

Annual Report and Accounts

For the Period
1 April 2009 -
31 March 2010



NORTHERN IRELAND POLICING BOARD ANNUAL REPORT AND ACCOUNTS

FOR THE PERIOD 1 APRIL 2009 - 31 MARCH 2010

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

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

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CHAIRMAN'S FOREWORD





I am pleased to present this Annual Report for the period 1 April 2009 - 31 March 2010 which outlines how the Board has met its important oversight and accountability work over the last year.

I was elected Chairman of the Board in June 2009, succeeding Professor Sir Desmond Rea and it is without doubt a real privilege to serve the community through this role.

This has undoubtedly been a busy and challenging year for the Board. It has also been a year of further change for policing and particularly the Police Service Chief Officer Team with appointments made by the Board at Chief Constable, Deputy Chief Constable and Assistant Chief Constable level.

In August 2009 Sir Hugh Orde stepped down as Chief Constable after 7 years service. Following a rigorous recruitment process, the Board unanimously appointed Matt Baggott as the new Chief Constable of the Police Service of Northern Ireland (PSNI). Since taking up office in September 2009, he has worked closely with the Board in setting out new priorities for policing here; with a clear focus on delivery of a service that is community focused.

In this report, a detailed assessment of police performance figures for the last year is presented. Independently overseeing policing and holding the Chief Constable to account for service delivery is the Board's primary role. Each year the Board set objectives, performance indicators and targets for the PSNI to achieve, and throughout the year, monitor police performance against the targets through our monthly meetings and Committee work.

This year crime has reduced and there has been a further improvement in increasing the detection rate; and this is to be welcomed. It is reassuring that crime figures here are at their second lowest level since 2000/01, but there is still work to do in improving the service provided to the community and particularly to those who have been the victim of a crime. Work must also continue in building police community relations.

As a Board we are also mindful of the environment that policing here currently operates in and increasing attacks on police officers and stations by a minority whose only desire is to disrupt the real progress that has been made as the result of the peace and political process. Indeed the attempt to bomb the Policing Board Headquarters in November 2009 was a direct attack on the heart of police accountability and the progress made in policing over the last number of years.

The Board utterly condemns those responsible for these attacks. Day and daily officers are working on our behalf to make communities safer and we must work with and support the police to ensure those responsible are brought to justice. As a Board our thoughts remain with Constable Peadar Heffron as he recovers from the serious injuries sustained in a dissident attack in January of this year.

We have a duty to continue to work to improve the service provided to the public, and this year's Policing Plan sets an ambitious programme for policing; dealing with issues of most concern to the public and communities. Priority has been given by the Board and Chief Constable to increasing officers on front line service and in the year ahead 600 officers will be returned to work in the community. The Chief Constable has also been in discussions with the Board on how bureaucracy can be reduced in the policing and wider criminal justice system, thereby freeing up further resources.

Matt Baggott has brought a new perspective to policing here and a real focus on the delivery of a 'personal policing' service. Central to that is of course partnership working and community engagement.

As a Board we have supported and encouraged people to have a voice on local service delivery through the network of District Policing Partnerships (DPPs); and these groups have proved to be a model of best practice in terms of grassroots police accountability. In March 2010 Government commenced a consultation exercise on the future of DPPs and Community Safety Partnerships (CSPs). The Board has provided a detailed response; and particularly the need to ensure the responsibilities DPPs have continue in any new structures.

Devolution of policing and justice was of course an historic milestone in Northern Ireland's democratic journey. Whilst the Board's oversight role and powers remain unchanged the working relationship that develops between the Board, the Minister for Justice and the Statutory Committee will be of critical importance. It is also imperative to ensure the protection of the Chief Constable's day-to-day operational responsibility and independence.

Over the last number of years the Board has worked diligently to ensure the successful delivery of independent policing oversight and the delivery of a major policing reform programme. Whilst this work will continue, devolution will undoubtedly bring some new challenges and opportunities for policing. In working with the Justice Minister, his Department, the Statutory Committee and the wider criminal justice sector, the Board looks forward to playing a full role in ensuring the success of the new devolved arrangements.

One issue likely to dominate future discussions will be funding and resources. We are all very aware of the pressures facing the public sector as the result of the current economic climate. Whilst the funding package negotiated for devolution brings certainty for the year ahead, as a Board we recognise that the NI Executive will be required to take some difficult funding decisions in future years. As a Board we will continue to work to ensure the best possible package for policing.

In conclusion, I would like to record my appreciation to the Chief Constable and all the officers and staff of the PSNI for their service to the community; and to Board Members and officials for their work and support throughout the year.

Barry Gilligan, Chairman.

CHIEF EXECUTIVE'S FOREWORD





Chief Executive's Foreword

As the Policing Board's Chief Executive, I am pleased to support the Chairman in presenting the Annual Report for 2009/10.

The Board's programme of work is governed by the objectives set out in the 2008-2011 Corporate Plan and the report contains an assessment of progress against the Plan over the reporting period.

As Chief Executive, I am responsible for ensuring that effective arrangements are in place to provide assurance on risk management, governance and internal controls across the organisation.

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

This has been a challenging year for policing and the Board. I would like to place on record my appreciation to the Board's staff for their professionalism and commitment during this reporting period.

A M Donaldson MBE DL, Chief Executive.

0.3 MEMBERSHIP OF THE NORTHERN IRELAND POLICING BOARD

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



**Alex Attwood
MLA***
Political member
SDLP



**Martina Anderson
MLA**
Political member
Sinn Féin



Tom Buchanan MLA
Political member
*Democratic
Unionist Party*



Leslie Cree MLA
Political member
Ulster Unionist Party



Barry Gilligan
Independent member
Board Chairman



Dolores Kelly MLA*
Political member
SDLP



Alex Maskey MLA
Political member
Sinn Féin



Basil McCrea MLA
Political member
Ulster Unionist Party



Daithí McKay MLA
Political member
Sinn Féin



Mary McKee
Independent
member



Rosaleen Moore
Independent
member



Gearóid Ó hEára
Independent
member



Ian Paisley Jnr MLA
Political member
*Democratic
Unionist Party*



**Professor
Sir Desmond Rea**
Independent member



Brian Rea MBE
Independent member
Board Vice Chairman



Trevor Ringland
Independent
member



David Rose
Independent
member



Suneil Sharma
Independent
member



Jimmy Spratt MLA
Political member
*Democratic
Unionist Party*



Peter Weir MLA
Political member
*Democratic
Unionist Party*

* Mrs Kelly resigned from the Board on August 2009 and Mr Attwood was appointed in August 2009. Full details of each Board Member's biographical information and register of interests can be obtained from the website at www.nipolicingboard.org.uk

Details of Board Members' remuneration for the period 1 April 2009 – 31 March 2010 can be found in the Remuneration Report and are also published on the Board's website.

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, in 2009/10 reported directly to the Permanent Under Secretary, NIO on NDPB Accounting Officer matters.

Devolution of policing and justice functions

On 9 March 2010, the political parties in Northern Ireland agreed that policing and justice functions should devolve to the Northern Ireland Assembly on 12 April 2010. During the period up to the date of devolution, the Northern Ireland Policing Board complied with the corporate governance and accountability framework arrangements issued by the Northern Ireland Office and also the guidance issued by HM Treasury, including *Managing Public Money*.

The Annual Report and Accounts of the Northern Ireland Policing Board for the year ended 31 March 2010 relate entirely to the period before devolution and will be laid in Parliament. References continue to be made in this report to the Northern Ireland Office as the parent Department during the reporting period. Further details are contained in Note 17 of the Financial Statements.

When policing and justice functions in Northern Ireland were devolved to the Northern Ireland Assembly on 12 April 2010, the Department of Justice was established as a new Northern Ireland Department by the Department of Justice Act (Northern Ireland) 2010.

From this date, the Northern Ireland Policing Board became an NDPB of the Department of Justice. As such, it now complies with the corporate governance and accountability framework arrangements issued by the Department of Justice and also the guidance issued by the Department of Finance and Personnel, including *Managing Public Money Northern Ireland*. The Annual Report and Accounts for years ended 31 March 2011 onwards will be laid in the Northern Ireland Assembly.

Principal Activities

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

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

The Board continues to seek all opportunities to ensure for all the people of Northern Ireland the delivery of an effective, efficient, impartial, representative and accountable police service which will secure the confidence of the whole community by reducing crime and the fear of crime. Detail of the work of the Board for the current year is included in section 5 of this report.

Social and Community Issues

The Board recognises that it has specific responsibilities which fall under the heading of social and community issues. These are detailed in the two policy documents entitled the 'Community Engagement Strategy' and 'Implementing the Community Engagement Strategy'. The Board takes account of its responsibilities under the Programme for Government and in particular to the priority to, 'Promote Tolerance, Inclusion and Health and Well-being'.

The Board also contributes to the achievement of the strategic aims set in the document entitled 'Policing a Shared Future' where in addressing community problems, the Board is working to build collaboration and trust between the police and the community.

The development of good relations between the Board, the police, and the community is crucial and requires that commitment and leadership is taken forward by the Board under the Strategic Framework for Good Relations in Northern Ireland.

The work of the Board is being implemented in line with responsibilities set out in Section 75 of the Northern Ireland Act 1998 to promote equality of opportunity and to promote good relations between persons of different religious beliefs, political opinions or racial groups from diverse backgrounds and communities. In taking this forward the Board is actively working with those groups in society who are most vulnerable to becoming a victim of crime or who are distanced from the police.

Community Engagement Strategy

The Board's Community Engagement Strategy is in place to ensure that communities who are either more vulnerable to becoming the victim of crime or who historically have had a difficult relationship with police are able to meet with the Board, relate their experience of policing and discuss their concerns. The expectation in doing this is that the Board will raise these concerns with the PSNI and that improvement will be brought about thereby leading to increased community confidence in policing and co-operation in preventing crime.

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 2009/10 was £8.73 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 2009/10 is shown below:

| Expenditure heading | Budget 2009/10 | Actual 2009/10 |
|--------------------------|----------------|----------------|
| | £m | £m |
| Salaries | 2.64 | 2.76 |
| DPPs | 3.03 | 2.88 |
| Additional Security | 0.28 | 0.01 |
| Other | 2.78 | 2.52 |
| Total expenditure | 8.73 | 8.17 |

- Salary costs were above budget due to the inclusion of the Board's obligation arising from the settlement made to seconded NICS staff resulting from an agreement with Northern Ireland Public Service Alliance (NIPSA) in respect of Equal Pay claims.
- Other costs were under budget due to projects that were delayed or replaced with less expensive options.
- DPP expenditure of £2.88m was 95% of their operational budgets.
- Following the bomb attack on the Board's premises on 21 November 2009 a provision was made in the budget for additional security measures. Temporary measures have been put in place while this work is being co-ordinated and costs are delayed to 2010/11.

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

Other Financial Information

Basis of Accounts

The accounts have been prepared in accordance with an Accounts Direction issued by the NIO on 7 April 2010.

Interest Rate and Currency Risk

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

Going Concern

The Statement of Financial Position as at 31 March 2010 shows net liabilities of £787k. 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, which was the NIO prior to devolution and the Department of Justice following devolution.

Grants from the Board's sponsor department for 2010/11, take into account the amounts required to meet the Board's liabilities falling due in that year and have already been included in the Departments estimates for that year, which have been approved by the NI Assembly, and there is no reason to believe that the Departments future sponsorship and future NI Assembly approval will not be forthcoming. It has accordingly been considered appropriate to adopt a going concern basis for the preparation of the financial statements.

Risk

The Board's policy on managing risk complies with HM Treasury Orange Book and integrates this approach within its corporate planning methodology. The Board's policy is risk averse.

