through the quarterly District Commander's Reports, which contain much quantitative

and qualitative information, DPPs discuss policing issues with the local Commanders. During 2006/07, the Policing Board's Statistics and Research Branch continued to provide advice and support to DPPs in analysing and interpreting these reports, and guidelines were also developed for use by DPPs. This has helped DPPs monitor local police performance more effectively.

Public consultation undertaken by DPPs



In addition to the DPP Public Consultation Survey, which is conducted every two years, DPPs also conducted their own, smaller scale, public consultation exercises during 2006/07. The Policing Board's statisticians continued to provide methodological and analytical advice and support to DPPs, to enable them to carry out their statutory role of public consultation.

Public satisfaction with DPPs

Another means of assessing the effectiveness of DPPs is through independent survey work. Some of the key findings from the Policing Board module in the Omnibus Surveys (conducted by the Central Survey Unit of NISRA) are shown below. Copies of the full results are available on the Policing Board's website www.nipolicingboard.org.uk

Knowledge of DPPs

In October 2006, over three fifths of respondents (63%) had heard of DPPs - the same finding as in April 2006.

Confidence in DPPs

In October 2006, 71% of respondents who had heard of DPPs had some, a lot or total confidence that DPPs will help address local policing problems, compared to 73% in April 2006. 55% of respondents who had heard of DPPs said they were prepared to contact their local DPP regarding local policing issues, compared to 58% in April 2006. Just under one third of respondents (30%) believed that their local DPP has helped improve policing in their local area, compared to 32% in April 2006.

Finding out what the community thinks about Policing

Surveys and commissioned research

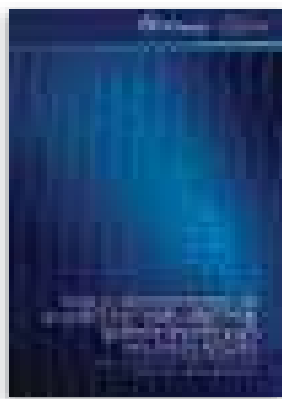


The Policing Board has a statutory duty to consult and engage with the public to find out what they think about the PSNI and the delivery of the policing service and the role and work of the Policing Board and DPPs. In order to gauge public satisfaction and consider the views of the public on policing,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

08

Much of this work is carried out through surveys and research. The majority of the Policing Board's survey work is carried out independently by the Central Survey Unit of the Northern Ireland Statistics and Research Agency (NISRA). During 2006/07, the Policing Board also engaged in consultation work with the PSNI and, along with the PSNI, jointly commissioned Ipsos MORI to conduct research into recent crime trends in Northern Ireland.

Omnibus Surveys



The Policing Board commissions modules in the NISRA Omnibus Surveys twice a year (normally in April and September/October) to monitor performance indicators and targets contained in the Annual Policing Plan. The April 2006 and October 2006 surveys monitored one target in the 2006/07 Policing Plan, which 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 five percentage points. The results can be seen in the achievement of targets table in the Overseeing Policing and Ensuring Accountability section of this report on page 90. The results also help the Policing 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 2006, as well as results from previous surveys, are available on the Policing Board's website www.nipolicingboard.org.uk

Knowledge of the Policing Board

In October 2006, just over five sixths of respondents (84%) had heard of the Policing Board, compared with 83% in April 2006. Just under three quarters of respondents (73%) correctly thought that the Policing Board is made up of a mix of politicians and independently appointed members, compared with 76% in April 2006.

Satisfaction with the work of the Policing Board

In October 2006, three quarters of respondents (75%) thought the Policing Board is working adequately, well or very well, compared with 74% in April 2006 and 34% of these thought that the Policing Board is working very well/well (33% in April 2006). In October 2006, 34% of respondents thought the Policing Board did well/very well in monitoring how the PSNI performs against annual Policing Plan targets, compared with 37% in April 2006.

In October 2006, just over two fifths of respondents (41%) thought the Policing Board did well/very well in questioning the Chief Constable on how he carries out his duties, similar to the April 2006 finding (40%). Two fifths of respondents (40%) thought the Policing Board was doing well/very well on holding the Chief Constable publicly to account, similar to the April 2006 finding (39%).

In October 2006, one quarter of respondents (25%) thought the Policing Board did well/very well in consulting with the public about policing issues - the same as in April 2006.

Perceptions of the Policing Board

In October 2006, just over three fifths of respondents (63%) thought that the Policing Board helps ensure that the police do a good job, similar to the April 2006 finding (62%). Almost three quarters of respondents (73%) correctly thought that the Policing Board is independent of the police, similar to the April 2006 finding (74%).

In October 2006, 77% of respondents correctly thought that the primary role of the Policing Board is to 'oversee policing and hold the Chief Constable and the PSNI publicly to account', compared with 81% in April 2006.

Commissioned Research

2006 DPP Public Consultation Survey

During 2006, the Policing Board commissioned the Central Survey Unit of NISRA to conduct the third DPP Public Consultation Survey (previous surveys were conducted in June 2003 and May 2004). This postal survey was sent to 60,000 households across Northern Ireland (one in ten of all households) in May and June 2006.

The survey asked people

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

The results were used by the Policing Board and DPPs to identify Northern Ireland wide and local policing priorities for the Northern Ireland Policing Plan 2007-2010 and 2007-2008 Local Policing Plans. Results from this survey are available on the Policing Board's website www.nipolicingboard.org.uk

The policing problems/issues which respondents rated as their biggest concerns were Domestic Burglary (42%), Underage Drinking (42%), Young People Causing a Nuisance (39%), Vandalism (39%) and Speeding (37%). This is broadly similar to the policing problems/issues identified in 2004. The policing activities that respondents wished to see more PSNI resources concentrated on were Beat/Foot Patrolling (71%), Prompt Response to Emergencies (62%), Crime Prevention (61%) and Investigating Crime (54%) - the same policing activities as in 2004.

More respondents were satisfied with policing in their District Council area (33%) than dissatisfied (22%). This is broadly similar to the 2004 findings, when 33% of respondents were satisfied and 25% were dissatisfied. 16% of respondents were satisfied with foot patrolling (14% in 2004) and 22% satisfied with vehicle patrolling (23% in 2004).

Just over a quarter (27%) of respondents had been in contact with local police in the last year and, of these, 64% were satisfied in the way they were treated by the local police. Almost one in eight (12%) respondents had been a victim of crime within the last year and, of these, 79% had reported the crime. 75% of respondents felt either fairly safe or very safe in their local community.

71% of respondents had heard of DPPs (mostly through TV, radio and newspaper stories) compared to 67% in 2004. Of these, 13% knew who the Members of their DPP were (18% in 2004) and 17% knew how to contact their DPP (19% in 2004). Of those respondents who had heard of DPPs, almost a sixth (15%) thought that their DPP was doing a good job (compared to 17% in 2004), 35% were confident that their DPP was helping to address local policing issues (34% in 2004) and 45% were prepared to contact their DPP (49% in 2004).

Joint PSNI/Policing Board Quality of Service Survey

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

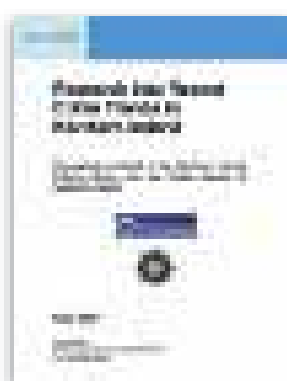
- First contact - making contact with the police.
- Police actions to deal with the incident.
- Follow up - being kept informed.
- Treatment by police staff.
- The whole experience - overall service.

During 2005/06 11,102 questionnaires were posted to a random sample of victims/users, who were all either victims of crime or involved in a road traffic collision between 1 April 2005 and 31 March 2006 and 2,652 (23.9%) were returned. The key findings showed that:

- More than four-fifths of respondents (81%) indicated that they were satisfied with the overall service provided by the police. (In 2004/05 this figure was 82%.)
- The vast majority of respondents (90%) stated they were satisfied with the ease of contacting someone who could assist them (the same finding as in 2004/05).
- Overall, 85% of respondents were satisfied with the time it took for the police to arrive. (In 2004/05 this figure was 84%.)
- Just over three-quarters of respondents (77%) stated that they were satisfied with the actions taken by police (the same finding as in 2004/05).
- 70% of respondents were satisfied with how well they were kept informed of progress (the same finding as in 2004/05).
- The vast majority of respondents (88%) stated that they were satisfied with the way they were treated by the police officers and staff who dealt with them. (In 2004/05 this figure was 89%.)

The 2005/06 results were published in October 2006 and are available on the Policing Board's website www.nipolicingboard.org.uk.

Research into recent crime trends in Northern Ireland



The Policing Board decided to commission this research in October 2006 following concerns raised by the Policing Board and the Chief Constable that recorded crime rose in 2005/06 after two successive annual decreases and was continuing to rise in early 2006/07. The Policing Board and the PSNI wanted to see if the increase in recorded crime in 2005/06 was an accurate reflection of greater criminal activity; or evidence of increased reporting of crime within communities traditionally perceived to be non-supportive of the police, and whether this could be attributed directly to increased confidence in policing within these communities.

Ipsos MORI were commissioned to conduct the research, which took place during February and March 2007. There were six stages to the research:

1. A review of recent research and survey results relating to confidence in policing and reporting of crime in Northern Ireland.
2. A survey of 1,015 members of the general public to explore the relationship between levels of crime reporting and confidence in policing in Northern Ireland.
3. A survey of 513 people in Loyalist and Republican areas.
4. Eight focus groups across Northern Ireland.
5. Nine depth interviews with elected representatives from the four main political parties.
6. Four depth interviews with a selection of representatives of Section 75 groups.

The research, which was presented to the April 2007 meeting of the Corporate Policy Planning and Performance Committee, indicated that the increase in recorded crime in 2005/06 was due in some degree to an increase in reporting of crime to the police. Indeed in predominantly Catholic areas (electoral wards where at least 80% of the households were Catholic) levels of recorded crime increased by 11.7% in 2005/06 compared with an overall increase in 4.3% across Northern Ireland as a whole.

Key findings from Ipsos MORI's Omnibus survey of 1,000 people in Northern Ireland in February/March 2007 found that just under six in ten people in Northern Ireland believe there has been an increase in crime levels in Northern Ireland in the last year. However, this figure is lower in relation to crime at a local area level.

35% of respondents were more likely to report crime to the police now compared to this time last year, and this rose to 42% among the Catholic community. The decrease in the 2006/07 recorded crime figures may have been even greater had it not been for the increased reporting of crime to the police during this period.

There has been little change in reporting levels of extremely serious crimes such as rape, mugging, burglary and physical attacks, all of which have consistently had high levels of reporting. However, there has been a noticeable increase in certain locations in relation to the reporting of less serious crimes. It would also appear that as support for and confidence in the PSNI in Catholic areas continues to grow, the likelihood to report crimes to the police will increase in the coming years.

Two thirds of the population claim to have the same level of confidence in the PSNI as they did this time last year. However, 17% have more confidence in the PSNI, and this figure rises to 25% among Catholics. While 13% of Protestants are more confident in the PSNI compared to this time last year, 19% are less confident, and this poses additional challenges. However, confidence levels overall are still higher among Protestants than Catholics.

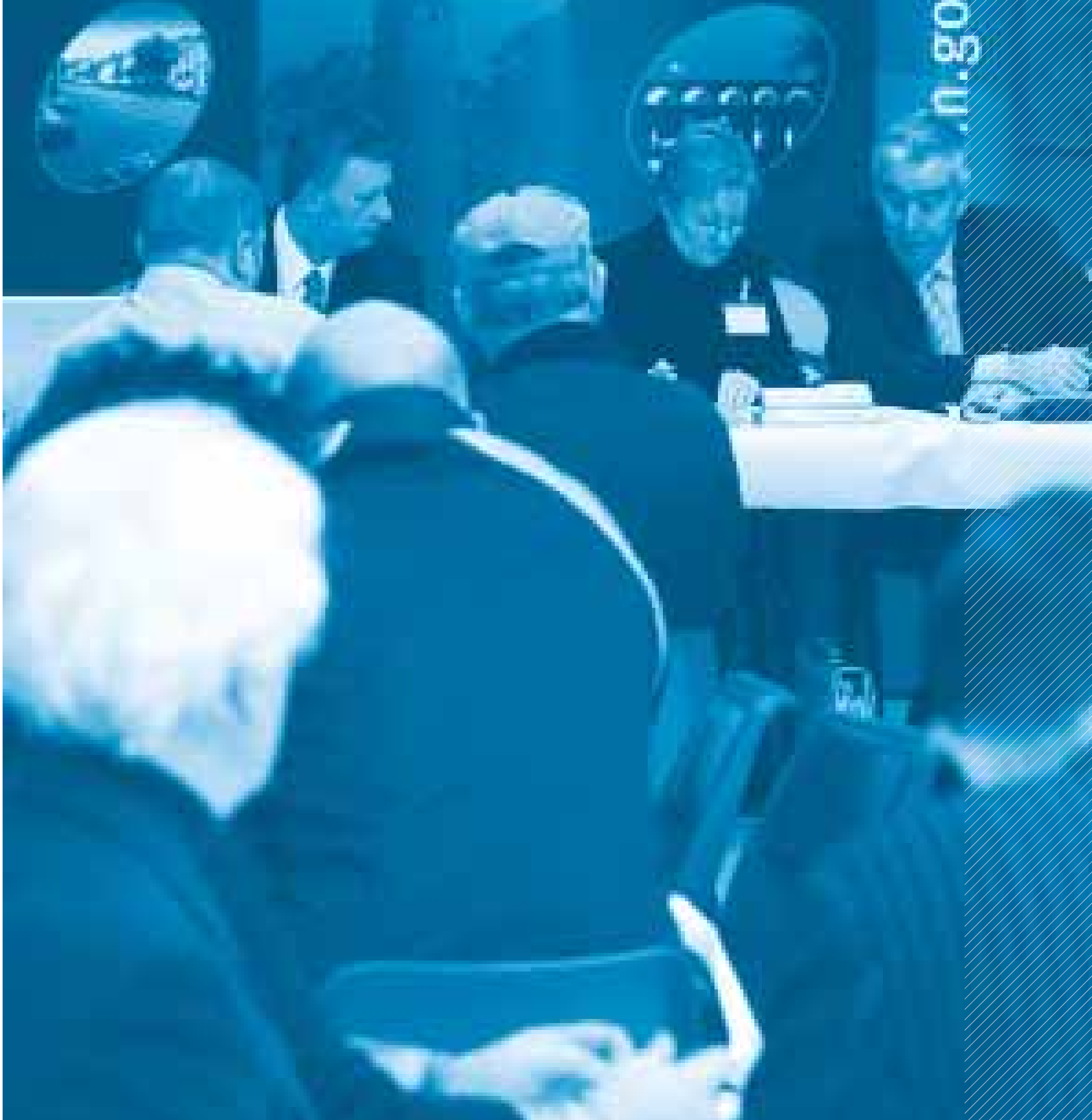
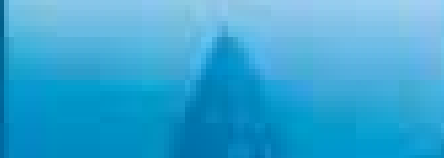
Copies of the research report are available on the Policing Board's website www.nipolicingboard.org.uk



Articles

District Policing Partnership

and partnership working



www.homeoffice.gov.uk

Overseeing Policing and Ensuring Accountability



The Northern Ireland Policing Plan sets the agenda for PSNI performance during the year and is a key mechanism by

which the Board discharges its important oversight and accountability role.

09

The Annual Policing Plan

Each year the Policing Board and the PSNI publish an annual policing plan in accordance with the Police (NI) Act 2000 and the Police (NI) Act 2003. 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 three years. The 2007-2010 Plan was published on 22 March 2007. The following paragraphs explain how the policing plan process works.

The Policing Plan Process

The Secretary of State, after consulting with the Policing Board, the Chief Constable, the Police Ombudsman, the Northern Ireland Human Rights Commission, the Equality Commission for Northern Ireland, and such other persons as he consider 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 (DPPs), 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 then publishes, following consultation with the Secretary of State. 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

One of the most important aspects of the policing plan process is the consultation work carried out by DPPs. DPPs, which were set up by the Policing Board in March 2003, are independent bodies based in district council areas and give voice to community views on policing. They also monitor local police performance and crime in their local area and help to develop Local Policing Plans for their areas. DPPs are an essential part of the policing arrangements and their contribution in helping to improve performance has been recognised by both the Chief Constable and the Board.

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 third DPP Public Consultation Survey was conducted out in May 2006 (see page 80).

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.

Setting Policing Objectives

As well as consulting with District Policing Partnerships (DPPs), the Policing Board takes account of a wide range of additional information when determining policing priorities for the Plan. Each year, the Board and 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 Policing Board strategic issues, DPP priorities, National Policing Plan Targets, Home Office Crime Reduction Targets, National Audit Office recommendations, PSNI performance information, and any representations made to the Board.

In the current plan for 2007-2010, the objectives are contained in five domains. These are:

- Satisfaction and confidence
- Tackling Crime
- Promoting Community Safety
- Managing Capability
- Organisational Development

The objectives in the Plan do not refer to all matters that the police are expected to deal with - it is simply not possible to include everything. However, even if certain crimes are not mentioned specifically, they are still being dealt with by the police.

Monitoring and Reporting

During the year the Policing Board monitors and reviews PSNI's progress in meeting the targets set out in the Plan. This oversight is conducted in part during the Policing Board's meetings in public, where the Chief Constable provides quarterly reports on progress towards all targets and is questioned on performance against targets.

Reports are also received from the PSNI on qualitative targets at timescales specified in the relevant Policing Plan target. This process of accountability allows the Chief Constable to outline remedial actions being taken to address underperformance and to highlight good practice which has resulted in improved performance.

Following 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 must also produce a report on the extent to which the targets in the Plan have been fulfilled and this information is set out in the following pages.

Police Performance 1 April 2006 - 31 March 2007



The Policing 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 table overleaf sets out PSNI performance against targets in last year's plan for 2006-2007.

Achievement of targets in the Annual Policing Plan 2006-2009			
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 five percentage points. (1)	Target to achieve 83%. April 2006 finding 77% October 2006 finding 79%	No
1.1.2	To increase the percentage of crime victims satisfied that they have been kept informed regarding their case by three percentage points. (2 & 3)	Target to achieve 73% Quarter 4 2005/06 70% Quarter 1 2006/07 69% Quarter 2 2006/07 71% Quarter 3 2006/07 69%	No
1.2.1	To respond to 75% of emergency calls within 15 minutes.	Achieved 79.4%	Yes
2.1.1	To reduce the total number of crimes by 2%.	Achieved 1.7% reduction	No
2.1.2	To reduce the total number of domestic burglaries by 5%.	Achieved 5.9% reduction	Yes
2.1.3	To reduce the total number of vehicle crimes by 5%.	Achieved 8.8% reduction	Yes
2.1.4	To reduce the total number of violent crimes by 2%. (5)	2.4% increase	No
2.1.5	To reduce the total number of violent crimes against children by 2%. (5 & 6)	3.5% increase	No
3.1.1	To achieve an overall clearance rate of at least 29%.	Achieved 23.6% clearance	No
3.1.2	To achieve a clearance rate of at least 50% for violent crimes. (5)	Achieved 33.2% clearance	No
3.1.3	To increase the clearance rate for sectarian crimes by 2 percentage points.	Achieved 16.4% against 14.4% in 2005/06	Yes
3.1.4	To increase the clearance rate for race crimes by 2 percentage points.	Achieved 13.4 % against 20.5% in 2005/06	No

Achievement of targets in the Annual Policing Plan 2006-2009			
Target		Performance	Target Achieved?
3.2	Number of persons charged with terrorist offences.	57 persons charged	No target set
3.3.1	To increase the number of persons charged or summoned for supply offences as a proportion of those arrested for all drugs offences. (7)	Achieved 25.6% against 20.2% in 2005/06	Yes
4.1.1	To deal with all identified anti-social behaviour by way of partnership initiatives.	Reported to the Board every 6 months	Yes
4.1.2	To monitor the number of problem solving folders used to deal with anti-social behaviour. (8)	Number of folders reported to the Board	Yes
5.1.1	To reduce the number of people killed or seriously injured on the road. (9)	Increase of 73	No
5.1.2	To reduce the number of children killed or seriously injured on the road. (9 & 10)	Decrease of 7	Yes
6.1.1	To reduce the amount of overtime worked by 20% by 31 March 2007. (11)	Achieved 20.9% reduction	Yes
6.2.1	To continue to work towards increasing the percentage of officers available for frontline duties to 72% by 2007-2008. (12)	Achieved 64.7%	Assessment only valid in 2007/08
6.3.1	To reduce average sickness levels to 12 days for police officers and civilian staff in 2006-2007. (13)	Police sickness 11.35 days	Yes
		Civilian sickness 12.64 days	No
6.4.1	To process 85% of custody cases within 90 days.	Achieved 92.5% within 90 days	Yes
6.4.2	To process 85% of bail cases within 110 days.	Achieved 94.1% within 110 days	Yes
7.1.1	To demonstrate progress towards implementing agreed changes within agreed timetables reporting to the relevant committees of the Board as required.	Progress reported to the Board	Yes

NOTES

1. The baseline is 78% as identified in the September 2005 Northern Ireland Omnibus Survey.
2. Victims' groups include victims of violent crime, domestic burglary, vehicle crime, racial incidents and those involved in injury road traffic collisions.
3. The baseline is 70% as identified in the result of the PSNI Quality of Service Survey 2004-2005.
4. Reduction targets will be based on performance achieved in 2005-2006.
5. Violent crime includes offences against the person, sexual offences and robberies.
6. 'Children' refers to those under 18 years of age, in accordance with Criminal Law.
7. Targets based on performance achieved in 2005-2006.
8. Problem Solving Folders assist with the recording and management of tackling crime and disorder, in partnership and in a coherent, informed and structured way.
9. Targets will be based on performance achieved in 2005-2006, by focusing on detections for careless/dangerous driving, excess speed, driving whilst impaired through drink and/ or drugs.
10. 'Children' refers to those under 16 years of age in accordance with the approach adopted in England and Wales in respect to Road Safety.
11. Target based on that established in 2001-2002 baseline.
12. This target relates to the front-line policing measure as outlined in the Human Resources Planning Strategy.
13. Current measurement systems for police officers' sickness do not distinguish between officers working 8, 10 or 12 hour shifts. A computerised system which records sickness reflecting varying shift patterns will be introduced during 2006/07 which should allow in-year adjustments as required.