Risks identified:

- Devolution - to ensure the continual role of the Board with the devolved powers to the NI Assembly;
- Information assurance - to ensure the Board implements procedures to safeguard information and comply with Information Assurance (IA) Maturity Model requirements;
- Resource implications - to ensure adequate resources are available to meet the requirements of NIPB and PSNI discharging their statutory duties; and
- Security threat - post 21 November 2009 there has been an increased threat from dissidents against the Board.

Events since the Year-End

On 12 April 2010, policing and justice functions in Northern Ireland were devolved to the Northern Ireland Assembly and the Department of Justice came into existence as a new Northern Ireland Department. From this date, the lead policy responsibility for the Northern Ireland Policing Board transferred from the NIO to the Department of Justice.

The 2009/10 financial statements have been prepared on the basis that the Northern Ireland Policing Board was an NDPB of the Northern Ireland Office for the entire financial year and these will be laid in Parliament. There is no impact on the 2009/10 financial statements arising from the transfer of functions to the Northern Ireland Assembly on 12 April 2010.

No other events as defined in International Accounting Standard 10 have occurred subsequent to the year end that requires disclosure.

Property, plant and equipment

Movements in property, plant and equipment are disclosed in Note 8 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 to achieve good payment performance in commercial transactions.

The then Prime Minister's statement of 8 October 2008 indicated that all central Government Departments should pay suppliers as soon as possible, and to this end should ensure that payments are with a supplier within 10 working days following the receipt of a correctly rendered invoice. During this year the Board achieved a 10 working day payment figure of 93.9% (2008/09: 89.1%).

Charitable Donations

No charitable donations were made in the year (2008/09: £Nil)

Environmental Issues

The Board operates a number of effective schemes in relation to its environmental policy, including:

- recycling dry office waste products, plastic and aluminium;
- reducing energy consumption through a range of measures (such as motion activated lighting and automated heating systems); and
- carbon reduction scheme.

In implementing these schemes the Board has reduced its costs and the environmental impact of the organisation.

Audit

The financial statements are audited by the Comptroller and Auditor General. Auditor's remuneration includes £4,050 for the audit of IFRS shadow accounts and totalled £18,050 (2008/09: £18,950). No other audit services were provided.

So far as the Accounting Officer is aware, there is no relevant audit information of which the 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. 'Relevant audit information' means information needed by the entity's auditor in connection with preparing the audit report.

Pensions

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

Members

Full details of the Register of Members Interests can be obtained on the Board website: www.nipolicingboard.org.uk or by written request to the Board.

International Financial Reporting Standards (IFRS)

In accordance with HM Treasury guidance and Accounts Direction issued by NIO, the Board has produced financial statements in accordance with IFRS for 2009/10.

THE WORK OF THE NORTHERN IRELAND POLICING BOARD

Policing Board Oversight Responsibilities

During the year, the Board's oversight of policing is taken forward through its monthly meetings in public and private with the Chief Constable, and through the work of its 6 Committees meeting regularly with representatives from the PSNI Chief Officer Team.

Copies of the agendas and minutes of Board and Committee meetings are published on the Board's website, along with the key responsibilities of each Committee.

Meetings in Public

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

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

At meetings in public, the Board receives reports and questions the Chief Constable on the performance of PSNI against the Annual Policing Plan. The Board held 10 meetings in public in 2009/10, during which it received 3 reports from the PSNI on Performance against the Policing Plan 2009/10 and an End of Year Assessment Performance against the Policing Plan 2008/09. Briefings in public were also received by the Board from PSNI representatives on Domestic Abuse; Road Traffic - Killed and Seriously Injured; Hate Crime; and Serious Violence Trends and Initiatives.

Board meetings are normally held in the Board's offices in Clarendon Dock, Belfast. The press and members of the public are welcome to attend the meetings in public to see the accountability mechanisms working. This year, the Board was pleased to welcome a number of student groups and visitors from overseas.

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

Committee Memberships 2009/10

This section outlines Committee Memberships. A detailed list of each Committee's responsibilities can be obtained from the Board's website.

Audit and Risk Management Committee

Mr Trevor Ringland (Chairperson), Mr Daithí McKay (Vice Chairperson), Mr Alex Attwood*, Mr Leslie Cree, Mrs Dolores Kelly**, Mr David Rose, Mr Suneil Sharma, Mr Peter Weir.

* Mr Attwood was appointed to the Committee in August 2009

** Mrs Kelly resigned from the Board in August 2009

During the reporting period, this Committee met on 3 occasions to progress its responsibilities.

Community Engagement Committee

Mr Alex Maskey (Chairperson), Mr Brian Rea (Vice Chairperson), Mr Tom Buchanan, Mr Leslie Cree, Mr Barry Gilligan*, Ms Mary McKee, Mr Gearóid Ó hEára, Mr Ian Paisley Jnr**, Mr David Rose, Mr Suneil Sharma, Mr Peter Weir***.

* Mr Gilligan stepped down from the Committee in June 2009 on appointment as Chairman of the Board

** Mr Paisley Jnr was appointed to the Committee in December 2009

*** Mr Weir stepped down from the Committee in December 2009

During the reporting period, the Committee met on 9 occasions to progress its responsibilities.

Corporate Policy, Planning and Performance Committee

Mr Barry Gilligan (Chairperson), Mr Brian Rea (Vice Chairperson), Mr Alex Attwood* (Chairperson of Resources and Improvement Committee), Mrs Dolores Kelly**, Mr Basil McCrea (Chairperson of Human Rights and Professional Standards Committee), Mr Daithí McKay (Vice Chairperson of Audit and Risk Management Committee), Ms Mary McKee (Vice Chairperson of Human Rights and Professional Standards Committee), Mr Alex Maskey (Chairperson of Community Engagement Committee), Mrs Rosaleen Moore (Vice Chairperson of Human Resources Committee), Mr Gearóid Ó hEára***, Mr Ian Paisley Jnr (Floating Member), Professor Sir Desmond Rea**** (Vice Chairperson of Resources and Improvement Committee), Mr Trevor Ringland (Chairperson of Audit and Risk Management Committee), Mr Jimmy Spratt (Chairperson of Human Resources Committee).

* Mr Attwood was appointed to the Committee in August 2009

** Mrs Kelly resigned from the Board in August 2009

*** Mr Ó hEára was appointed to the Committee in February 2010 in his capacity as Acting Vice Chairman of the Board

**** Professor Sir Desmond Rea stepped down from the Committee in June 2009 and was reappointed in December 2009

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

Human Resources Committee

Mr Jimmy Spratt (Chairperson), Mrs Rosaleen Moore (Vice Chairperson), Mr Daithí McKay, Mr Gearóid Ó hEára, Mr Brian Rea*, Professor Sir Desmond Rea**, Mr David Rose, Mr Ian Paisley Jnr.

* Mr Brian Rea stepped down from the Committee in June 2009 on appointment as Vice Chairman of the Board

** Professor Sir Desmond Rea was appointed to the Committee in June 2009

During the reporting period the Committee met on 7 occasions to progress its responsibilities.

Human Rights and Professional Standards Committee

Mr Basil McCrea (Chairperson), Ms Mary McKee (Vice Chairperson), Ms Martina Anderson, Mr Tom Buchanan, Mrs Rosaleen Moore, Mr Gearóid Ó hEáira, Mr Brian Rea*, Mr Suneil Sharma, Mr Peter Weir.

* Mr Brian Rea stepped down from the Committee in June 2009 on appointment as Vice Chairman of the Board

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

Resources and Improvement Committee

Mr Alex Attwood* (Chairperson), Professor Sir Desmond Rea** (Vice Chairperson), Mr Tom Buchanan, Mr Leslie Cree, Mrs Dolores Kelly***, Mrs Rosaleen Moore, Mr Gearóid Ó hEáira, Mr Ian Paisley Jnr****, Mr Brian Rea, ***** Mr Trevor Ringland, Mr Peter Weir*****.

* Mr Attwood was appointed to the Committee in August 2009

** Professor Sir Desmond Rea was appointed to the Committee in June 2009

*** Mrs Kelly resigned from the Board in August 2009

**** Mr Paisley stepped down from the Committee in December 2009

***** Mr Rea stepped down from the Committee in June 2009 on appointment as Vice Chairman of the Board

***** Mr Weir was appointed to the Committee in December 2009

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



The Policing Board as an Organisation

Northern Ireland Policing Board Corporate Plan and the Corporate Business Plan

The 2008-2011 Corporate Plan was published on 3 April 2008 and this provides the framework for the annual Corporate Business Plan. The Corporate Plan sets out the strategic direction and work programme for the Board until 31 March 2011, and contains 3 key corporate objectives, relating to:

- Police Performance
- Community Engagement and Confidence
- Service Delivery.

When developing the 2008-2011 Corporate Plan, the Board critically reviewed its legislative responsibilities, considered the challenges ahead and endeavoured to develop a Plan which will enable the Board to fulfil its statutory functions effectively. The 2008-2011 Corporate Plan as well as the 2008/09, 2009/10 and 2010/11 Corporate Business Plans can be found on the Policing Board's website: www.nipolicingboard.org.uk

The table below provides an assessment of the Board's performance against the targets contained in the 2009/10 Corporate Business Plan.



Performance Against Corporate Business Plan Targets for 2009/10

Objective 1: Police Performance

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

| Performance Indicator | Target(s) | Performance Assessment | | |
|--|--|------------------------|--------------------|--------------|
| | | Achieved | Partially Achieved | Not Achieved |
| 1.1 Holding the Chief Constable to account for the exercise of his functions and those of his staff. | 1.1.1 To hold at least 8 NIPB meetings in private during 2009/10, for the purpose of receiving a report from the Chief Constable. | ✓ | | |
| | 1.1.2 To arrange regular Committee meetings at which the Chief Constable and his senior team report and are held to account and to publish minutes of such meetings within agreed timescales. | ✓ | | |
| 1.2 Monitoring the performance of the police in carrying out the general duty under Section 32 of the Police (NI) Act 2000. | 1.2.1 To monitor performance against targets in Part 2 of the 2009-2012 Policing Plan through reports provided to the Board. | ✓ | | |
| 1.3 Monitoring the performance of the police in complying with the Human Rights Act 1998. | 1.3.1 To develop and publish the 2009 Human Rights Annual Report by 31 December 2009 and publish 2 additional thematic reports in 2009/10. | | ✓ (1) | |
| | 1.3.2 To monitor the PSNI compliance with the Human Rights Act 1998 including the implementation of recommendations in the Human Rights Annual Report within the agreed timescale. | ✓ | | |
| | 1.3.3 To monitor and report on critical incidents and provide legal advice as required. | ✓ | | |

| Performance Indicator | Target(s) | Performance Assessment | | |
|---|---|------------------------|--------------------|--------------|
| | | Achieved | Partially Achieved | Not Achieved |
| 1.4 Monitoring the Code of Ethics issued under Section 52 of the Police (NI) Act 2000. | 1.4.1 To monitor the PSNI compliance with the Code of Ethics with input from the Board's Human Rights Advisor, and publish in the Human Rights Annual Report. | ✓ | | |
| 1.5 Setting objectives and targets for policing and publishing these in an Annual Policing Plan. | 1.5.1 To agree objectives, performance indicators and targets for policing and publish the 2010-2013 Policing Plan by 31 March 2010. | ✓ | | |
| 1.6 Monitoring the performance of the police in delivering the Annual Policing Plan. | 1.6.1 To monitor performance against targets in Part 2 of the 2009-2012 Policing Plan quarterly at the public sessions of Board meetings. | ✓ | | |
| | 1.6.2 To monitor performance against targets in Part 3 of the 2009-2012 Policing Plan as outlined in the monitoring framework. (See also 1.8) | ✓ | | |
| 1.7 Securing continuous improvement in the delivery of services by the PSNI. | 1.7.1 To develop and publish the agreed approach to Continuous Improvement in PSNI for 2010/11 by 31 March 2010. | ✓ | | |
| | 1.7.2 To ensure delivery of the 2009/10 PSNI Continuous Improvement Strategy and review progress every 6 months. | ✓ | | |
| | 1.7.3 To carry out the agreed post implementation review (PIR) programme to assess the implementation of recommendations contained in PSNI Best Value Reviews. | ✓ | | |

| Performance Indicator | Target(s) | Performance Assessment | | |
|--|--|------------------------|--------------------|--------------|
| | | Achieved | Partially Achieved | Not Achieved |
| 1.8 Monitoring the development and implementation of key policing strategies. | 1.8.1 To monitor the implementation of the PSNI Information Systems Strategy every 6 months. | ✓ | | |
| | 1.8.2 To monitor the implementation of the PSNI Estate Strategy every 6 months. | ✓ | | |
| | 1.8.3 To monitor the implementation of the PSNI People Strategy every 6 months. | ✓ | | |
| | 1.8.4 To monitor the implementation of the PSNI Training and Development Strategy every 6 months. | ✓ | | |
| | 1.8.5 To monitor the implementation of the PSNI Policing Shared Future Strategy (including the Gender Action Plan) every 6 months. | ✓ | | |
| | 1.8.6 To revise and implement the framework for the monitoring of the PSNI Human Resources functions for 2009/10 by 31 March 2010. | ✓ | | |
| | 1.8.7 To monitor the implementation of the PSNI Policing with the Community Strategy including Neighbourhood Policing every 6 months. | ✓ | | |
| | 1.8.8 To monitor the PSNI Financial Strategy through examination of monthly management accounts and monthly reports to committee. | ✓ | | |
| | 1.8.9 To monitor the implementation of PSNI Communications Strategy every 6 months. | ✓ | | |