Main Positive Outcomes

The results show mixed performance in terms of police work for the year. In summary, the following targets were achieved:

- A reduction in the number of domestic burglaries.
- A reduction in vehicle crimes.
- An increase in the number of persons charged or summoned for drugs supply offences as a proportion of those arrested for all drug offences.
- An increase in the clearance rate for sectarian crimes.
- Dealing with anti-social behaviour by way of partnership initiatives.
- A reduction in the number of children killed or seriously injured on the road.
- The processing of 85% of custody and bail cases within administrative time limits.
- Responding to 75% of emergency calls within 15 minutes.

The sickness target for police officers to reduce average sickness levels to 12 days was achieved but the sickness target for civilian staff was not achieved.

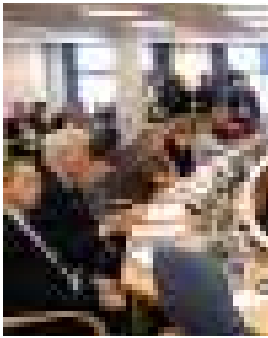
Other Targets Not Achieved

Other targets that were not achieved were:

- 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 five percentage points.
- To increase the percentage of crime victims satisfied that they have been kept informed regarding their case by three percentage points.
- A reduction in the number of total crimes by 2%, violent crimes by 2% and violent crimes against children by 2%.
- An overall clearance rate of at least 29%, a clearance rate of at least 50% for violent crimes, and an increase in the clearance rate for race crimes by 2%.

The Policing 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 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.

Oversight and Independence



This section of the report contains information on how the Board monitors PSNI performance and holds the PSNI to account for service delivery across key areas of work and relationships with oversight bodies.

Oversight Commissioner

The Office of the Oversight Commissioner was established by the Police (NI) Act 2000 and the term of office is scheduled to conclude at the end of May 2007. The first report of the Commissioner was published in January 2001 and set out the approach and methodology for oversight of the recommendations made by the Independent Commission on Policing. Since the office was established a total of 18 reports have been produced, some of which focused on themed topics such as Human Rights, training and devolution in policing, with others evaluating progress against the monitoring framework. During this reporting period the Commissioner has published three reports. In his most

10

recent report, published in December 2006, the Commissioner reported that of the original 175 Patten recommendations, just 46 remain to be implemented. Throughout the lifetime of the Office the Board has met with the evaluation team at regular intervals to feed into both the themed and progress reports and to provide observations on the outstanding performance indicators. Following the conclusion of the Office of the Oversight Commissioner's term of office, the Policing Board will assume responsibility for oversight of the remaining recommendations. Work has already commenced to ensure that a robust system of monitoring continues until all 175 of the original recommendations are implemented.

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 provide an efficient, effective and independent complaints system whilst securing the confidence of the public and the police in such a system. During the reporting period and in line with agreed protocols, the Board met with the Ombudsman to discuss various issues of relevance to policing oversight. In addition to these formal meetings with the Board, the Ombudsman met with the Board's Chairman and Vice-Chairman on a quarterly basis throughout the year; and senior officials of the two offices met regularly to discuss issues of mutual interest. To enable the Board to fulfil its duty in respect of monitoring police complaints the Board's Community and Human Rights Committee met with the Police Ombudsman twice last year to discuss policy issues and trends and patterns emerging from her investigations into complaints against the police. In addition, the Committee receives quarterly updates on statistics from the Ombudsman.

Criminal Justice Inspection Northern Ireland (CJINI)

During 2006-2007, the Board has closely monitored the various inspection reports published by CJINI. The remit extends across most Criminal Justice agencies, including the PSNI. The Board uses the monitoring of CJINI reports and the implementation of recommendations as a basis for seeking to improve the economy, effectiveness and efficiency of PSNI. Typically the Corporate Policy, Planning and Performance Committee oversees CJINI reports and recommendations on behalf of the Board, with any reports or issues of particular relevance to other Board committees being delegated as appropriate. Reports published and considered during the reporting period included: Avoidable Delay, Connecting Criminal Justice, Community Safety Partnerships, The Management of Sex Offenders - Interim Report, Handling Volume Crime and the Use of Police Bail, Hate Crime in Northern Ireland and Improving Procurement in the Criminal Justice System.

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

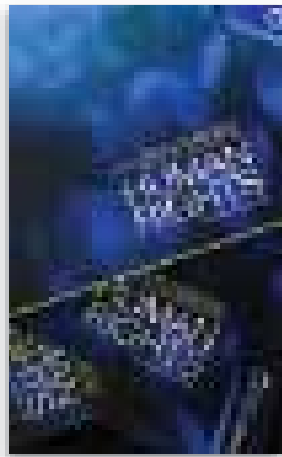


The Police (NI) Act 2000 requires the Policing Board to monitor the PSNI's performance in complying with the Human Rights Act 1998. In 2003, the Policing Board appointed Keir Starmer QC and Jane Gordon to advise on how to meet its statutory duty. In December 2003, the Board published its Human Rights Monitoring Framework.

The advisors began their monitoring work by examining 12 key areas of the PSNI's compliance with the Human Rights Act and the Board's first Human Rights Annual Report was published in March 2005. This work was developed and expanded for the second annual report with assessment of policing with the community and privacy and data protection. The Advisors also looked in greater depth at the PSNI's engagement with victims, particularly its approach to tackling hate crime and domestic violence. The Board published its second Human Rights Annual Report in September 2006.

In developing monitoring work at a local level, the Human Rights Advisors held a series of in-depth meetings during March and April 2006 with a number of District Command Teams across Northern Ireland, to investigate how they sought to meet responsibilities under the Human Rights Act in their respective areas. The Human Rights Advisors also met with representatives of all of the DPPs and numerous interest groups to hear views on the performance of the PSNI. The meetings provided a valuable insight into the PSNI's implementation of its policing with the community policy. During these meetings, the Human Rights Advisors examined the PSNI's outreach work with the local community, including how the PSNI engages with minority communities in tackling hate crime and domestic violence. In order to build upon the issues and ideas raised at meetings, the Human Rights Advisors held a workshop entitled 'Integrating Human Rights at the District Level' following the launch of the second Human Rights Annual Report. The workshop gave District

Command Teams and DPP Members an opportunity to share ideas and examples of good practice in engaging with the community.



In continuation of the Board's positive dialogue with the PSNI on its compliance with the Human Rights Act 1998, the PSNI published its second Human Rights Programme of Action in December 2006. The Programme of Action 2006 is the PSNI's response to the Board's Human Rights Annual Report 2006 and outlines the measures being taken by PSNI to implement the 45 recommendations made. A copy of the PSNI Programme of Action is available from the PSNI's website.

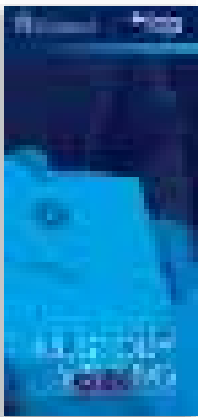
This year, in addition to ongoing human rights monitoring work, the Board requested its Human Rights Advisors to examine five distinct areas of PSNI work, including children and young people, the work of the PSNI Historical Enquiries Team, the transfer of responsibility for national security to MI5, the retention of DNA and the human rights implications of the proposed introduction of Taser. The Human Rights Advisors have also been actively involved in the Board's review of the PSNI Code of Ethics. Work has already begun on these discrete areas of work and the Human Rights Advisors will report on findings and the PSNI's response to the recommendations made in their first and second annual reports in the Board's third Human Rights Annual Report due to be published this autumn.

In addition to this work, in 2006 the Board's Human Rights Advisors engaged in a series of round-table meetings with statutory and non-governmental organisations on the human rights implications of the PSNI's use of force, discussing issues such as the development of alternative police technologies and current human rights law and practice relating to the use of force.

The Board has also commissioned its Human Rights Advisors to monitor PSNI's implementation of the recommendations arising from the Police Ombudsman's Operation Ballast Report of January 2007.

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 four 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 number 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 Policing Board supports and administers the Independent Custody Visiting Scheme and each quarter the Community and Human Rights Committee receives a report on the work of the 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 (Northern Ireland) 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 2006-2007 Custody Visitors made a total of 1,134 visits to custody suites throughout Northern Ireland. Of these 1,119 visits were considered to be valid with 15 having been aborted. These visits were to detainees held in custody under Code C of the Police and Criminal Evidence (NI) Order 1989 (PACE legislation), the Terrorism Act 2000 or the Immigration Act 1971.

There were 1,506 detainees in custody at the time of these visits and Custody Visitors saw and spoke to 818 detainees in total.

Custody visiting is based on gaining the consent of the detainee to a custody visit and 327 detainees did not wish to see the Custody Visitors. The remaining 361 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 1,119 valid visits included 62 to the Antrim Serious Crime Suite, where detainees held under the Terrorism Act 2000 are in custody. During these visits 81 detainees were being held in custody under the Terrorism Act. Of these, 29 agreed to be seen by Custody Visitors and 10 gave consent for their interviews to be observed on remote monitor.

Custody Visitors classified 835 (75%) of their visits as being entirely satisfactory. That is, neither they nor the detainees raised any issues regarding treatment or conditions in the custody suite. Most of the visits that they found unsatisfactory were judged to be so because of the conditions of detention, such as cleanliness of cells or repairs being needed. Such matters are brought to the attention of PSNI and the Policing 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 31 May 2006 in Enniskillen. This provided the forum for custody visitors to discuss relevant issues and was an occasion to celebrate the work of Custody visiting and express the Board's thanks to the volunteers involved.

During this year, the PACE legislation and Codes of Practice were also reviewed. The Board contributed to this review giving careful consideration to the issues which may affect persons held in police custody. The amended PACE legislation and new Codes of Practice came into effect on 1 April 2007 and Custody Visitors will conduct their role in line with these changes.

In September 2006 the Board decided to amalgamate the previously separate Belfast and Antrim Custody Visiting Teams into one Belfast/Antrim team. This was done to enable enhanced communication between those Custody Visitors who were conducting visits to the Antrim Serious Crime Suite and to

ensure that any issues arising in this suite could be discussed. Over the past number of years, Custody Visitors have increasingly found a higher number of foreign nationals and illegal entrants being held in police custody. These mostly non-English speaking detainees have particular entitlements whilst in custody. In November 2006 the Board facilitated training for Custody Visitors, assisted by the Association of Voluntary Immigration Detainees and the NI Law Centre, to better educate Custody Visitors on the entitlements of such persons and to discuss practical issues of how to communicate with non English speaking detainees. This training helped Custody Visitors to carry out their role more effectively.

In March 2007, ten Custody Visitors left the scheme on completion of their six year term of appointment. In preparation for this, the Policing Board launched a recruitment campaign for new Custody Visitors in June 2006 to fill these and existing vacancies within each of the Custody Visiting Teams. Twenty new Custody Visitors were appointed in total. They completed induction training during February 2007 and will begin custody visits in April 2007.

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

Monitoring and Overseeing the Research Programme into Less Lethal Technologies

As a result of Patten recommendations 69 and 70 a UK Steering Group was established, currently led by the NIO, to examine alternative policing approaches to the management of conflict in Northern Ireland. The Board holds a seat on this group and officials have continued to represent the Board's interests during the past year. In November 2006, Board representatives attended the Fifth International Law Enforcement Forum conference in Virginia, USA. The conference concentrated mainly on the issue of Taser and ongoing research and development of the weapon system and accountability mechanisms necessary to support its use, as well as issues around training, human rights and policy to support its use. Following PSNI's proposal to introduce Taser to a limited number of specialist firearms officers, the Board carried out a consultation exercise. As a

result of the views expressed by consultees, the Board asked PSNI to undertake a full screening exercise and asked its Human Rights Advisors to advise on the human rights implications of the proposal. The advisors views are expected to be considered by the Board later this year alongside the PSNI proposal and representations from the many individuals, groups and members of the public that have been received by the Board on this issue.

Monitoring the Reform of Crime Operations Department

Throughout 2006-2007 the Board's Chairman and Vice-Chairman have continued to receive briefings from HMIC who rigorously monitor the combined implementation of the recommendations contained within the three key reports (Blakey, Crompton and Stevens¹) that, along with the Patten recommendations, led to the fundamental changes within Special Branch. These briefings followed independent 'reality checking' by HMIC staff.

At the Policing Board meeting in public in June 2006, ACC Sheridan, the Assistant Chief Constable with responsibility for Crime Operations Department, provided Board Members with a detailed briefing on progress towards implementing the recommendations within the three reports and other key issues facing Crime Operations Department.

1. Blakey Report – 'The Report on Murder Investigation in Northern Ireland' was commissioned by PSNI following the Board's statement on the Omagh reports and was completed by Her Majesty's Inspector of Constabulary [HMI] David Blakey. The report, which contained 10 recommendations, was considered by the Policing Board at its June 2003 meeting.

Crompton Report - Following its consideration of the Omagh reports, the Northern Ireland Policing Board requested that HMIC conduct a focused review into the handling of information between Special Branch and other parts of the Police Service of Northern Ireland. This review, which produced 11 recommendations, was conducted by HMI Dan Crompton and was presented to the Board in November 2002.

Stevens Report - The Stevens Report into allegations of collusion between the security forces and loyalist paramilitaries in Northern Ireland was published by Sir John Stevens on 17 April 2003 and presented to the Board on the same date. The report contained 10 recommendations.

Board Members were pleased to note that:

- All the Crompton recommendations had been implemented.
- Seven out of the 10 Blakey recommendations have been implemented while the remaining three show some evidence of progress towards implementation but further development is required - these were in the areas of exhibit handling and forensics, rather than in intelligence.
- Only two of the Stevens recommendations require further development. Again, these are in the areas of exhibit handling.



HMIC was able to provide the Board with reassurance as to the outstanding recommendations and it was noted by Members that those remaining would take a longer period of time to implement, with completion dates ranging from April 2007 to July 2008.

Members were also briefed on the importance of intelligence sources under PSNI management, which have helped save lives and brought offenders to justice, and noted that had it not been for such sources the service would not have been successful in the previous year in preventing £7 million worth of drugs from coming into the province.

Board Members and the public were also updated on the new PSNI policy and procedures in relation to the use of intelligence sources, noting that when individuals are authorised, it is clarified and recorded in writing as to the parameters they must work within.

Members were particularly keen to be assured that people who supply information are not immune from the law. ACC confirmed that this was indeed the case. The PSNI has an absolute commitment that the gathering and use of intelligence must be for the protection and vindication of the human rights of all. This commitment is underpinned by legislation and substantial regulation, such as the European Convention on Human Rights and the Regulation of Investigatory Powers Act 2000.

Board Members were reminded that following the establishment of Crime Operations Department in 2004, bringing Special Branch and Crime Branch under the control of one ACC, a review was conducted into the intelligence management system. As well as leading to 24% of sources being deactivated, that review had four key outcomes:

- It examined the risks associated with intelligence management.
- It drew up guidelines on how to manage cases where a source is suspected of committing a serious crime.
- It established new procedures for managing sources.
- It created a new unit called the Central Authorisation Bureau (CAB) to oversee all authorisations for covert policing.

There are stringent internal and external mechanisms in place to ensure intelligence is handled and managed properly. All of these are reported on in detail in the Board's Human Rights Annual Reports.

Police Ombudsman Report on the circumstances surrounding the murder of Raymond McCord Junior

Following publication of the Police Ombudsman's Report, the Board convened a Special Meeting to discuss the Report and provide Members with the opportunity to discuss its findings with the Police Ombudsman. Members of the Board also questioned the Chief Constable on the Report's findings, conclusions and recommendations.

Whilst the Chief Constable had already indicated acceptance of the recommendations within his remit, the Board wanted to be satisfied that the problems highlighted in the report had been or were being addressed, that the handling of informants and intelligence information is of the highest professional standard, in line with legal requirements, and that the tragic circumstances documented in the Police Ombudsman's report could not be repeated.

Whilst informants and intelligence gathering are necessary elements of policing and essential to ensuring public safety, these activities need to be managed within a strict regime that delivers the highest ethical standards of conduct. Our community deserves no less from its police service.

In recent years, the Board has invested significant time and energy in holding the PSNI to account and in ensuring the systems, processes and practices are in place for a modern police service. The Board has worked to ensure that the PSNI operates to the highest standards of conduct and professionalism expected by the community.

The improvements made have been recognised in the Ombudsman's statement and the good work of the current PSNI management has been acknowledged. However, despite progress since 2003, and considering the Chief Constable has accepted the 17 recommendations which fall within PSNI's remit, in terms of the Board's accountability responsibility, Members wanted to be assured that changes effected are maintained and enhanced.

The Board already holds the PSNI to account through a range of mechanisms including Board and Committee meetings and the use of external independent advisors. These advisors include HMIC.

In addition, the Board's Human Rights Advisors have extensively scrutinised and reported on the processes, policies and practices used in intelligence handling, gathering and management and they continue to do so.

The Board accepted its responsibility to oversee the implementation of the Report's recommendations and establish a mechanism to review, within a period of six months, the PSNI response; and to monitor progress to ensure that the public can have confidence in this area of work.

The Policing Board also discussed the detail of implementation of the recommendations with the Chief Constable, and the resources required at its meeting in February 2007.

The Board has also agreed that its Human Rights Advisors will examine, validate and report on the implementation of the recommendations and, if appropriate, will appoint additional external expertise to assist in their work.

Transfer of Responsibility for National Security

The Policing Board has taken a close interest in plans for the transfer of National Security and the potential implications of this for police accountability.

Board Members were keen to be assured that as a result of the transfer of primacy for National Security to the Security Services, PSNI effectiveness and efficiency in this aspect of policing would not be compromised in any way. The Chief Constable gave such assurances and advised the Board that he would not agree to any situation that would weaken the accountability mechanisms in place for PSNI.

During the Policing Board meeting in public in June 2006, Board Members questioned PSNI about the transfer of responsibility for National Security, which is due to take place in late 2007. Later in September 2006 the Board had a private meeting with ACC Sheridan and the Head of the Intelligence Services in Northern Ireland. Following that meeting, five key principles which, if adhered to, would ensure PSNI would not be vulnerable in this area of policing, were agreed to by the PSNI and the Security Services.

The five principles 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 Covert Human Intelligence Sources (CHIS) in Northern Ireland will continue to be run by PSNI officers under existing police handling protocols.
5. There will be no diminution of the PSNI's ability to comply with the Human Rights Act 1998 or the Policing Board's ability to monitor said compliance.

Latterly the Board's Human Rights Advisors were given the role (in the St Andrew's Agreement) of human rights proofing the relevant protocols that will be developed to underpin the five principles and ensure that satisfactory arrangements are in place to implement the principles. This work is underway.

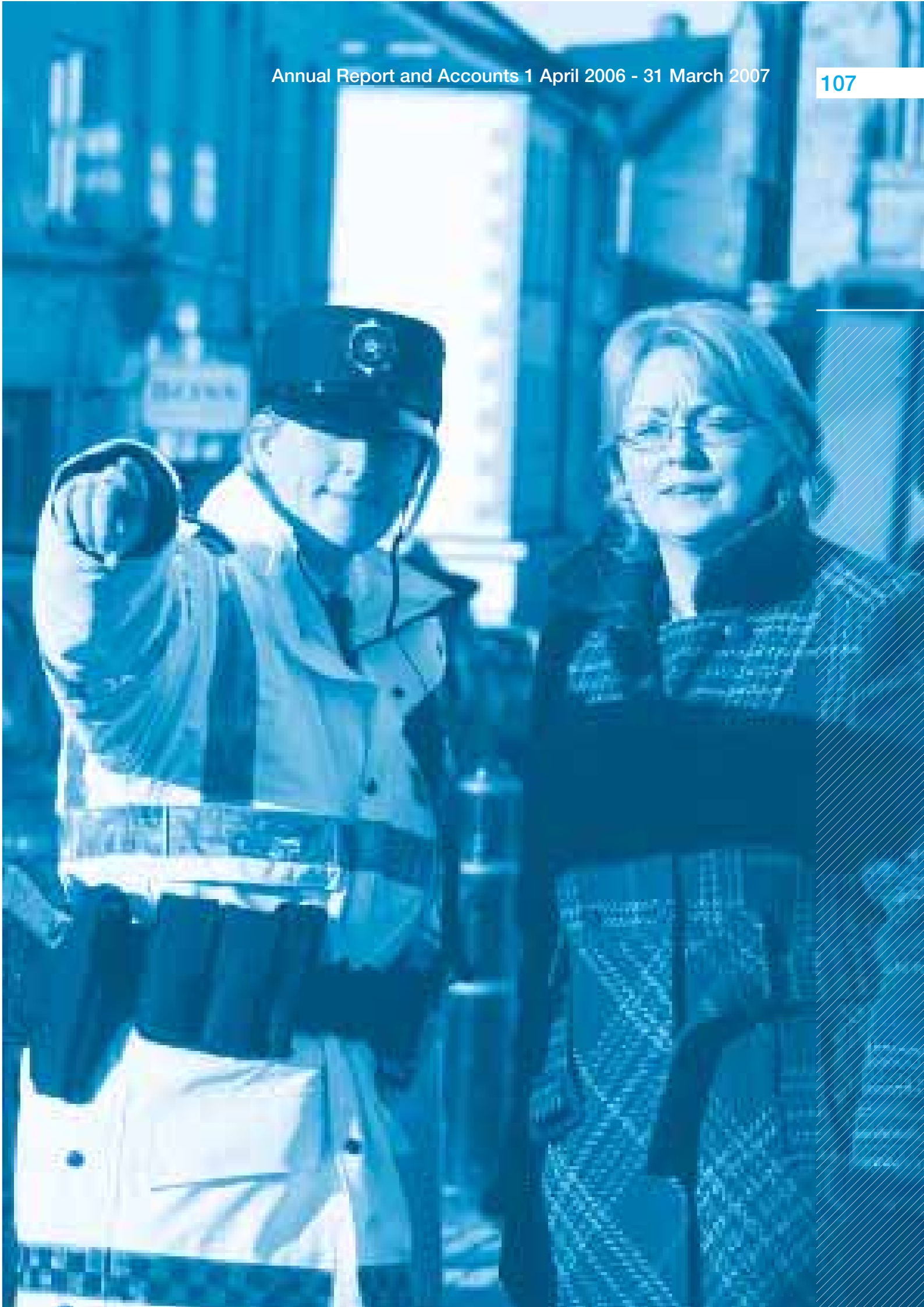
Police Reform

The Tripartite Strategic Working Group, which was established in September 2005 and consists of senior representatives from PSNI, the NIO and the Board continued to meet to consider key national strategic reform issues which will help shape the police reform agenda, as well as strategic change issues in Northern Ireland.