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



Objective 2: Community Engagement & Confidence

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

| Performance Indicator | Target(s) | Performance Assessment | | |
|---|---|------------------------|--------------------|--------------|
| | | Achieved | Partially Achieved | Not Achieved |
| 2.1 Developing and delivering a strategy for gaining the co-operation of the public with the police in preventing crime. | 2.1.1 To monitor the effectiveness of the Board's Community Engagement Strategy on a 6 monthly basis. | ✓ | | |
| 2.2 Supporting a DPP in each District Council area & assessing their effectiveness in performing their functions. | 2.2.1 To maintain and support DPPs in carrying out their statutory functions through agreed programmes of work and in line with agreed timescales. | ✓ | | |
| | 2.2.2 To deliver the DPP development programme (funded by IFI) in accordance with the agreed revised programme by 30 October 2009. | ✓ | | |
| | 2.2.3 To assess and report on the effectiveness of DPPs every 6 months. | ✓ | | |
| 2.3 Ensuring the development and implementation of a Communications Strategy which will enhance the understanding of the public and inform them of the Board's work. | 2.3.1 To develop and deliver a programme of work in support of the agreed communications strategy including advertising, events management, production of publications and media relations by 31 March 2010. | ✓ | | |
| 2.4 Monitoring the effectiveness of the NIPB Communications Strategy. | 2.4.1 To monitor the delivery of the Board's Communications Strategy every 6 months. | ✓ | | |

| Performance Indicator | Target(s) | Performance Assessment | | |
|--|--|------------------------|--------------------|--------------|
| | | Achieved | Partially Achieved | Not Achieved |
| 2.5 Assessing the level of public awareness and satisfaction with the performance of the police, NIPB and DPPs. | 2.5.1 To commission and publish at least 2 public surveys per annum and publish the results of all public surveys and research within 2 months of receiving data. | ✓ | | |
| 2.6 Holding meetings in public each year to receive reports on policing from the Chief Constable. | 2.6.1 To hold at least 8 NIPB meetings in public during 2009/10, for the purpose of receiving a report from the Chief Constable. | ✓ | | |
| | 2.6.2 To hold 2 public meetings per year for the purpose of the Policing Board engaging with the public. | ✓ | | |
| 2.7 Maintaining community oversight of police custody and recruitment arrangements through the Independent Custody Visiting Scheme and the Independent Community Observer Scheme. | 2.7.1 To deliver all aspects of the operation of the schemes and report quarterly on Custody Visitors and bi-annually on Community Observers. | ✓ | | |
| 2.8 Considering external inspection reports on the PSNI. | 2.8.1 To refer to committee and monitor PSNI implementation of recommendations from external inspection reports: <ul style="list-style-type: none"> • CJINI • HMIC. | ✓ | | |
| 2.9 Monitoring the implementation of the outstanding Patten recommendations. | 2.9.1 To publish a progress report on the outstanding Patten recommendations by 30 June 2008. | ✓ | | |
| | 2.9.2 To provide updates on progress of outstanding Patten recommendations every 6 months. | ✓ | | |

Objective 3: Service Delivery

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

| Performance Indicator | Target(s) | Performance Assessment | | |
|---|---|------------------------|--------------------|--------------|
| | | Achieved | Partially Achieved | Not Achieved |
| 3.1 Reviewing and approving financial estimates and budgets for the police and holding the police to account for their spending. | 3.1.1 To review and approve the PSNI's financial estimate for the 2010/11 financial year by 31 December 2009. | ✓ | | |
| | 3.1.2 To scrutinise the PSNI's 2008/09 Annual financial expenditure against budget by 31 July 2009. | ✓ | | |
| 3.2 Securing adequate resources for the police and the Board; scrutinising expenditure and ensuring that the police operate within the financial approvals and baselines set by the NIO. | 3.2.1 Secure adequate resources throughout the year by negotiating budget changes with NIO, through the In Year Monitoring Rounds. | ✓ | | |
| | 3.2.2 Review the PSNI's monthly Management Accounts and report results. | ✓ | | |
| | 3.2.3 Prepare monthly Management Accounts for the Board and monitor financial results against target. | ✓ | | |
| 3.3 Appointing, dismissing and dealing with complaints against senior police officers / senior police staff. | 3.3.1 To appoint senior police officers within 5 months of being made aware of the vacancy. | ✓ | | |
| | 3.3.2 To refer all complaints and recommendations for dismissal to committee within 1 month of receipt. | ✓ | | |

| Performance Indicator | Target(s) | Performance Assessment | | |
|--|---|------------------------|--------------------|--------------|
| | | Achieved | Partially Achieved | Not Achieved |
| 3.4 Securing continuous improvement in the delivery of services by the Board. | 3.4.1 To agree and publish the agreed approach to Continuous Improvement in the Board for 2010/11 by 31 March 2010. | ✓ | | |
| | 3.4.2 To ensure delivery of the 2009/10 Policing Board Continuous Improvement programme, reporting to committee every 6 months. | ✓ | | |
| | 3.4.3 To carry out the agreed post implementation review programme to assess the implementation of recommendations contained in NIPB Best Value Reviews. | ✓ | | |
| 3.5 Ensuring the discharge of the Board's responsibilities as owner of the police estate. | 3.5.1 To discharge the NIPB's legal responsibilities as owner of the police estate within four weeks of receiving requests. | ✓ | | |
| 3.6 Administering injury on duty and medical retirement pension applications from serving and ex police officers. | 3.6.1 To manage the Board's contract for medical assessments through monthly meetings with the selected medical practitioner and regular reports to the Human Resources Committee. | ✓ | | |
| | 3.6.2 To process the applications for pension dependent awards in accordance with the relevant legislation and to refer medical pension and injury on duty decisions made by the SMP, which have been appealed to the NIO. | ✓ | | |

| Performance Indicator | Target(s) | Performance Assessment | | |
|---|--|------------------------|--------------------|--------------|
| | | Achieved | Partially Achieved | Not Achieved |
| 3.7 Performing pension administrator duties in respect of the Police Officer Pension Scheme. | 3.7.1 To perform the Board's role as pension administrator for the Police Officers' Pension Scheme in line with relevant legislation and statutory body notifications. | ✓ | | |
| 3.8 Developing and integrating effective Corporate Governance and Risk Management procedures into the functions of the Board covering objectives 1, 2 and 3. | 3.8.1 To keep under review and update where necessary corporate governance and risk management procedures in line with Internal Audit Report recommendations reporting quarterly to the Committee. | ✓ | | |
| | 3.8.2 To monitor the delivery of the Annual Business Plan 2009/10, reporting to Committee 6 monthly. | ✓ | | |
| | 3.8.3 To develop the Corporate Business Plan 2010/11 by 31 March 2010. | ✓ | | |
| 3.9 Fully meeting the Board's statutory obligations as a public body and employer. | 3.9.1 To publish an Annual Report by 30 September 2009. | ✓ | | |
| | 3.9.2 To prepare the Policing Board Annual Financial Statements and Remuneration Report to be included in the Annual Report and Accounts. To be produced in line with the NIO timetable to have the Report and Accounts laid before Parliament before the 2009 summer recess. | ✓ | | |

| Performance Indicator | Target(s) | Performance Assessment | | |
|-----------------------|---|------------------------|--------------------|--------------|
| | | Achieved | Partially Achieved | Not Achieved |
| | 3.9.3 Ensure the PSNI has adequate funds to pay staff and suppliers by organising the transfer of funds from NIO. All PSNI requests for cash to be processed within two days of the request being received by the Board. | ✓ | | |
| | 3.9.4 To achieve compliance with the introduction of International Financial Reporting Standards within the timeframe set by the NIO. | ✓ | | |
| | 3.9.5 To process all requests for Information under the Freedom of Information Act, Environmental Information Regulations, and the Data Protection Act within the set time limits, and produce the NIPB Equality Annual Progress Report in line with the target date set by the Equality Commission. | ✓ | | |
| | 3.9.6 To take the necessary actions to prepare the Board for its IIP review in May 2009. | ✓ | | |
| | 3.9.7 To provide the Board on an ongoing basis with a Human Resources service which is compliant with legislation, good practice and within agreed timeframes. | ✓ | | |
| | 3.9.8 To implement the outstanding releases for HR Connect in a reasonable time following their release from HR Connect. | ✓ | | |

| Performance Indicator | Target(s) | Performance Assessment | | |
|-----------------------|--|------------------------|--------------------|--------------|
| | | Achieved | Partially Achieved | Not Achieved |
| | 3.9.9 Corporate, team and individual development including Board Members to be completed in line with the Board's priorities and budgets by 31 March 2010. | ✓ | | |
| | 3.9.10 Undertake the Board's statutory responsibilities in relation to Police Officer's Pay, conditions of service and pensions, through attendance at and contributions to the Police Negotiating Board. | ✓ | | |
| | 3.9.11 To make arrangements for police appeals against conduct hearing sanctions to be processed in accordance with most recent regulations, including legislative timescales. | ✓ | | |
| | 3.9.12 To maintain a Register of Interests of Board Members and to update the register on a 6 monthly basis. | ✓ | | |