Key issues under consideration have included:

- The Review of Public Administration and its impact on policing and police accountability structures.
- Value for Money (VFM) Reviews of Policing.
- Future funding and resources issues.
- Devolution of policing.
- Outstanding Patten recommendations.
- Public confidence in policing.
- National development: Policing and Justice legislation; the establishment of the National Police Improvement Agency; National Modernisation Agenda; national reviews by HMIC and other Governmental initiatives, such as the 'Building Communities, Beating Crime' White Paper.

The Working Group will continue its work by providing a regular forum for the strategic tripartite discussion of the opportunities and challenges for future police reform. Thereby establishing key priorities for future reform, taking account of the wider national and international policing agenda and the prevailing resource environment.



Funding and Resources

This section of the report considers how the Board ensures that PSNI resources are used effectively and efficiently.

Senior Officer Appointments



The appointment of senior PSNI officers is an important Policing Board responsibility.

In July 2006, the Chief Constable presented a detailed operational assessment to the Board for a new Assistant Chief Constable (ACC) post based on current pressures facing the Senior Officer Team and particularly around the resourcing of historical investigations and public enquiries. The Board agreed with the Chief Constable's assessment of the

policing requirement for a dedicated ACC to look after this area of work and the importance of this new post for the community as a whole.



The Board recognises and understands the complexities and resourcing pressures on this area of police business and does not want issues arising from dealing with past issues to impact on current day to day service delivery.

Following an ACC recruitment competition in February 2006, the Board agreed a reserve candidate for any future vacancy and the Board appointed Assistant Chief Constable Alistair Finlay to the post. This raises the compliment of ACC posts from five to six.

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 £700.9m in the year.

PSNI also receives funding for expenditure on capital items such as land, buildings and vehicles, where benefit will be derived from the expenditure over a number of years. In the last year, capital expenditure was £40.7m.

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 £32.1m 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 £23.8m in relation to 279 officers leaving the service. 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 amount spent in the last year on Patten non-severance activity was £21.3m.

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 dependants) - as well as, for the first time, being able to question the PSNI on Police Pensions. The Board itself has a role in administering some aspects of police officers pensions. The 2005/06 financial year was the second time that PSNI was required to produce Pension Scheme Accounts, and the Committee closely questioned PSNI on the figures contained in the Statements. The balance sheets showed a net liability of over £3 billion relating to current and future pension liabilities. Although this figure is a huge sum, this represents the total liability rather than the annual cost of pensions. It is standard practice for those pension payment liabilities due each year to be provided for out of funding made available to PSNI. There is no threat to or any danger of frontline policing being affected by this overall liability, or any risk that pensioners will not receive their payments. The annual pension bill was £136m 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 2006/07 on financial issues relating to the Police Estate due to the closure and sale of police stations.

As part of the comprehensive spending review all Government Departments, including policing, were required by Treasury to consider future funding needs and identify savings. The Policing Board has been working with the Government and the PSNI on this. This is a work in progress and no decisions have been taken.

The Board has been concerned for some time about the future funding of policing and remains committed to securing the necessary resources to continue to deliver the best possible policing service.

Monitoring Recommendations of Her Majesty's Inspectorate of Constabulary

Her Majesty's Inspectorate of Constabulary (HMIC) are required to carry out an annual assessment of PSNI's strengths and areas for improvement, called the baseline assessment. The Board is required under Section 42(2) of the Police (NI) Act 1998 to publish its comments on this assessment following consideration of PSNI's response. HMIC's report for 1 April 2005 to 31 March 2006 was published in April 2007 and measured PSNI's performance across seven areas:

1. Citizen Focus
2. Reducing Crime
3. Investigating Crime
4. Promoting Safety
5. Providing Assistance
6. Resource Use
7. Leadership and Direction

The report identified a number of issues to be addressed including planning in the Major Incident Teams, the shortfall of detectives, dealing with vulnerable people, call management, linkages between District Command Units (DCUs) and central Human Resources Department, performance appraisals and the management of the Procurement Unit. Many of the issues raised by HMIC have already been reviewed and addressed by the PSNI. Others, such as call centre management and the human resources issues, are works in progress. PSNI have provided the Board with a commitment to tackling all outstanding issues and the Board will continue to monitor these throughout the coming year.

During the reporting year, HMIC conducted a number of thematic inspections of PSNI including: Human Resources, Firearms Policy and Practice, Best Value Inspection of Patrol, Establishment Review of PSNI (post-Patten) at the request of the NIO and reviews of Protective Services and Professional Standards Branch Inspection. As with the annual Baseline Assessment, the Board discussed the recommendation from each report and will monitor implementation.

Monitoring the Human Resources Planning Strategy

The Board monitors PSNI's Human Resources Planning Strategy 2005-2008 every four months through the Human Resources Committee. The strategy, which was approved by the Board in December 2004, contains a 22 point action plan for the effective and efficient delivery of human resources in PSNI over the three year period. The Board appointed an Independent Validator to assess PSNI's performance against delivery of the action plan and to report to the Human Resources Committee every four months. This independent validation supplements the monitoring carried out by the Board throughout the year.

Recruitment

The recruitment process has continued to deliver the target number of 440 student officers per year into PSNI and has continued to attract an increasing number of applicants every year, with the total number of applicants throughout the twelve campaigns at 73,000. Recruitment to PSNI continues to be conducted under the principles of 50:50 so as to ensure PSNI is as representative as possible of the community it serves. This legislation requires three-yearly reviews given the exceptional nature of the provisions. Following the most recent review, which took place in March 2007, the provisions were renewed for another three years. The current composition figures show the percentage of Catholic regular officers at 22%, an increase of 14 percentage points since 2001. The recruitment process ensures that PSNI recruit competent trainees who must meet a set standard to be successfully recruited. The recruitment process is robust and standardised and the Board's Independent Community Observers, who observe the recruitment process, have contributed to the fairness and independence of the recruitment and selection process.

The Board believes it is important that PSNI increase applications from minority ethnic applications and over 1,500 applications have been received to date. The Board welcomes ongoing efforts by PSNI to increase awareness of recruitment campaigns with these groups. The current composition figures show the percentage of minority ethnic regular officers at 0.3%. The Board would like to see this work continue and indeed broaden to include other minority ethnic groups who are new to Northern Ireland and other under-represented groups.

Gender

The Police (NI) Act 2000 (s.48) tasks the Policing Board with developing a Gender Action Plan to monitor the number of women employed in:

- PSNI
- PSNI support staff
- Policing Board Staff



The Gender Action Plan was officially launched in October 2004 and is monitored by the Board's Human Resources Committee every six months. The PSNI Gender Action Plan was prepared and submitted by a

working party set up at the request of the Policing Board and under instruction from the Chief Constable. Issues addressed by the working party include under representation of women within the police service, areas of work undertaken by females, recruitment and training and work-life balance. In addition, the group looked closely at issues relating to promotion, specialist postings, development opportunities and cultural issues. To date several of the key issues have been actioned and others are being examined or are in progress. As a result of the Gender Action Plan, the current percentage of female officers in PSNI is 21%, an increase of 8 percentage points since 2001. PSNI continues to attract female applicants and on average 35% of applicants to each recruitment campaign are female. A revised Gender Action Plan is due to be developed by PSNI in 2007.

Diversity

PSNI drafted their Diversity Strategy in August 2006 and carried out an extensive consultation. Since then the Board has been working closely with PSNI in redrafting the strategy to take account of the key issues emerging from the consultation and the development of the Government's Shared Future Strategy. In the Government's document there is an aspiration for 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 PSNI Diversity Strategy will now focus on four concepts: Equality, Diversity, Legacy of the Conflict and Promoting Good Relations and will be known as 'Policing a Shared Future Strategy'. It was agreed that while PSNI will continue to develop policy within an equality framework and deliver actions which evidence their commitment to equality, diversity and good relations, the Policing a Shared Future Strategy will focus on three areas over the coming year. These are:

- Race** To provide a police service that makes people in minority ethnic communities feel safer.
- Gender** To maximise the contribution that women make to policing.
- Sectarianism** To deliver policing that contributes to a shared future informed by an understanding of the past.

The Strategy is due to be approved by the Board in 2007 and will be monitored through the Human Resources Committee every six months.

Monitoring PSNI Absence

The Chief Constable was set a target to reduce the average level of sickness absence to 12 days for Police officers and 12 days for police staff during the 2006/07 reporting year. The target for police officers was achieved with the figure for the year being 11.35 days. The figure for police staff was 12.64 days.

Full Time Reserve

In September 2004 the Chief Constable decided to reduce the Full Time Reserve to 680 officers by October 2006. This target was achieved. Full Time Reserve officers were offered a severance package which included a financial package and opportunities to retrain through the Police Rehabilitation and Retraining Trust (PRRT). Independent feedback from those Full Time Reserve members undertaking PRRT training shows a high satisfaction rate. The Chief Constable is due to commence a security review/assessment in 2007 and, following consultation and careful consideration, firm proposals on the future of Full Time Reserve will be in place by September 2007.

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. The four areas selected were Foyle, South Belfast, Moyle/Ballymoney and Newry and Mourne. The recruitment was launched in June 2006 and officers are currently in training. Patten recommendation 104 recommended an enlarged Part Time Reserve up to 2,500. While this POPT recruitment will bring the number of POPTs in PSNI to 900, the Board, alongside PSNI and the Northern Ireland Office (NIO) have been progressing how best to realise Patten's vision of local community officers, while recognising new policing initiatives such as Police Community Support Officers.

Police Community Support Officers

In February 2006 the Board agreed to the recruitment of Police Community Support Officers (PCSOs) following consideration of a recommendation from PSNI. Approximately 400 PCSOs will be recruited to support front-line community policing across Northern Ireland over the next three years. PCSOs are civilian police staff, designated with limited powers to undertake a variety of uniformed patrolling tasks, but clearly focused on proactively and exclusively policing local neighbourhoods, reassuring the public and working with local people and partner agencies to address local problems. PCSOs will play an essential role, alongside police and civilian staff, in delivering the policing service in partnership with the community. Their primary objective will be the delivery of the best possible policing service, reducing the fear of crime and making communities safer. Since February 2006 the Board established a Tripartite Working Group, consisting of representatives from the NIO, PSNI and Board Members to look at all of the legislative, policy, efficiency and effectiveness issues around the introduction of PCSOs.