Explanatory Notes

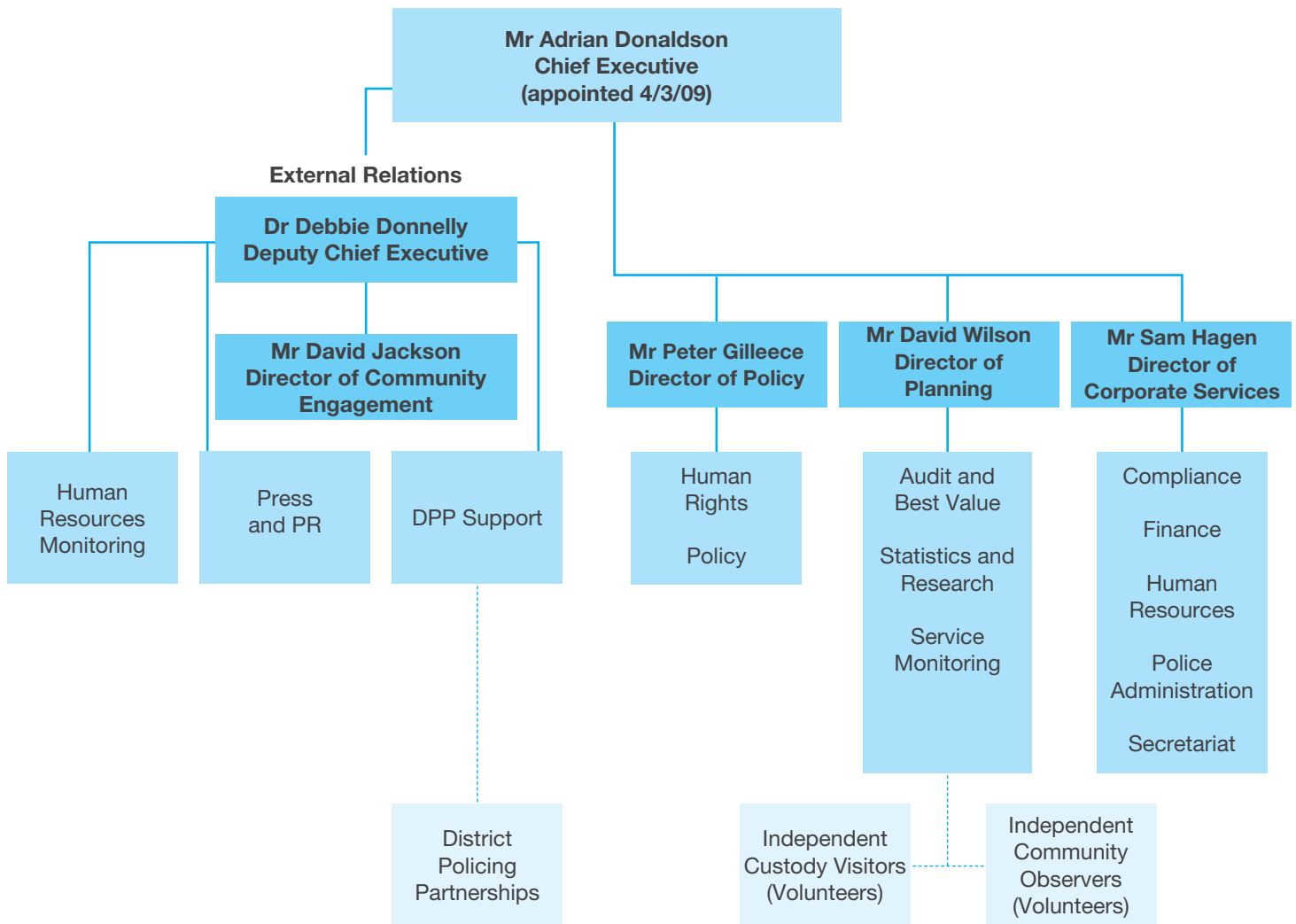
(1) Target 1.3.1 - The Human Rights Annual Report 2009 was published on 21 January 2010. The thematic report on Children & Young People is scheduled for publication in June 2010. The LGBT thematic is progressing and will be published in the autumn. These thematic reports are additional output to last year's target of producing an annual report. Additional pressures that arose included the provision of advice on Operation Stafford; the commencement of a thematic inquiry on stop & search; and ongoing difficulties securing appropriate support for the human rights advisor.

(2) Target 3.1.1 - The PSNI financial plan for 2010/11 was considered by the Resources and Improvement Committee in January 2010 and following further work was approved by the Committee in March 2010. The target date was not met as there was a requirement to further consider the reduction in police staff numbers included in the plan and the impact this may have on service delivery for PSNI.

Staffing the Board

The Board's Chief Executive is responsible for supporting the work of the Board and the day to day management of the organisation.

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



Staffing Composition of the Policing Board

At 31 March 2010 the staff of the Board comprised of 38 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.

Board Staffing Statistics at 1 April 2009 and 1 April 2010

| | Gender | | Community Background | | | | | |
|---------------------|--------|--------|----------------------|--------|----------------|--------|----------------|--------|
| | Male | Female | Protestant | | Roman Catholic | | Not Determined | |
| | | | Male | Female | Male | Female | Male | Female |
| 1 April 2009 | 24 | 32 | 18 | 17 | 6 | 15 | 0 | 0 |
| | 43% | 57% | 32% | 30% | 11% | 27% | 0% | 0% |
| 1 April 2010 | 27 | 31 | 20 | 16 | 7 | 15 | 0 | 0 |
| | 47% | 53% | 34% | 28% | 12% | 26% | 0% | 0% |

ND: Not Determined

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

During the year the level of staff absence due to sickness was 3.69% (2008/09:5.28%).

The level of sickness was primarily due to a number of staff being off on long term sickness.

Staff Development

The Board is a recognised Investors in People (IIP) organisation and was successful in its 2010 reassessment against a new and more rigorous standard.

The Board is always keen to obtain feedback from its staff and ran a Staff Attitudes Survey in January 2010 to gain feedback across a range of areas such as communications, training and performance management. The feedback from the Survey is broadly very positive although there are a number of areas to address. An action plan is currently being developed and will be implemented throughout 2010.

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

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

The Policing Board's Commitment to Equality

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

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

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

The Policing Board's Equality Scheme

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

During the period 2009/10 the Board:

- Produced its Annual Progress Report for the Equality Commission;
- Continued to review and update its Disability Action Plan;
- Continued the screening of its policies, powers, duties and functions;
- Monitored progress on equality matters, by way of regular reports from the Compliance Manager to the Senior Management Team; and
- Undertook a procurement exercise to source Section 75 / Equality refresher training for all of the Board's staff. The training is scheduled to be delivered in the early part of the 2010/11 reporting period.

The Board's Equality Scheme can be accessed on our website at www.nipolicingboard.org.uk. Further information on this area of work can be obtained from the Board's Compliance Manager on 028 90 408 592.

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

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

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

During the period 2009/10, the Board:

- Processed 62 requests for information under the Freedom of Information Act 2000;
- Processed 3 requests for a formal review of the Board's decision to withhold information in line with the Board's FOI Complaints Procedure;
- Continued to maintain the Board's FOI Publication Scheme in line with the Information Commissioner's Guidance.
- Proactively published new information including all Board and Committee meetings, minutes, agendas throughout the year; and
- Provided FOI electronic learning training for new staff.

Information that has been requested from the Board can be viewed on our FOI Disclosure Log which is available on the Board's website at www.nipolicingboard.org.uk. Further information on this area of work can be obtained from the Board's Compliance Manager on 028 90 408 592.

Reporting of Personal Data Related Incidents

The Government made a commitment that public bodies will cover information risk management in their annual reporting. The tables that follow report on personal data related incidents using the Cabinet Office prescribed format. Incidents, the disclosure of which in itself create an unacceptable risk of harm, may be excluded in accordance with the exemptions contained in the Freedom of Information Act 2000 or may be subject to the limitations of other UK information legislation.

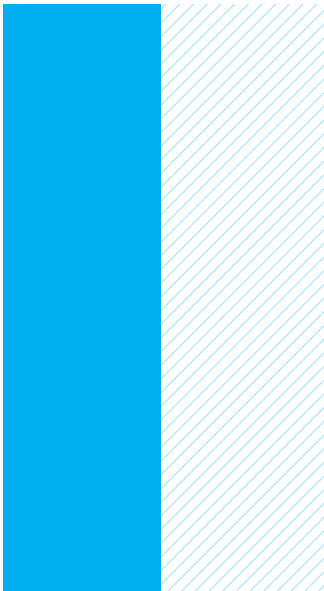


Table 1: Summary of protected personal data related incidents formally reported to the Information Commissioner's Office in 2009/10

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

Table 2: Summary of other protected personal data related incidents in 2009/10

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

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

Table 3: Year-On-Year total numbers of protected personal data related incidents prior to 2009/10

| Total number of protected personal data related incidents formally reported to the Information Commissioner's Office, by category number. | | | | | | | Total number of other protected personal data related incidents, by category number. | | | | | | |
|---|---|----|-----|----|---|-------|--|---|----|-----|----|---|-------|
| | I | II | III | IV | V | TOTAL | | I | II | III | IV | V | TOTAL |
| 2009/10 | 0 | 0 | 0 | 0 | 0 | 0 | 2009/10 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2008/09 | 0 | 0 | 0 | 0 | 0 | 0 | 2008/09 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2007/08 | 0 | 0 | 0 | 0 | 0 | 0 | 2007/08 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2006/07 | 0 | 0 | 0 | 0 | 0 | 0 | 2006/07 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2005/06 | 0 | 0 | 0 | 0 | 0 | 0 | 2005/06 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2004/05 | 0 | 0 | 0 | 0 | 0 | 0 | 2004/05 | 0 | 0 | 0 | 0 | 0 | 0 |

Community Engagement and the work of District Policing Partnerships (DPPs)

Community Engagement Public Meetings

This reporting year the Board held 4 public engagement meetings, 2 of which were in the Irish language. It is important that the Board engages with all communities and takes this into account when choosing localities for public engagement events. Meetings for this year took place in Ballymena and Fermanagh and the 2 Irish language events were in Londonderry/Derry and Belfast.

The Board went to Ballymena for its 3rd outreach event. It was a significant event as it was the first public engagement meeting for the new Chief Constable Matt Baggott who took questions from the audience. Both the Chief Constable and Board members were welcomed by the Mayor of Ballymena council.

The public meeting in Fermanagh in January 2010 was also well attended with approximately 120 representatives from the community, DPPs and other interested parties. In addition to the public event DPP Members from Fermanagh and the surrounding areas met with the Chief Constable and Board Members to discuss local issues of concern to them and the communities they represent.

A first for the Board was an Irish speaking event in the Millennium Forum in May 2009 facilitated by Board Member Gearóid Ó hEára and over 90 people attended. The second event for Irish speakers was held in November 2009 in Belfast. Both events received significant media coverage.

In partnership with the Indian Community Centre and supported by other members of the Board's Minority Ethnic Reference Group the Board organised a seminar on Race Hate Crime in January 2010 in the Indian Community Centre. This presented an opportunity for individuals from the Minority Ethnic Community to relate their personal case studies on their experiences of hate crime. This was followed by an open question and answer session to allow discussion on the issues highlighted. The Board is currently developing a programme of events to be held within other Minority Ethnic Communities to discuss and raise awareness of issues specific to their needs.

In each of the events listed, the format for the events began with a few short presentations on the Board's community engagement work and the PSNI's Policing with the Community Strategy. These were followed by a question and answer session enabling members in the audience to put their questions to Board Members and the Chief Constable and his senior team.

Work of the Sector Reference Groups

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

To date reference groups have been established for:

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

The Board has been reviewing its work in consultation with the Reference Groups. The Board wishes to ensure that the expertise of the groups is used to the fullest extent by both the Board and the PSNI which will also benefit the local networks supported by the Reference Groups.

Disability Reference Group

One of the key issues the Disability Reference Group is currently looking at is communication difficulties within the criminal justice system. A strategic Advisory Group is currently being established to work with the reference group to explore how best the Board can compliment other work in this field.

Lesbian, Gay, Bisexual and Transgender (LGBT)

The LGBT Reference Group continue to work closely with both the Board and the PSNI. The areas of Equality and Diversity Training for police remain a key issue and the Chair of the Reference Group John O'Doherty from the Rainbow Project has delivered training on LGBT issues to the PSNI.

Last year the Board provided funding for a member of the reference group to go on a study visit to Germany and London to meet with organisations who had extensive experience in carrying out research into homophobic hate crime. As a result of this research further funding was provided from both the Board and the PSNI and the 'Through Our Eyes' survey report was published in June 2009. This was a very significant report with issues being filtered down to a local level through the DPPs.

Older People's Reference Group

There continues to be successful engagement with the Older People's sector. The group have been assisted in identifying key issues of concern to older people such as police visibility, isolation and the fear of crime. The group have continued to meet with the PSNI and in 2010 an event was organised with the Disability Reference Group to look at fraud and distraction burglaries.