The introduction of PCSOs required new legislation and this was drafted by the NIO, in consultation with the Board and PSNI, as part of the Policing (Miscellaneous Provisions) Order 2007. This Order provides PCSOs with a number of powers and outlines the regulations which will govern their recruitment and vetting arrangements. The legislation was enacted in March 2007. PCSOs will be recruited across Northern Ireland during 2007 with a commitment to deploying the first officers on the streets by Spring 2008.

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 Policing 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 are three teams of Independent Community Observers based throughout Northern Ireland. During 2006/07 the Independent Community Observers observed PSNI recruitment campaigns 11 and 12 for Regular Officers, making a total of 105 visits to observe the initial selection tests and assessment centres run as part of these recruitment campaigns.

The Independent Community Observers also observed the recruitment processes for civilian staff. During 2006/2007 the Independent Community Observers made a total of 20 visits to observe the recruitment processes for Station Enquiry Assistant, Firearms Enquiry Assistant, Continuous Improvement Officer, Exhibits and Disclosure Officer, Head of Human Resources and Head of Business Services.

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 Independent Community Observers to the recruitment agency and rectified at the time.

The Independent Community Observers' Annual General Meeting was held on 19 September 2006 in Antrim. 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 involved in this role.

During 2006/07 the Board undertook a recruitment campaign to attract new volunteers to the scheme as the existing Independent Community Observers will complete their term of appointment with the Board in May 2007. Twenty-three new observers have been 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.

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 Policing 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 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.
- 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 Vetting Panel disagreed in 17 of the 50 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



Civilianisation is a policy designed to release officers from roles which could be performed by support staff to ensure the best use of officers. Within the existing PSNI Human Resources Planning Strategy, PSNI developed a civilianisation

programme which the Board monitors every four months through the Human Resources Committee. Between April 2006 and March 2007 PSNI recruited 201 civilian staff, 68 of whom were to civilianised posts. Civilianisation and civilian recruitment ensure that police officers are available for front-line duties, and that religious composition is being addressed where vacancies for six or more civilian posts must operate under the 50:50 principles. Of the 201 civilian posts advertised during this year, 76 were recruited on a 50:50 basis.

LINKS Project

The PSNI LINKS project was set up during 2006 with the aim of ensuring that staff are deployed to contribute to the delivery of a modern policing service, to reduce costs over the longer term, to ensure that the police staff's composition is representative of the communities it serves, and to make the break with the NI Civil Service.

The drivers for the LINKS project are: the service must focus on frontline service delivery; the service must live within its means; the service must aim to achieve compositional change as envisaged by Patten; and the service should remove itself from the Civil Service status. The implementation date for the project is April 2008. The Board is represented on the Tripartite working group and formally monitors the project through the Corporate Policy, Planning and Performance Committee.

Gender and Religious Imbalance

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

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

(a) Perceived Religious Affiliation: 2006 and 2007 comparison

Employee Group	Perceived Protestant		Perceived Roman Catholic		Not known		Total		% Perceived Protestant		% Perceived Roman Catholic	
	2006	2007	2006	2007	2006	2007	2006	2007	2006	2007	2006	2007
PSNI	5,868	5,759	1,427	1,588	197	195	7,492	7,542	78.3	76.4	19.0	21.1
Full Time Reserve	925	690	59	39	60	38	1,044	767	88.6	90.0	5.7	5.1
Part Time Reserve	765	714	50	49	11	9	826	772	92.6	92.5	6.1	6.3
Sub Total	7,558	7,163	1,536	1,676	268	242	9,362	9,081	80.7	78.9	16.4	18.5
Police staff direct recruits	1,362	1,143	316	347	72	65	1,750	1,555	77.8	73.5	18.1	22.3
NICS staff on secondment as police staff	1,239	1,111	155	141	48	44	1,442	1,296	85.9	85.7	10.7	10.9
Sub Total	2,601	2,254	471	488	120	109	3,192	2,851	81.5	79.1	14.8	17.1
TOTAL	10,159	9,417	2,007	2,164	388	351	12,554	11,932	80.9	78.9	16.0	18.1

(b) Gender: 2006 and 2007 comparison

Employee Group	Male		Female		Total		% Female	
	2006	2007	2006	2007	2006	2007	2006	2007
PSNI	5,989	5,968	1,503	1,574	7,492	7,542	20.1	20.9
Full Time Reserve	957	712	87	55	1,044	767	8.3	7.2
Part Time Reserve	500	470	326	302	826	772	39.5	39.1
Sub Total	7,446	7,150	1,916	1,931	9,362	9,081	20.5	21.3
Police staff direct recruits	688	643	1,062	912	1,750	1,555	60.7	58.6
NICS staff on secondment as police staff	399	352	1,043	944	1,442	1,296	72.3	72.8
Sub Total	1,087	995	2,105	1,856	3,192	2,851	65.9	65.1
TOTAL	8,533	8,145	4,021	3,787	12,554	11,932	32.0	31.7

The statistics in tables (a) and (b) show the staffing diversity of both PSNI officers and civilian support staff as at 1 January 2006 and 1 January 2007. 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 19.0% to 21.1% and the percentage of females employed has increased from 20.1% to 20.9%.

Monitoring and Approving Medical Retirements

It is vital that officers are fit, healthy and well motivated if they are to properly serve and protect the community. For this reason, the Board places importance on ensuring that health and welfare facilities for the PSNI are provided to a high standard. Under police regulations, the Board also has specific responsibility to monitor and approve the medical retirement of officers and for approving extensions of service of officers who have reached retirement age. The Board's Human Resources Committee has responsibility for dealing with this area.

Medical Retirements/Injury on Duty Awards

The RUC Pension Regulations 1988 is the legislative authority for enabling serving police officers to be retired from the PSNI if they are medically unfit to perform their duties. The PSNI and PSNI Reserve (Injury Benefit) Regulations 2006 is the legislative authority for enabling an Injury on Duty Award to be payable to serving officers being medically retired and ex-officers of the PSNI/RUC.

The Policing Board makes the determination following consideration of the medical recommendation by an Independent Selected Medical Practitioner. The Selected Medical Practitioner (SMP) undertakes an assessment of every police officer referred to them who is being considered for a Medical Retirement and/or Injury on Duty award.

During the reporting period a total of 32 Medical Retirements were approved for serving officers. Of this total 24 were awarded additional Injury on Duty awards.

Four retrospective medical retirements were approved for ex-officers whilst 49 retrospective injury on duty awards were approved for ex-officers of PSNI/RUC.

42 applications made for retrospective injury on duty/ deferred pension awards were refused. One of these applications related to a serving police officer.

Appeals

If an officer, serving or retired, disagrees with the decision of the SMP he/she has the right of appeal. This right of appeal is legislated for through the RUC Pension Regulations in respect of medical retirement and the PSNI and PSNI Reserve (Injury Benefit) Regulations 2006 in relation to injury on duty awards. Appeal cases are referred to the Northern Ireland Office Policing Division who appoints an Independent Medical Referee to determine whether the SMP's decision should be upheld or overturned. During the reporting period 76 new appeals were received with 70 appeals being settled. Of the appeals that were settled, 28 were upheld, 20 overturned and 22 were withdrawn.

Extensions of Service

The RUC Pensions Regulations 1988 is the legislative authority for a police officer's period of service to be extended. However with the introduction of the Employment Equality (Age) Regulations (NI) 2006 No. 261 on 1 October 2006 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, new Compulsory Retirement Ages were set for police officers; 60 for federated ranks and 65 for Superintending and ACPO ranks, although a retirement age of 65 is legislated for in respect of the Full Time Reserve.

The Northern Ireland Office will be ensuring that the RUC Pension Regulations 1988 are amended to replace the previous Compulsory Retirement Ages and provisions for extensions of service. During the reporting period the Board approved extensions of service for 100 officers.

Monitoring Civil Action and Compensation Claims

Section 29 of the Police (NI) Act 1998 enables the Chief Constable to pay damages and costs awarded against him although the Board has the 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 2006/2007 a total of 1,149 claims for compensation were received.

Police Negotiating Board

The Police Negotiating Board (PNB) is the national body with overall responsibility for making recommendations to Government in respect of police officer pay, conditions and pensions. For the first occasion since the establishment of PNB the 2006, annual pay negotiations proceeded to arbitration as a result of which the recommended increase of 3% on pay was applied with effect from 1 September 2006.

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, published in March 2007, made recommendations in relation to the 2007 pay negotiations for police officers. Part two of the review, due to be completed in the autumn of 2007, will consider the effectiveness of the present pay negotiating machinery for police and make recommendations for how police pay and conditions should be determined. This second part of the review will examine the role of PNB and the Police Staff Council.

The ongoing police modernisation programme has major implications in terms of ensuring that police resources are fit for purpose to meet future policing challenges. The future funding and pay structure is an aspect which will also have to be integrated within the planning process.

Monitoring the PSNI Training, Education and Development Strategy

In June 2006 the Board approved the PSNI Training, Education and Development Strategy for 2006-2007, which is supported by a costed training plan. The Strategy seeks to deliver training, education and development that supports and builds organisational and operational capability. To achieve this, the Police College seeks to influence, guide, and provide leadership in learning activities throughout the PSNI, reflecting the appropriate standards required for quality learning at the individual, team and organisational level.

The Human Resources Committee monitors the Strategy every four months against an agreed set of performance indicators which analyse the effectiveness of training and development throughout the service, including at district level; how PSNI respond to external reviews; links with other academic institutions; the openness and transparency of the college; how human rights is threaded through all training; and the budget. PSNI are currently developing their new Strategy, which will focus on all training throughout the service. This will be forwarded to the Board for approval in June 2007.

Monitoring the PSNI Estate Strategy

The Policing Board wants to ensure that all PSNI resources, including the buildings from which people operate, are used to maximum benefit and meet both community and operational policing requirements. As a result, the Policing Board asked PSNI to develop an Estate Strategy to compliment and enhance operational policing strategies. The Policing Board approved the strategy in May 2005, which sets out in detail how, over a five year period, the PSNI will invest £200 million in the construction of new stations, maintenance and upgrade programmes, running costs and security review measures to make police stations more accessible. Patten recommendations 52 and 53 proposed that police stations should have the appearance of ordinary buildings and that they should be more accessible to the public. 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 Policing Board understands how emotive this subject can be. In reviewing proposals from PSNI District Commanders, the Policing Board needs to be satisfied that full consultation has taken place, including with the local District Policing Partnership, and that District Commanders have given commitments to set out how, in the absence of a station, local policing will be delivered to ensure that there is no deterioration in the level of service provided. To date, the Policing Board has taken decisions on the future of 29 of the 61 stations which are to be reviewed as part of the Estate Strategy. Of the 29 stations which the Policing Board reviewed, 22 stations were closed and seven remained open.

The Policing Board formally monitors the PSNI's Estate Strategy every six 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.

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 was subsequently reworked and refined and the Board approved a second Outline Business Case in November 2005. A suitable site for the College has been identified at Desertcreat near Cookstown, Co Tyrone and outline planning permission was granted for the College at this 210 acre site in July 2005.

Since 2005, the Board has been pressing Government to deliver the funding necessary to deliver the College project. 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 and the Board and PSNI role will continue to be overseen by the Resources and Improvement Committee and the Board.

The Board is represented on the Police College Project Board by the Vice-Chairman and Chief Executive and regular updates were provided to the Resources and Improvement Committee and the Board throughout 2006/07.

PSNI Information Systems (IS) Strategy 2005-2008

This £65 million IS strategy was approved by the Policing 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 full IS Strategy is available from the PSNI website at www.psnipolice.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. From April 2007, this independent validation role will be undertaken by the National Policing Improvement Agency (NPIA) within a Terms of Reference agreed by the Board, PSNI and NPIA. PITO reported progress to the Board's Resources and Improvement Committee three times during 2006/07 - in May and August 2006 and March 2007.

Best Value and Continuous Improvement

The Policing 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 the 2006-2009 Policing Plan. The various Departmental reviews (Human Resource Planning Strategy, Training, Education and Development (TED), Local Financial Management (LFM), Activity Based Costing (ABC), Call Handling Project and IS Strategy) are discussed in the work of the various other Board Committees.

The individual Best Value Reviews in respect of both the Board (Holding the Chief Constable to Account), and PSNI (Partnerships) 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.psni.police.uk or www.nipolicingboard.org.uk

During 2006/2007 the Board has carried out an assessment on the implementation of recommendations of previous Best Value Reviews within both organisations. These reports will be examined by the Resources and Improvement Committee.

NIPB Best Value Review of Holding the Chief Constable to Account

A Best Value Review of Holding the Chief Constable to Account was carried out during 2006/07. 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, 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 an improved service delivery within this area and lead to greater understanding by the community of the Board's role and functions.

The recommendations cover a variety of areas including strategy and leadership, performance management and community engagement. The full Best Value Review report can be found on the Policing Board website at www.nipolicingboard.org.uk

Inspection of Best Value Arrangements

The National Audit Office (NAO), supported by Her Majesty's Inspectorate of Constabulary (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 and www.homeoffice.gov.uk/hmic

During 2006/07, the Resources and Improvement Committee worked with PSNI to focus Best Value on outward facing strategic issues which will deliver service improvements to the public. This can again be seen in the selection of the Best Value Review areas for 2007/08 – 'Protecting Vulnerable People' in the case of PSNI and 'Community Engagement' in the case of the Board.

The Board continues to use the wealth of experience brought by the membership of the Continuous Improvement Strategic Working Group to advise and deliver Best Value. This group is made up of representatives from PSNI, NIO, NAO, HMIC, Criminal Justice Inspectorate Northern Ireland, Association of Police Authorities and Policing Board. It meets 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.

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 all but one of the Directors (a Civil Servant) 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.

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 £23,516 for 2006/07 (£43,190 in total for 2005/06).

Remuneration for Independent Board Members (excluding the Chair and Vice-Chair) is £19,000 per annum (£15,000 in 2005/06) 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 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 (Northern Ireland 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, in accordance with the details outlined in the paragraph above.

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

Audited Information		
Name and Title	2007	2006
	£000	£000
Professor Sir D Rea (Chairman)	56	52
Mr D Bradley (Vice-Chairman until 31/03/06)	0	38
Mr B Gilligan (Vice-Chairman from 01/04/06)	42	17
Mr J Byrne (MLA until November 2003)	21	15
Mr B Duddy (from 01/04/06)	21	0
Ms D MacBride (from 01/04/06)	21	0
Mrs P McCabe	21	20
Mrs R Moore	22	16
Ms D Purvis MLA from 24/01/07 (Board Member from 01/04/06)	21	0
Mr B Rea (from 01/04/06)	22	0
Mr T Ringland (from 01/04/06)	22	0
Mr S Sharma	21	15
Viscount Brookeborough (until 31/03/06)	0	15
Mr B Dougherty (until 31/03/06)	0	16
Mr T Kelly (until 31/03/06)	0	15
Mr A Attwood MLA	10	10
Mr F Cobain MLA	10	10
Ms A Foster MLA (from 01/04/06)	10	0
Mr W Hay MLA	10	10
Mrs D Kelly MLA (from 01/04/06)	10	0
Mr D Kennedy MLA (from 01/04/06)	10	0
Mr I Paisley Jnr. MLA	10	10
Mr P Weir MLA (from 01/04/06)	10	0
Mr S Foster MLA until November 2003 (Board Member until 31/03/06)	0	15
Lord Kilclooney MLA (until 31/03/06)	0	10
Mr A McFarland MLA (until 31/03/06)	0	10
Mr E McGrady MLA until November 2003 (Board Member until 31/03/06)	0	17
Mr S Wilson MLA (until 31/03/06)	0	4

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.

Additional responsibility allowances for 2005/06 are detailed below:

P McCabe, Chair of Human Resources Committee, £5,000 per annum.

B Gilligan, representing the Board at the Police College Sub-Group, £1,500 per annum.

B Dougherty, membership of the Crimestoppers Board, £1,000 per annum.

R Moore, representing the Board on selection panels, £1,000 per annum.

E McGrady, Chair of Human Rights and Professional Standards Committee, £2,500 per annum.

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	2007		2006	
	Salary £000	Benefits in kind (to nearest £100)	Salary £000	Benefits in kind (to nearest £100)
Chief Executive	100 - 105	-	105 - 110	-
Deputy Chief Executive (from 01/08/06)	35 - 40	-	nil	-
Director of Community Engagement	40 - 45	-	40 - 45	-
Director of Corporate Services	40 - 45	-	40 - 45	-
Director of Planning	40 - 45	-	40 - 45	-
Director of Policy	45 - 50	-	50 - 55	-

The figure quoted for the Deputy Chief Executive is for the period 1 August 2006 to 31 March 2007. The full year equivalent is £55-60k.

Pension Benefits

Pension entitlements of the most senior employees are shown below:

Audited Information					
Title	Accrued pension at age 60 as at 31/03/07 and related lump sum	Real increase in pension at age 60 and related lump sum at age 60	CETV at 31/03/07	CETV at 31/03/06	Real increase in CETV
	£000	£000	£000	£000	£000
Chief Executive	25.0 – 30.0 No automatic lump sum (premium member)	0 – 2.5 No automatic lump sum (premium member)	402	299	7
Deputy Chief Executive (from 01/08/06)	15.0 – 20.0 Plus lump sum of 45.0 – 50.0	0 – 2.5 Plus lump sum of 5 – 7.5	320	262	40
Director of Community Engagement	10.0 – 15.0 Plus lump sum of 40.0 – 45.0	0 – 2.5 Plus lump sum of 0 – 2.5	274	215	3
Director of Corporate Services	10.0 – 15.0 Plus lump sum of 35.0 – 40.0	0 – 2.5 Plus lump sum of 0 – 2.5	152	124	3
Director of Planning	5.0 – 10.0 Plus lump sum of 20.0 – 25.0	0 – 2.5 Plus lump sum of 0 – 2.5	99	81	3
Director of Policy	5.0 – 10.0 Plus lump sum of 25.0 – 30.0	0 – 2.5 Plus lump sum of 0 – 2.5	100	87	3

Civil Service Pensions

Pension benefits for Civil Servants and Direct Recruits are provided through the Principal Civil Service Pension Scheme (NI) (PCSPS (NI)). From 1 October 2002, civil servants may be in one of three statutory based 'final salary' defined benefit schemes (classic, premium and classic plus). The schemes 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 after 1 October 2002 may choose between membership of premium or joining a good quality 'money purchase' stakeholder arrangement with a significant employer contribution (partnership pension account).

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

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensions-ni.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 the scheme and chooses to transfer the pension benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003/04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangement and for which the Cabinet Office's Civil Superannuation Vote has received a transfer payment commensurate with the additional pension liabilities being assumed. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

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.

T. Reaney
Chief Executive
18 June 2007

Northern Ireland Policing Board Financial Statements

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

Paragraph 16 of Schedule 1 of the Police (NI) Act 2000, as amended by the Police (NI) Act 2003, requires that a statement of accounts be prepared in the form and on the basis directed by the Secretary of State, with the approval of HM Treasury. The financial statements are prepared on an accruals basis and must give a true and fair view of the Board's state of affairs at the period end and of its income and expenditure, recognised gains and losses and cash flows for the financial period.

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

- Observe the accounts direction issued by 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 financial statements; and
- Prepare the financial statements on a going concern basis.

The Permanent Under Secretary of the NIO has appointed the Chief Executive of the Board as the Sub Accounting Officer. The responsibilities of a Sub Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Sub 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 "Government Accounting".

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 Government Accounting.

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 2007 and up to the date of approval of the annual report and accounts, and accords with HM 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, the risk management framework and 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. The Corporate and Directorate Risk Registers are reviewed at least quarterly 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 on their area of responsibility. Within this statement they will demonstrate how they have dealt with risk issues during the period and highlight any areas, which might adversely affect their Directorate or the organisation as a whole.

The SMT 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. PWC concluded that concerns which they hold around the initial appropriation of funds cannot be substantiated by evidence sufficient to bring this matter to court. 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 has been allocated a listing of 27 September 2007.

During the year PWC provided an Internal Audit Service and submitted regular reports together with recommendations

for improvements where appropriate. They have issued an assurance statement on the internal control framework and risk management process within the Board and on the basis of the systems audit work performed during the year, were able to provide a high assurance in relation to the adequacy of the systems of control in place within the organisation. They have received positive responses from management on all issues raised and acknowledge that improvements and enhancements in controls have already been made.

T. Reaney
Chief Executive
18 June 2007

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 2007 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 Cashflow 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 being audited.

Respective Responsibilities of the Northern Ireland Policing Board, the Chief Executive and Auditor

The Northern Ireland Policing Board and 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 thereunder by the Secretary of State for Northern Ireland and for ensuring the regularity of financial transactions. These responsibilities are set out in the Statement of the Northern Ireland Policing Board and Chief Executive's Responsibilities.

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

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and directions made thereunder by the Secretary of State for Northern Ireland. I report to you whether, in my opinion, certain information given in the Annual Report, which comprises the Chairman's Foreword, the Chief Executive's Foreword, Membership of the Northern Ireland Policing Board, Management Commentary, and the unaudited part of the Remuneration 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. 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 Opinion

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

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

Audit Opinion

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 2007 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 given within the Annual Report, which comprises the Chairman's Foreword, the Chief Executive's Foreword, Membership of the Northern Ireland Policing Board, Management commentary and the unaudited part of the Remuneration Report, is consistent with the financial statements.

Audit 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

John Bourn

Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP
July 2007

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2007

	Notes	2007 £000	Re-stated 2006 £000
INCOME			
Other Income	2	54	0
Total Income		<u>54</u>	<u>0</u>
EXPENDITURE			
Staff Costs	3(b)	2,433	2,307
Grant to District Policing Partnerships	4	2,798	2,956
Other Operating Costs	5	2,768	2,435
Depreciation	7	39	49
Permanent Diminution	7	4	15
Notional Cost of Capital	6	(6)	(6)
TOTAL EXPENDITURE		<u>8,036</u>	<u>7,756</u>
NET EXPENDITURE		7,982	7,756
Reversal Of Notional Cost Of Capital	6	6	6
NET EXPENDITURE TRANSFERRED TO RESERVES		<u><u>7,988</u></u>	<u><u>7,762</u></u>

There were no recognised gains and losses for the year ended 31 March 2007 other than the deficit for the year.