Over the last year the Older People's sector has been re-organising in order to streamline services to older people in Northern Ireland and the Board is keen that its engagement reflects these changes.

Against this background the Board have been working with key people in this sector to discuss options on how best the policing concerns of older people can be most effectively heard.

Some of the key organisations involved in this work are the Community Safety Unit (CSU), PSNI, Age Sector Platform and the Older People's Advocate. The Board was part of the working group on the CSU 'Safer Ageing' strategy which was launched on 23 November 2009.

After the launch it was agreed that the working group formed to take this forward had been an effective forum to share information. It was agreed to continue to meet as the 'Safer Ageing Steering Group'. A consultation event in June 2010 will gather views for consideration in the Annual Policing Plan and a conference on older people's issues is scheduled for September 2010.

Women's Reference Group

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

The Group continues to work with representatives from the Women Police Officers Association, Human Resources/Training and Development, Diversity Unit and the PSNI Training College. The PSNI are keen to work with the Reference Group to ensure better delivery of equality and training for women. The Reference Group is eager to work alongside the Board and PSNI to achieve a better service for women and to ensure that the objectives set out in the Office of the First Minister and deputy

First Minister's (OFMDFM) Gender Equality Strategy are applied to policing. It is their ambition to develop this relationship within the coming year as part of the agreed action plan.

The Women's Reference Group met with a number of DPPs (Omagh, Antrim, Castlereagh) during September to October 2009 to discuss the work of the Reference Group in relation to gender issues. Members were keen to share their experience and expertise and provided advice to DPPs on specific issues within their localities. They highlighted issues which they felt DPPs may wish to raise with their local Commanders. As part of the action plan for the coming year, the Women's Reference Group would like to continue networking with DPPs.

Representatives from the Women's Group were also involved in the consultation and debate which informed the Board's Thematic Inquiry on Domestic Abuse.

Minority Ethnic Reference Group

The Minority Ethnic Reference Group is representative of the diversity within the Minority Ethnic Sector. The main issues noted in their action plan were recruitment into PSNI, input into the Policing Plan and PSNI training specifically in relation to Minority Liaison Officers. The group prioritised 2 of these and formed 2 sub groups to explore them in more detail. They have had meetings with PSNI Officers and staff during the year and wish to develop strong working relationships with police to ensure better delivery of the PSNI services to minority ethnic communities. The Board facilitated a workshop between the Minority Ethnic Reference Group and PSNI in relation to the PREVENT/ Act Now Strategy which PSNI proposed delivering to PSNI Officers, Statutory and Voluntary Organisations and communities. The Reference Group presented the PSNI with recommendations which were accepted in full by the PSNI. This developed into a second workshop entitled 'A Better Understanding' attended by representatives from all Reference Groups who again provided recommendations to PSNI for consideration. In addition, the Board organised a workshop for members of all Reference Groups to work with PSNI in relation to a proposed neighbourhood training programme for Sergeants and Constables. After the workshops, Reference Group Members provided the PSNI with recommendations on how the training programme might be improved in respect of the communities they represent. Feedback received from PSNI indicates that many of the recommendations have either, been accepted in full, implemented in stages or partially accepted and the training materials have been adjusted accordingly.

Children and Young People

Work continues within the youth sector where many of the leading youth organisations are working with the Board in the development of engagement between young people and the Board. The Board has formed a Youth Advisory Panel to assist in developing their youth strategy. The Youth Advisory Panel is comprised of representatives from leading youth organisations who will advise the Board on key issues and provide opportunities for further engagement to hear the views of young people in relation to policing.

The Board has nominated a Youth Champion who will attend the OFMDFM Strategic Planning Group which is accountable to the Minister and links into the 10 year Strategy for Children and Young People. The group is comprised of representatives from various statutory and voluntary agencies and they have a responsibility to develop and monitor the action plan for the 10 year Strategy.

Joint DPP, PSNI and Community Problem Solving Initiative

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

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

The project has now been brought to a successful conclusion. A copy of the report is published on the Board website.

Loyalist and Republican/Nationalist Engagement

Over the last year the Board has been meeting with key community people from both Loyalist, Republican/Nationalist communities. The purpose of these meetings is to gain clarification around the needs and issues of these communities and also, to establish ongoing and sustainable communication links. To date, several meetings have taken place with Members of the Board and the PSNI.

Currently the Board have tendered for an outreach resource to continue this work and this will be reported on in the 2010/11 annual report.

Monitoring and supporting the work of DPPs

Monitoring DPP Effectiveness

The Policing Board has a statutory responsibility under Section 3 (3) (d) (iii) of the Police (NI) Act 2000 (amended) to:

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

To satisfy these legislative responsibilities, the Board uses a DPP Effectiveness Framework to assess individual DPP performance throughout the year and also commissions the Northern Ireland Statistics and Research Agency (NISRA) to conduct a biennial DPP Public Consultation Survey, the most recent of which was carried out during early 2010.

Community Engagement Committee's commitment to DPPs

Throughout the year, Members of the Board's Community Engagement Committee (CEC) received reports on issues such as DPP performance, DPP Members' attendance, and DPPs' assessments of PSNI performance against Local Policing Plans. In addition, during the 2009/10 year the Committee instigated a series of informal meetings between CEC Members and clusters of different DPPs. These engagements enabled CEC and DPP Members to have some very useful discussions on a range of important and topical issues, and Committee Members and the DPPs have both found this new initiative very useful.

Monitoring of local PSNI performance by DPPs

One of the key roles of a DPP is to monitor local PSNI performance against targets set out in the Local Policing Plan. To do so, the DPP first consults with the public to identify policing priorities for their area and, when identified, these priorities are provided to the PSNI Area/District Commander for consideration during the development of the Local Policing Plan. Throughout the year the DPP then monitors the extent to which the PSNI meets the targets set out in the Local Policing Plan, and reports progress to the Board.

In October 2009 the Board's Community Engagement Committee considered a 12 month report of DPPs' assessments of PSNI progress against Local Policing Plans. Of the 23 DPPs who provided an annual assessment to the Board, 78% returned either a 'Good' or 'Fair' overall rating of PSNI performance against Local Policing Plans during 2008/09.

DPPs' engagement with members of the general public

Currently a DPP must hold 4 quarterly meetings in public each year at which Members monitor police performance and put questions to the local PSNI Commander. DPPs must also schedule at least 2 Discussion Forums each year to facilitate engagement with the police, and to allow public discussion on issues of concern around policing within the district.

A total of 6,540 members of the public had attended DPP Meetings in Public and Discussion Forums during the 2009/10 year. This is an increase of 62% when compared to the 2008/09 public attendance figure, and shows that members of the general public continue to take an active interest in both DPPs and in policing within their areas.

DPP Members Training

The Board develops a Training and Events programme for DPP Members each year. The programme is based on feedback from DPP Members and Managers which identifies individual training/information requirements in relation to the key areas of DPP work.

During January and February 2010, PSNI Problem Solving (Hydra Minerva Training) was provided for DPP Members in D, E & F Districts. These practical training sessions were held at the PSNI Training Suite and provided Members with an insight into how PSNI plan and prioritise operational issues and included information on Call Management and the SARA (Scanning, Analysis, Response & Assessment) Problem Solving process. Hydra Minerva training sessions are planned during 2010/11 for DPP Members in C and G Districts.

Further training provided by the Board for DPP Members included:

- Guidance on the Independent Members' Performance Appraisal process for DPP Vice-Chairs; and
- Local Policing Plans and Monitoring Police Performance.

Local Initiatives

The Board supported locally arranged district events for DPP Members:

- E District - Consultation with Southern Regional College students; and
- F District - Crime to Punishment Seminar.

DPP Briefings

The Board facilitated a range of briefings on relevant topics for DPP members to provide information and develop understanding on policing and other issues which impact on local policing.

The report from the Board's joint DPP Community Engagement project with the IFI was delivered to DPP Members at 3 regional briefings in June 2009.

In September/October 2009, 2 regional 'Knowledge Sharing' briefings were facilitated by PSNI and examples of DPPs local partnership working were showcased. Neighbourhood Policing Teams presented examples of how they are developing and building relationships within local communities.

DPP Consultation Events

The Board organised regional meetings for PSNI to consult DPP Members on the PSNI Quality of Service Programme.

The Board also assisted the PSNI by enlisting DPP Members for a consultation forum on their service delivery programme. This forum met on 3 occasions up to March 2010 and will continue to meet until June 2010.

DPP Managers Training

The Board provided financial support to a number of DPP Managers who undertook training courses in line with their personal development plans.

The Board also provided the following training opportunities for DPP Managers:

- Assembly Question Training; and
- Managing in a Political Environment.

DPP Managers Meetings

The Board facilitated DPP Managers' meetings in May/October 2009 and February 2010. These general meetings provide an opportunity for the Board to update Managers on current issues and to clarify matters which the Managers may raise.

Consultation

The Board also facilitated 2 consultation opportunities for DPP Managers on Future Partnership Arrangements for DPPs and CSPs.

DPP Annual Conference

The Board hosted the second annual DPP conference in November 2009 in Newcastle, Co Down. This was a half-day conference themed on 'Partnership Working' and was attended by over 200 delegates from DPPs, Community Safety Partnerships, PSNI, Council officials, representatives from Criminal Justice agencies and Joint Policing Committees from the Republic of Ireland.

The aim of the conference was to examine and consider the role of DPPs in giving the public a greater say about how their communities are policed and how partnership working can deliver real results in local areas.

Chief Constable Matt Baggott attended this, his first DPP conference and his contribution focused on 'Personal Policing in the Community'. Joe Tuke, Director of the Neighbourhood Crime and Justice Group at the Home Office, addressed the conference on 'Engaging Communities in Fighting Crime' and former Police Chief and Oversight Commissioner Bob Lunney brought an international perspective to the panel setting out his personal experience of what works in relation to police service delivery, engagement and partnership working.

Alex Maskey, Chair of the Board's Community Engagement Committee told delegates that the conference was an important opportunity for all those involved in policing and community safety to come together and share ideas on effective partnership working. A special Conference edition of DPP News contains further detail on contributions and is published on the Board's website.

DPP Chairs' and Vice-Chairs' Forum

In March 2010, the Board held the DPP Chairs' and Vice Chairs' Forum in Ballymena. The forum provided the opportunity for Chairs and Vice Chairs to meet with senior police officers and to discuss matters relating to the work of DPPs and policing in general. The Chief Constable provided an update on policing issues recognising the vital contribution that DPPs make in encouraging their local communities to co-operate with the police to prevent crime. An open discussion provided delegates with the opportunity to put questions to the Chief Constable.

Policing Board Members' Support to DPPs

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

Monitoring Local PSNI Performance by DPPs

One of the key statutory duties of each DPP is to monitor local police performance against the Local Policing Plan. The main way that a DPP does this is through the quarterly PSNI Area Commander's Reports, which contain quantitative and qualitative information. During 2009/10, the Policing Board's statisticians (who are on long term loan from the Northern Ireland Statistics and Research Agency - NISRA) revised the layout of these reports, in consultation with DPPs and the PSNI's Operational Support Department and PSNI Area representatives from Urban and Rural regions. The Board's statisticians also continued to provide statistical advice and support to DPPs in analysing and interpreting these reports. This included delivering training to DPPs throughout Northern Ireland on their monitoring role and issuing all DPPs with monitoring guidelines. Such activities have helped DPPs monitor local police performance more effectively.

Public consultation undertaken by DPPs

In addition to the biennial DPP Public Consultation Survey, DPPs also conducted their own, smaller scale, public consultation exercises during 2009/10. The Policing Board's statisticians provided methodological and analytical advice and support to DPPs to enable them to carry out their statutory role of public consultation.

Neighbourhood Watch

The Board and its partner agencies, the Community Safety Unit (CSU) and PSNI's Community Safety Branch, continued to support the development and maintenance of Neighbourhood Watch by providing funding for initiatives delivered at local level by DPPs working in partnership with CSPs and PSNI. There are currently over 500 Neighbourhood Watch Schemes throughout all council areas in Northern Ireland.

The Board, CSU and PSNI hosted a Capacity Building Seminar for Neighbourhood Watch Co-ordinators in November 2009. This event was attended by more than 160 Co-ordinators and over 90% reported that this was one of the most enjoyable training sessions they had attended in relation to Neighbourhood Watch.

Finding out what the community thinks about policing

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 Board conducts a programme of consultation and research activities involving the general public and a range of groups and organisations.

Much of this work is carried out through statistical surveys and research. Most of the Policing Board's statistical surveys are conducted independently by NISRA's Central Survey Unit. During 2009/10, the Policing Board also engaged in consultation work with the PSNI.

Omnibus Surveys

The Board commissions modules in NISRA's Omnibus Survey twice a year (in April and September) to monitor targets contained in the Annual Policing Plan. The results also help the Board meet its statutory requirement under Section 3 (3) (d) (ii) of the Police (NI) Act 2000 to "assess the level of public satisfaction with the performance of the police and of district policing partnerships." Results from the 2 most recent Omnibus Surveys in April and September 2009, as well as results from previous surveys, are available on the Board's website: www.nipolicingboard.org.uk

The April and September 2009 surveys monitored 3 targets in the 2009-2012 Policing Plan: (i) to increase the percentage of people who say they feel safe in their local community, (ii) 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, and (iii) to increase the percentage of people who think that the police are doing a good job in their area. The results are shown in the achievement of targets table in the Overseeing Policing and Ensuring Accountability section of this annual report on page 58.

Awareness, perceptions of and satisfaction with the work of the Policing Board

In September 2009, 6 out of 7 respondents (87%) had heard of the Policing Board, compared with 86% in April 2009. Three quarters of respondents (75%) who had heard of the Board correctly thought it was made up of a mix of politicians and independently appointed members, compared with 72% in April 2009.

In September 2009, two thirds of respondents who had heard of the Policing Board (67%) thought that the Board helps ensure that the PSNI do a good job, compared with 71% in April 2009. Almost three quarters of respondents who had heard of the Policing Board (73%) correctly thought that the Board is independent of the police, compared with 75% in April 2009.

In September 2009, 4 out of 5 respondents who had heard of the Policing Board (82%) correctly thought that the primary role of the Board is to oversee policing and hold the Chief Constable and the PSNI publicly to account, the same finding as in April 2009. In September 2009, 4 out of 5 respondents who had heard of the Policing Board (81%) thought that the Board was working at least adequately, compared with 83% in April 2009. Over one third (37%) of these thought that the Board was working well/very well (40% in April 2009).

Public satisfaction with DPPs

The findings in relation to DPPs from the Policing Board module in the latest Northern Ireland wide Omnibus Surveys (conducted by NISRA's Central Survey Unit) are shown below. Copies of the full results are available on the Board's website: www.nipolicingboard.org.uk

Knowledge of and confidence in DPPs

In September 2009, three fifths of respondents (62%) had heard of DPPs, compared to 60% in April 2009. Of those respondents who had heard of DPPs in September 2009:

- over 7 out of 10 (72%) had some, a lot or total confidence that DPPs will help address local policing problems, compared with 74% in April 2009;
- over half (54%) said they were prepared to contact their local DPP regarding local policing issues, the same finding as in April 2009; and
- almost one third (32%) believed that their local DPP has helped to improve policing in their local area, compared with 33% in April 2009.

2010 DPP Public Consultation Survey

In February 2010, the Board commissioned NISRA's Central Survey Unit to conduct the fifth DPP Public Consultation Survey. (Previous surveys were conducted in June 2003, May 2004, May 2006 and February 2008). This postal survey was sent to 74,000 households across Northern Ireland (1 in 10 of all households).

The survey questions covered attitudes to policing issues and priorities, police resourcing, satisfaction with local policing and knowledge/awareness of DPPs. The Board and DPPs will use the results to identify Northern Ireland wide and local policing priorities for the 2011-2014 Policing Plan and 2011/12 Local Policing Plans. Results from this survey will be published on the Board's website in late summer 2010.

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

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

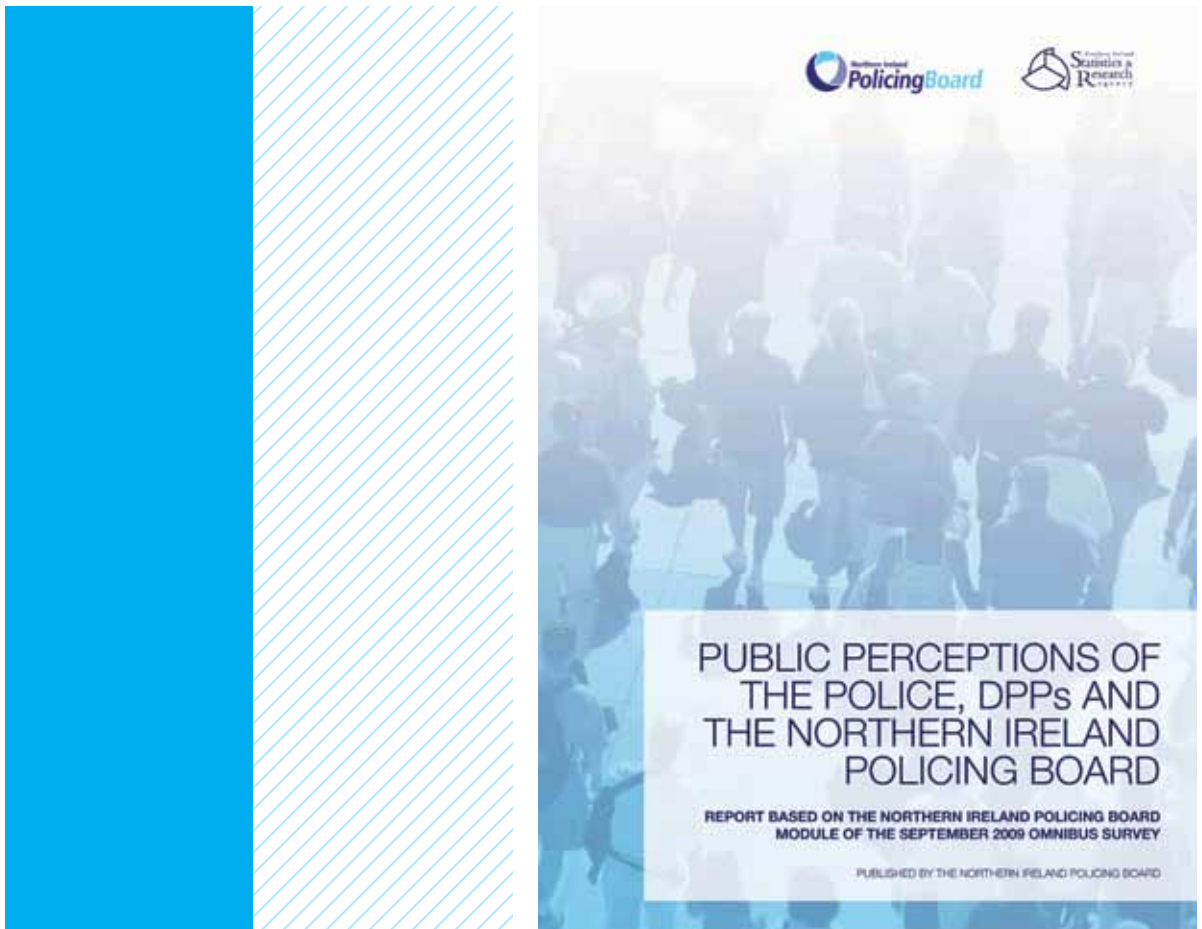
- First contact - making contact with the police;
- Police actions to deal with the incident;
- Follow up - being kept informed;
- Treatment by police staff, and
- The whole experience - overall service.

10,583 questionnaires were posted to a random sample of victims/users from the above categories, who had been either victims of crime or involved in a road traffic collision between 1 April 2008 and 31 March 2009. A total of 2,062 questionnaires were returned (19.5%) and the key findings showed that:

- Four-fifths of respondents (79%) indicated that they were satisfied with the overall service provided by the police, similar to the 2007/08 finding of 80%.
- Most respondents (87%) stated that they were satisfied with the ease of contacting someone who could assist them, a statistically significant decrease from 90% in 2007/08.
- Overall, 81% of respondents were satisfied with the time it took for the police to arrive, a statistically significant decrease from 85% in 2007/08.

- Three-quarters of respondents (74%) stated that they were satisfied with the actions taken by police, similar to the 2007/08 finding of 76%.
- 69% of respondents were satisfied with how well they were kept informed of progress, similar to the 2007/08 finding of 70%.
- Most respondents (86%) stated that they were satisfied with the way they were treated by the police officers and staff that dealt with them, similar to the 2007/08 finding of 88%.

The 2008/09 results were published in October 2009 and are available on the Policing Board's website: www.nipolicingboard.org.uk



Overseeing policing and ensuring accountability

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

Each year the Board is responsible for setting the objectives, targets and performance indicators for policing in the Annual Policing Plan as required by the Police (NI) Act 2000 and the Police (NI) Act 2003 and monitoring progress against the Plan.

This section reports on police performance against the targets contained in the 2009-2012 Policing Plan.

The Policing Plan provides a framework within which the PSNI operates, and a mechanism by which the PSNI can be held to account for performance through the Board to the Northern Ireland community. The Plan is prepared by the Chief Constable, agreed by the Board and endorsed by the Secretary of State (the Minister of Justice post devolution). The Plan sets out specific annual targets and performance indicators for the PSNI and takes a strategic view of policing in Northern Ireland over the next 3 years.

Setting Policing Objectives

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

As well as consulting with DPPs, the Board takes account of a wide range of additional information when determining policing priorities for the Plan. Each year the Board and the PSNI hold a joint Strategy Event in order to agree the policing priorities for the coming year. At this event, Board Members and the PSNI consider inputs such as



the Secretary of State's long term objectives for policing, PSNI and Board strategic issues, the views of the public obtained through surveys, Public Service Agreement targets, National Audit Office Recommendations, PSNI performance information, and representations made to the Board including feedback from the Board's Community Engagement activities.

The 2009-2012 Plan contained 4 objectives with performance indicators and targets set in the context of:

- Safety in the community;
- Confidence in policing;
- Policing with the community; and
- Effectiveness and efficiency.

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

Monitoring and Reporting

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

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

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

Police Performance 1 April 2009-31 March 2010

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

The following table sets out PSNI performance against targets contained in Part 2 of the 2009-2012 Policing Plan.