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

The notes on pages 148 to 163 form part of these financial statements.

BALANCE SHEET AS AT 31 MARCH 2007

	Notes	2007		Re-stated 2006	
		£000	£000	£000	£000
FIXED ASSETS					
Tangible Fixed Assets	7		132		152
CURRENT ASSETS					
Debtors	8	198		210	
Cash at bank and in hand	9	121		1	
		<u>319</u>		<u>211</u>	
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	10	(670)		(487)	
NET CURRENT LIABILITIES			<u>(351)</u>		<u>(276)</u>
NET LIABILITIES			<u>(219)</u>		<u>(124)</u>
FINANCED BY:					
General Reserve	11		<u>(219)</u>		<u>(124)</u>

T. Reaney
Chief Executive
18 June 2007

The notes on pages 148 to 163 form part of these financial statements.

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2007

	Notes	2007 £000	Re-stated 2006 £000
OPERATING ACTIVITIES			
Net Cash Outflow from Operating Activities	12 (a)	(7,750)	(7,861)
CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT			
Payment to acquire tangible fixed assets	7	(23)	(36)
FINANCING	12 (b)	7,893	7,848
INCREASE/(DECREASE) IN CASH	12 (c)	120	(49)

The notes on pages 148 to 163 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 (FReM) issued by HM Treasury. The particular accounting policies adopted by the Board are described below. They have been applied consistently in dealing with items considered material in relation to the accounts.

1.1 Accounting Convention

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

1.2 Change of Accounting Treatment

With effect from the 2006/07 reporting period the FReM requires Non-Departmental Public Bodies (NDPBs) to account for grants in aid received for revenue purposes as financing because they are regarded as contributions from a controlling party which gives rise to a financial interest in the residual interest of NDPBs. This is a change in accounting policy from earlier periods when such items were recorded as income. The effect of this change on the certified 2005/06 accounts and the impact of the change on the results in the current year is shown below. Note there is no impact on the net liability position of the Policing Board as a result of the change in this policy:

	At 31 March 2006 (as previously stated)	Impact of adopting the new policy	At 31 March 2006 (re-stated)
	£000	£000	£000
Amount Transferred to Reserves	(114)	7,876	7,762
General Reserve	(276)	152	(124)
Capital Grant Reserve	152	(152)	0

	At 31 March 2007 (without applying the new policy)	Impact of adopting the new policy	At 31 March 2007 (applying the new policy)
	£000	£000	£000
Amount Transferred to Reserves	75	7,913	7,988
General Reserve	(351)	132	(219)
Capital Grant Reserve	132	(132)	0

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 2005/06) 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 at £54k relates to delegate and exhibitor fees in relation to the International Policing Conference held in February 2007.

3 STAFF NUMBERS AND RELATED COSTS

(a) Board Members

The average number of Members during the year was 19 and in 2005/06 was also 19.

(b) Staff costs and numbers

	2007 £000	2006 £000
Wages and Salaries	1,886	1,788
Social Security Costs	154	145
Other Pension Costs	274	262
Secondments/Agency	119	112
Total Cost	2,433	2,307

The average number of employees during the year was:

	2007 Number	2006 Number
Senior Management	6	6
Other directly employed staff	51	53
Secondments/Agency	5	4
	62	63
	62	63

(c) Principal Civil Service Pension Scheme in N.I. (PCSPS (NI))

The PCSPS (NI) is an unfunded defined benefit scheme but the Board is unable to identify its share of the underlying assets and liabilities. The most up to date actuarial valuation was carried out as at 31 March 2003 and details of this valuation are available in the PCSPS (NI) resource accounts.

For 2006/07, employers' contributions of £274,011 were payable to the PCSPS (NI) (2005/06, £262,413) at one of four rates in the range 16.5 to 23.5 per cent of pensionable pay, based on the salary bands. From 1 April 2007, the salary bands will be revised but the rates will remain the same. The contribution rates reflect benefits as they are accrued in a period, not when the costs are actually incurred, and reflect past experience of the scheme.

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

4 GRANT DISTRICT POLICING PARTNERSHIPS (DPPs)

District Policing Partnership	2007	2006
	£000	£000
Antrim	98	100
Ards	100	106
Armagh	108	111
Ballymena	105	107
Ballymoney	99	107
Banbridge	106	116
Belfast	304	279
Carrickfergus	81	93
Castlereagh	98	117
Coleraine	101	113
Cookstown	91	93
Craigavon	101	115
Derry	107	112
Down	92	103
Dungannon	101	111
Fermanagh	111	109
Larne	82	92
Limavady	105	103
Lisburn	122	128
Magherafelt	69	72
Moyle	96	101
Newry and Mourne	109	121
Newtownabbey	106	123
North Down	115	118
Omagh	97	106
Strabane	94	100
Total	2,798	2,956

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 2006/07 expenditure.

5 OTHER OPERATING COSTS

	2007	Re-stated 2006
	£000	£000
Travel & Subsistence	131	141
Training Costs	58	51
Hospitality	7	7
Press & Public Relations	389	315
Custody Visitors and Independent Observers	81	84
Crown Solicitor Costs	51	68
Public Attitude Surveys	81	94
Human Rights Monitoring	172	143
Pension Medical Services and Appeals	210	253
Telephones, postage, stationery and other running costs	124	111
Accommodation Costs	646	682
Information Technology	177	187
External Audit Fees	14	14
Independent Review Costs	0	44
International Policing Conference	302	0
Anti-knife Campaign	88	4
Other Costs	237	237
Total Other Operating Costs	2,768	2,435

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 £14,350 (2005/06 - £14,000).

The analysis of other operating costs has been changed in some cost headings to reflect a more appropriate classification of costs, detailed below.

Catering for meetings has been transferred from Hospitality to Other Costs (2006/07 £31k, 2005/06 £29k).

Press and Public Relations costs now includes advertising public notices and media monitoring costs, previously included in running costs (2006/07 £3k, 2005/06 £6k). An amount of £4k in relation to the anti-knife campaign has been removed from this cost heading for 2005/06 and is now shown separately.

Costs of the Custody Visitors and Independent Observer schemes have been combined into one cost heading.

The classification of Running Costs has been changed to reflect only those costs incurred in the administrative running of the organisation, IT costs previously in running costs are now shown separately and a number of other cost headings have been transferred to Other Costs.

6 NOTIONAL COST OF CAPITAL

	2007	2006
	£000	£000
The notional cost of capital is calculated as 3.5% of the average value of total assets less total liabilities.	(6)	(6)
	<u>(6)</u>	<u>(6)</u>

7 TANGIBLE FIXED ASSETS

	Computer Equipment	Furniture & Fittings	Total
	£000	£000	£000
COST OR VALUATION			
At 1 April 2006	120	154	274
Additions	15	8	23
Revaluation	(7)	0	(7)
At 31 March 2007	<u>128</u>	<u>162</u>	<u>290</u>
ACCUMULATED DEPRECIATION			
At 1 April 2006	56	66	122
Provided in Period	20	19	39
Backlog Depreciation	(3)	0	(3)
At 31 March 2007	<u>73</u>	<u>85</u>	<u>158</u>
NET BOOK VALUE			
At 1 April 2006	<u>64</u>	<u>88</u>	<u>152</u>
At 31 March 2007	<u>55</u>	<u>77</u>	<u>132</u>

8 DEBTORS

	2007	2006
	£000	£000
Amounts due within one year:		
Prepayments and Accrued Income	192	192
Debtor balances with other central government bodies	0	5
Debtor balances with local authorities	6	13
	198	210

Debtor balances with other central government bodies are nil in 2006/07 and in 2005/06 were with the Northern Ireland Office. Balances with local authorities are with the District Councils and relate to the DPPs.

9 CASH AT BANK AND IN HAND

	2007	2006
	£000	£000
Commercial Banks and Cash in Hand NIPB Number 1 Account	121	1

10 CREDITORS

	2007	2006
	£000	£000
Amounts due within one year:		
Trade Creditors	177	106
Payroll Accrual	58	0
Creditor balances with other central government bodies	92	92
Creditor balances with local authorities	343	289
	670	487

Balances with other central government bodies are with the Crown Solicitors Office, the Northern Ireland 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

	Notes	General Reserve	Capital Grant Reserve	Total
		£000	£000	£000
At 1 April 2006		(276)	152	(124)
Impact of adopting new policy for grants received	1.2	<u>152</u>	<u>(152)</u>	<u>0</u>
At 1 April 2006 (re-stated)		(124)	0	(124)
Grant received from NIO RfR 1 'Police'		7,893	0	7,893
Transfer from Income and Expenditure Account		(7,988)	0	(7,988)
At 31 March 2007		<u>(219)</u>	<u>0</u>	<u>(219)</u>

Prior period comparative figures are shown in the table below:

	Notes	General Reserve	Capital Grant Reserve	Total
		£000	£000	£000
At 1 April 2005 (as previously stated)		(390)	180	(210)
Impact of adopting new policy for grants received	1.2	180	(180)	0
At 1 April 2005 (re-stated)		(210)	0	(210)
Grant received from NIO RfR 1 'Police'		7,848	0	7,848
Transfer from Income and Expenditure Account		(7,762)	0	(7,762)
At 31 March 2006 (re-stated)		<u>(124)</u>	<u>0</u>	<u>(124)</u>

12 NOTES TO THE CASH FLOW STATEMENT**Note (a) Reconciliation of operating net expenditure to net inflow from operating activities.**

	2007	Re-stated 2006
	£000	£000
Net expenditure transferred to Reserves	(7,988)	(7,762)
Adjustment for non-cash Transactions:		
Depreciation	39	49
Permanent diminution	4	15
Adjustments for movements in Working Capital:		
Decrease in Debtors	12	2,518
Increase/(Decrease) in Creditors	183	(2,681)
Net Cash Outflow from Operating Activities	(7,750)	(7,861)

Note (b) Analysis of financing

	2007	Re-stated 2006
	£000	£000
Grant-in-Aid received from NIO RfR 1 'Police'	7,893	7,848
Applied towards the purchase of fixed assets	(23)	(36)
Total Grant-in-Aid applied towards revenue expenditure	7,870	7,812

Note (c) Analysis of change in net funds

	At 31/03/07	Cash flow	At 31/03/06
	£000	£000	£000
Cash at bank and in hand	121	120	1

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	
	2007	2006	2007	2006
	£000	£000	£000	£000
Operating Leases which expire:				
Within one year	-	-	-	2
In two to five years	-	-	8	6
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 Government Purchasing Agency, the Construction Service, 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, members of the key management staff or other related parties has undertaken any material transactions with the NIPB during the year.

16 CONTINGENT LIABILITIES

There are currently three outstanding employment tribunal cases in which the Board is named as defendant. On the basis of legal advice the Board is rigorously defending all three cases. These three 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 and laid in the Houses of Parliament on 25 July 2007.

Glossary



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