Performance against 2009-2012 Policing Plan targets

| OBJECTIVE 1: In partnership with the community and other agencies, to make communities and neighbourhoods safe and feel safer | | | | |
|---|--|--|---------|------------------|
| Target | | Performance | | Target Achieved? |
| 1.1.1 | To ensure that by 2010/11 there are fewer than 100,000 crimes recorded (service level reduction of 4.6% by end 2009/10). | 2008/09 - 110,094 2009/10 - 109,139 (-0.9% decrease) | | No |
| 1.2.1 | To reduce the level of more serious violent crime. | 2008/09 - 2,001 2009/10 - 2,367 (+18.3% increase) | | No |
| 1.3.1 | To ensure by 2010/11 there are fewer than 6,000 domestic burglaries recorded (service level reduction of 9.2% by end 2009/10). | 2008/09 - 7,351 2009/10 - 7,270 (-1.1% decrease) | | No |
| 1.4.1 | To increase the number of drug supply crime gangs: | 2008/09 | 2009/10 | Yes |
| | Frustrated | 41 | 70 | |
| | Disrupted | 17 | 25 | |
| | Dismantled | 5 | 7 | |
| 1.5.1 | To reduce the number of incidents of anti-social behaviour to ensure a 15% reduction by 31/03/11 (service level reduction of 1.6% by end 2009/10). | 2008/09 - 87,159 2009/10 - 82,088 (-5.8% decrease) | | Yes |
| 1.6.1 | To ensure by 2010/11 there are fewer than 27,000 crimes of criminal damage recorded (service level reduction of 2.5% by end 2009/10). | 2008/09 - 28,421 2009/10 - 26,450 (-6.9% decrease) | | Yes |
| 1.7.1 | To contribute to reducing the number of people killed or seriously injured on the road. | 2008/09 - 1,104 2009/10 - 1,096 | | Yes |
| 1.7.2 | To contribute to reducing the number of children killed or seriously injured on the road. | 2008/09 - 102 2009/10 - 110 | | No |
| 1.8.1 | To increase the percentage of people who say they feel safe. | 88% - Apr 2009 88% - Sep 2009 (Target 93%) | | No |

| OBJECTIVE 2: To continue to build, broaden and sustain confidence in the police | | | |
|---|--|--|------------------|
| | Target | Performance | Target Achieved? |
| 2.1.1 | To increase the percentage of people who are confident in the police service's ability to provide an ordinary, day-to-day policing service for all the people of Northern Ireland. | 87% - Apr 2009 80% - Sep 2009 (Target 86%) | No |
| 2.2.1 | To increase the percentage of crime victims satisfied that they have been kept informed regarding their case. | In 2009/10, the PSNI & Policing Board agreed that the Quality of Service Survey of Victims would not be conducted. However, the new Chief Constable will re-introduce a more timely series of service wide victim surveys with the aim of monitoring the service they experience and gathering their views on any improvements that could be made. This will better inform local Police Commanders about the service they are providing and will enable them to identify and address any areas of concern. | Not Applicable |
| 2.3.1 | To increase the percentage of people who think that the police are doing a good job in their area. | 64% - Apr 2009 56% - Sep 2009 (Target 62%) | No |
| 2.4.1 | To increase the clearance rate by 3% points. | 2008/09 - 23.0% 2009/10 - 25.8% (+2.8% point increase) | No |
| 2.4.2 | To increase the clearance rate for racist crimes. | 2008/09 - 12.5% 2009/10 - 16.2% (+3.7% point increase) | Yes |
| 2.4.3 | To increase the clearance rate for homophobic crimes. | 2008/09 - 21.6% 2009/10 - 18.8% (-2.8% point decrease) | No |
| 2.4.4 | To increase the clearance rate for sectarian crimes. | 2008/09 - 15.2% 2009/10 - 16.9% (+1.7% point increase) | Yes |
| 2.5.1 | To achieve the National Minimum Standard of 90% of emergency (999) calls answered within 10 seconds. | 89.7% | No |
| 2.5.2 | To achieve the National Minimum Standard of 90% of non-emergency calls answered within 30 seconds. | 90.4% | Yes |

| OBJECTIVE 3: To ensure that Policing with the Community is at the core of delivery of the policing service | | | |
|---|---|--|-------------------------|
| Target | | Performance | Target Achieved? |
| 3.1.1 | To refresh the Policing with the Community Strategy by 30 June 2009 and publish by 30 September 2009. | The Strategy was not published by 30 September 2009. | No |
| 3.1.2 | Chief Officers and Heads of Department to report six monthly to the Policing Board on progress in each of the five key areas. | Reports were provided by Chief Officers and Heads of Department. | Yes |
| 3.1.3 | To ensure that Neighbourhood Officers work at least 80% of their duty hours on neighbourhood policing duties. | 87.8% | Yes |

| OBJECTIVE 4: To improve effectiveness and efficiency | | | |
|---|---|------------------------------------|-------------------------|
| Target | | Performance | Target Achieved? |
| 4.1.1 | To reduce the average sickness levels to 5 days for police officers and police staff by March 2010. | Officers – 8.19 days | No |
| | | Staff – 9.21 days | |
| 4.2.1 | To increase the percentage of custody cases processed within administrative time limits. | 2008/09 – 85.5% 2009/10 – 85.7% | Yes |
| 4.2.2 | To increase the percentage of bail cases processed within administrative time limits. | 2008/09 – 89.8% 2009/10 – 88.2% | No |
| 4.2.3 | To process 80% of indictable reported cases within administrative time limits. | 67.4% | No |
| 4.2.4 | To process 70% of summary reported cases within administrative time limits. | 67% | No |

Outcomes

The table demonstrates that 10 of the remaining 25 targets (40%) were achieved, however there were some positive outcomes:

- An increase in the number of drug supply crime gangs frustrated, disrupted or dismantled;
- The 5.8% decrease in the number of incidents of anti-social behaviour;
- The 6.9% decrease in the number of crimes of criminal damage recorded;
- A reduction in the number of people killed or seriously injured on the road; and
- The increase in clearance rates for racist and sectarian crimes.

There are a number of areas for concern in the 15 targets which were not achieved:

- The Policing with the Community Strategy was not published by 30 September 2009;
- The 18.3% increase in more serious violent crime;
- The increase in the number of children killed or seriously injured on the road;
- A reduction in the percentage of people who:
 - Feel safe;
 - Are confident in the police service's ability to provide an ordinary, day-to-day policing service for all the people of Northern Ireland; and
 - Think that the police are doing a good job in their area.
- The overall clearance rate and clearance rate for homophobic crime; and
- Sickness levels for Police Officers and Police Staff.

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

Overseeing policing and ensuring accountability

This section reports on how the Board delivers its oversight responsibilities in a number of key areas and in scrutinising how the police meet human rights responsibilities.

Oversight of Outstanding Patten Recommendations

The Board assumed responsibility for overseeing implementation by PSNI of the 32 Patten recommendations identified as outstanding in the Oversight Commissioner's final report of May 2007. To assist the Board in taking this important work forward a specialist adviser was appointed to review the 32 outstanding recommendations. A first report was presented to the Corporate Policy, Planning and Performance Committee in June 2008 and was considered by the Board in July 2008. A second report, presented to the Corporate Policy, Planning and Performance Committee in June 2009, noted that 16 outstanding recommendations could be signed off as implemented, substantial progress had been made on a further 5, and 10 recommendations had not progressed significantly since the Oversight Commissioner's final report in 2007. Recommendation 65 (a routinely unarmed police force) was considered complete by the Oversight Commissioner but it requires ongoing assessment by the PSNI and the Board. However, for the purposes of the specialist adviser's report this recommendation was considered to be unique and is not included in the list of outstanding recommendations.

The Corporate Policy, Planning and Performance Committee continues to monitor the PSNI's implementation of the 15 outstanding recommendations and will consider a third and final report by the specialist adviser in June 2010.

Criminal Justice Inspection Northern Ireland (CJINI)

During 2009/10, the Board has continued to closely monitor any published CJINI inspection reports or follow-up reports which are directly or indirectly relevant to the PSNI. The Board uses the monitoring of CJINI reports and the implementation of recommendations as one method for helping to secure economy, efficiency and effectiveness and in how the PSNI discharges its duties.

Typically the Corporate Policy, Planning and Performance Committee considers CJINI Reports and recommendations on behalf of the Board with any reports or issues of particular relevance to other Board sub-committees being delegated as appropriate. The relevant CJINI reports published in 2009/10 which were considered were Policing with the Community (April and November 2009), the Impact of S75 of the Northern Ireland Act 1998 on the Criminal Justice System, (June 2009) and Police Custody (June 2009). In addition, a number of follow-up reports on the progress towards implementing recommendations were also considered by Board Committees. A Memorandum of Understanding is now in operation between CJINI and the Board to ensure that the necessary co-operation and collaboration exists to all the statutory roles of both organisations to be respected. This co-ordination has worked well during the year and the Board hopes for further positive engagement with CJINI in the coming year.

Delivery against a Human Rights Programme of Work

A Programme of Work for the Human Rights and Professional Standards Committee was developed for the period 1 April 2009 to 31 March 2010 and has now been completed.

The Programme of Work assisted the Committee in taking forward themes linked to the Human Rights Annual Report 2008. Through the Programme, the Committee was able to centre its attention on engaging with communities to a greater extent than ever before. Prior to each meeting stakeholders were invited to submit evidence to the Committee on a particular theme relevant to the Committee's monitoring of the PSNI. As such, consideration of the submissions received from stakeholders enabled the Committee to use this feedback to hold the PSNI to account. This approach presented an opportunity for the wider community to assist the Committee in its monitoring role, by providing the evidence base against which the performance and behaviours of the PSNI can be judged and assessed.

The Programme of Work also enables the Committee to work in collaboration with key partners on a number of important projects, for example, the Committee, in conjunction with the Community Engagement Committee, agreed to jointly fund a multi agency workshop organised by the National Society for the Prevention of Cruelty to Children (NSPCC). The purpose of the workshop was to consider multi agency support for Traveller children witnessing domestic violence. The Committee also collaborated with Public Achievement, a youth focused civic education organisation, to carry out research and produce a short film engaging the views of children and young people on the issue of policing. This work will be considered by the Board's Human Rights Advisor as part of the ongoing thematic inquiry into the views of children and young people on policing.

It was recognised during the 2008/09 Internal Audit Review that the Human Rights and Professional Standards Committee had achieved all 8 of the targets set out for it in the Board's Corporate Business Plan for 2008/09; that the attendance of Members at Committee meetings during the year was higher than the average across the Board as a whole; that Committee meetings were held regularly; and that the Committee played an effective role in the delivery of major strategies for policing. Whilst this was noteworthy, in order to further develop and improve its operation, the Committee sought an independent assessment of its effectiveness. The outcome of that Best Practice Review assessed the effectiveness of the Committee as satisfactory with the external consultants noting in their concluding remarks that they "had not identified a committee within any organisation which meets the highest standards ... and that the Human Rights and Professional Standards Committee would be in the upper quartile in [their] experience." The key recommendations of the Best Practice Review have been adopted and will continue to be taken forward in agreement with the Committee and a follow up review will be completed during 2010 to assess further progress.

Monitoring Trends and Patterns in Police Complaints

Established under the Police (NI) Act 1998, the Office of the Police Ombudsman for Northern Ireland provides an independent and impartial police complaints system for members of the public and the PSNI. The Police (NI) Act 2000 requires the Board to keep informed as to the workings of the PSNI complaints and disciplinary proceedings, and to monitor any trends and patterns emerging. This work is taken forward through the Human Rights and Professional Standards Committee.

The work of the Committee in monitoring public complaints was, as with previous years, reported on in the Human Rights Annual Report 2009. During this reporting period the Board met with the Police Ombudsman to discuss a range of issues including the Police Ombudsman's Annual Report, trends in the number and categories of complaint against police officers, average times for the resolution of complaints, the resolution of complaints at a local level, powers to compel retired officers to co-operate with investigations, and the role of the Police Ombudsman in dealing with historical cases.

The Committee also met with the Ombudsman during the reporting period in the context of its role to keep informed about the working of Part VII of the Police (NI) Act 1998. Informal meetings have also taken place between officials from our respective offices as has been normal practice for a number of years. At the meetings issues such as local resolution and mediation projects either recently completed or being currently undertaken by the Police Ombudsman's Office were discussed. Members use the analysis of statistics on trends and patterns in complaints and the discussions with the Ombudsman's office as a basis for challenge in meetings with PSNI Professional Standards Department.

The Oversight Commissioner commented in his final report in 2007 that a human rights culture within the police service is demonstrated by the quality of the interactions between police and public. This is best measured by an assessment of the formal police complaint process, PSNI internal disciplinary mechanisms and also the daily, routine contacts between the PSNI and the public. To that end, and in discharging the Board's statutory duty to monitor complaints, both the Human Rights and Professional Standards Committee and the Board will continue to engage with the Police Ombudsman and the PSNI and monitor the public complaints process in the upcoming year.

Professional Standards in Policing

As previously stated, the Board's statutory duty to keep itself informed as to the workings of Part VII of the Police (NI) Act 1998, police complaints and disciplinary proceedings, and to monitor any trends and patterns emerging, is progressed through the Human Rights and Professional Standards Committee. The Committee, in addition to monitoring complaints made by members of the public to the Police Ombudsman, also monitor civil and criminal proceedings against the police service, suspended officers and the outcome of internal disciplinary procedures to ensure that lessons are learned and that best practice is promoted. During the reporting period the Committee met with the Deputy Chief Constable and with senior officers from the PSNI Professional Standards Department to discuss these issues. The Committee will continue to meet with the Deputy Chief Constable in the upcoming year. The Committee also intends to gain a better understanding of how the PSNI promotes best practice and manages its obligations under Part VII of the 1998 Act. In order to achieve this, a Board official will take part in a 5 day study visit to the Professional Standards Department.

Taylor Reforms

The Taylor Review, published in 2005, recommended a new disciplinary procedure and a review of the unsatisfactory performance procedures in England and Wales. The proposals for reform contained in the review were adopted by police services in England and Wales and detailed legislation setting out the new arrangements came into force in December 2008. PSNI aims to introduce these proposals within the next 2-3 years. One of the key points to emerge from the review in England and Wales was the need to shift the emphasis and culture in police misconduct and unsatisfactory performance matters from blame and punishment towards a focus on development and improvement.

Any proposed new system must be appropriate for Northern Ireland, taking particular account of the unique complaints structure where the Police Ombudsman is responsible for the public police complaints system. Given its role in keeping itself informed about police disciplinary proceedings, the Human Rights and Professional Standards Committee will maintain a close interest, through Board officials attendance at stakeholder meetings, as this project progresses. The Committee will discuss PSNI progress with the proposed Taylor reforms through meetings with the Deputy Chief Constable twice yearly.

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

The Board, as part of its oversight role, has a statutory duty through the Police (NI) Act 2000 to monitor the performance of the PSNI in complying with the Human Rights Act 1998. In order to fulfil this statutory duty the Board appointed Human Rights Advisors in 2003 to develop a Human Rights Monitoring Framework setting out the key areas of police work to be examined. This framework now includes 15 key areas covering themes such as policy; training; complaints and discipline; victims; PSNI use of force; children and young people; and policing with the community.

The PSNI is monitored in each of the 15 key areas throughout the year by the Human Rights and Professional Standards Committee who, assisted by the Board's Human Rights Advisor, report on their findings annually in the Human Rights Annual Report. Since 2005, the PSNI have implemented 155 recommendations contained within the Human Rights Annual Reports in full. The Board's fifth Human Rights Annual Report was launched in Parliament Buildings on 21 January 2010 and made 20 new recommendations, with only 2 recommendations from previous years remaining outstanding. The implementation record of the PSNI to date is impressive and demonstrates their commitment to achieving the vision first detailed in the Patten reforms in 1999.

The Board is always open to new initiatives to enhance public confidence in policing. Of particular note was the publication in March 2009 of a thematic inquiry, led by the Human Rights and Professional Standards Committee, which examined the PSNI's approach to tackling domestic abuse and in doing so its compliance with the Human Rights Act. This inquiry was the first of its kind undertaken by the Board. The purpose of a thematic inquiry is to provide focused scrutiny on a specific area of police work and to provide an opportunity for greater engagement with a wide range of stakeholders. Domestic abuse was chosen as the focus for the first inquiry as the Board recognises the extent of the problem in Northern Ireland and the devastating effect it has on victims, children and other family members. The report made a number of key recommendations for the PSNI and, together with the Board's Human Rights Advisor, the Human Rights and Professional Standards Committee monitors the implementation of these recommendations.

Due to the success of the domestic abuse thematic, the Human Rights and Professional Standards Committee has committed to conduct 2 further thematic inquiries which will be published during 2010: the first will examine policing with respect to children and young people; and the second will consider the policing of the Lesbian, Gay, Bisexual and Transgender community in Northern Ireland. The Committee is also carrying out a short but detailed review of the PSNI's use of powers to stop and search and stop and question under the Terrorism Act 2000 and the Justice and Security (NI) Act 2007. It is anticipated that over time the thematic inquiry will become a significant element of the Board's human rights monitoring framework and will compliment the continuous monitoring process which is reported on in the Human Rights Annual Report.

Copies of the Human Rights Annual Reports, the thematic inquiry on domestic abuse, and the terms of reference for the thematic inquiry on policing with children and young people are available on the Board's website. The terms of reference for the review of stop and search powers are also available on the Board's website.

Taser

In November 2008 the Board was named as a co-respondent with the PSNI in a judicial review against the Chief Constable's decision to introduce Taser to the PSNI. The outcome of the judicial review is still awaited. The Board, through the Human Rights and Professional Standards Committee, monitors Taser policy and use on an ongoing basis and will continue to work with interested parties to address their concerns.

Organised Crime

The impact of Organised Crime on communities in Northern Ireland, and how the police tackle it, in conjunction with other agencies, is an important area of monitoring work carried out by the Board. Under Part 3 of the Policing Plan 2009-2012, ACC Criminal Justice reports to the Board every 6 months on PSNI's progress in working in partnership with other agencies to tackle Organised Crime in line with the 5 principles of Policing with the Community which are: service delivery; partnership; problem solving; empowerment; and accountability. The 6 monthly reports for the 2009/10 period were considered by the Corporate Policy, Planning and Performance Committee at its meetings in September 2009 and March 2010.

The Committee also met with the following key law enforcement agencies during the reporting year to discuss their work in Northern Ireland aimed at reducing organised crime: the Serious Organised Crime Agency; Her Majesty's Revenue and Customs; and the UK Border Agency.

The Organised Crime Task Force (OCTF) was established in 2000 and is a forum which brings government, law enforcement and a range of agencies together to set priorities for tackling organised crime in Northern Ireland. The OCTF Stakeholders Group meets quarterly to advise on and monitor progress in achieving cross cutting objectives to combat Organised Crime in Northern Ireland. Three Members of the Board sit on the Group and report back to the Board on any relevant issues as they arise. The Rt Hon Paul Goggins MP, then Chair of the OCTF, attended the Corporate Policy, Planning and Performance Committee in October 2009 and briefed Members on the work of the OCTF.

National Security

Responsibility for national security intelligence work was transferred from the PSNI to the Security Service in 2007. However, whilst the Security Service provide the strategic direction for national security, the PSNI's contribution to countering terrorism remains absolutely central. In all circumstances, including where the interest is national security related, it is the role of the PSNI to mount executive policing operations, make arrests and take forward prosecutions under the direction of the Public Prosecution Service.

Annex E to the St. Andrew's Agreement states that the Security Service will participate in briefings to closed sessions of the Policing Board to provide appropriate intelligence background about national security related policing operations. This is to ensure the Chief Constable can be fully accountable for the PSNI's policing operations.

During the reporting period the Director of the Security Service in Northern Ireland has met separately with the Chairman of the Board and with the Board's Human Rights Advisor. The Human Rights Advisor also met with senior officers within PSNI Crime Operations Department to discuss the working arrangements between the PSNI and the Security Service.

In accordance with Annex E to the St. Andrew's Agreement, the Board's Human Rights Advisor was granted access to the relevant protocols that underpin the principles within which the PSNI must operate as regards national security. These documents have been examined and commented upon by the Board's Human Rights Advisors in previous years, and in the upcoming year a further review of the protocols will be carried out to ensure that there has been no diminution of the PSNI's ability to comply with the Human Rights Act 1998.

Police Ombudsman's report on the circumstances surrounding the murder of Raymond McCord (Jnr)

The statement by the Police Ombudsman for Northern Ireland on the investigation into the circumstances surrounding the murder of Raymond McCord Junior and related matters (the Operation Ballast Report) was published on 22 January 2007. It contained 20 recommendations, 17 of which were directed to the PSNI. Recommendation 20 of the Report required the Board to establish a mechanism to review the PSNI response to the recommendations. The Board accepted this responsibility and since 2007 its Human Rights Advisors have examined, validated and reported on the implementation of the recommendations.

During 2009, the Board's Human Rights Advisor continued to oversee the implementation of the outstanding recommendations by the PSNI. This involved meeting with senior officers in PSNI Crime Operations Department, trainers in PSNI Special Operations Branch, the Director and the Senior Investigating Officer of the Historical Enquiries Team (HET) and the Director General of the Prison Service. Reports and other relevant documentation provided by PSNI and the HET were also considered. Subsequently, the Board's Human Rights Advisor reported on the implementation of the recommendations in chapter 9 of the Board's Human Rights Annual Report 2009. The report reflected that of the 17 recommendations made, 13 have been implemented in full with the remaining 4 being implemented in part.

In December 2009 the Chief Constable announced his intention to transfer the investigation of those deaths highlighted by the Operation Ballast Report (now known as the Operation Stafford investigation) from the HET to PSNI Crime Operations. Following this announcement, the Board's Human Rights Advisor provided advice to the Board on whether the new arrangements complied with the right to life under Article 2 of the European Convention on Human Rights. Whilst it is the Chief Constable alone who is tasked with making operational decisions, such as the decision to transfer Operation Stafford, the Board is legally obligated to monitor the implications such an operational decision has on PSNI compliance with the Human Rights Act.

On 23 March 2010 Members met with the Chief Constable to discuss the new structural arrangements for the Operation Stafford investigation. Members also met with senior officials from the Police Ombudsman's office and with the families of victims affected by Operation Stafford to discuss issues arising from the Chief Constable's decision. The Board's consideration of these issues is ongoing.

Response to Government Consultation

The Board keeps itself informed as to current developments in the criminal justice system and, where appropriate, responds to consultations on issues that fall within the Board's remit of securing an effective, efficient and human rights compliant police service.

DNA

In the case of *S and Marper v United Kingdom* [2008], the European Court of Human Rights (ECtHR) found that the blanket policy in England and Wales, mirrored in Northern Ireland, of retaining indefinitely the DNA of all people who have been arrested but not convicted was in breach of Article 8 (Right to respect for private and family life) of the European Convention on Human Rights. In response to this judgment the UK Government published a consultation paper in May 2009, *Keeping the Right People on the DNA Database*, in which they set out a new retention policy in respect of DNA samples, profiles and fingerprints.

At 30 July 2009 Corporate Policy, Planning and Performance Committee meeting, Members agreed the Board's response to the consultation, which was prepared by the Board's Human Rights Advisor. The response received Board approval and was issued on 6 August 2009. The response acknowledged that the Government's revised DNA retention strategy makes some progress towards complying with the Marper judgment

but was critical that the strategy did not go far enough. The Board believed the ECtHR would be particularly critical of the strategy in respect of children. Furthermore, the Board's response stated that the blanket retention of the profiles of innocent people for 6 years fails to give proper recognition to the principle of innocence until proven guilty. It does not address the ECtHR's concerns regarding the risk of stigmatisation of innocent people.

PACE Consultation

In 2009 the Government launched a consultation paper in relation to proposals to amend the Police and Criminal Evidence (NI) Order 1989 (PACE). The purpose of the proposals was to "further develop policing powers to meet the needs and expectations of the criminal justice system in the 21st century". A response to the consultation, prepared by the Board's Human Rights Advisor, was considered by the Human Rights and Professional Standards Committee at its meeting on 10 June 2009 and by the Board at its meeting on 2 July 2009. Following further deliberation by a sub-group of Members formed specially to consider the issues, a Board response was agreed and submitted in August 2009. Significant issues covered by the response included power of entry; seizure and removal of vehicles; search warrants; entry to search where no arrest; entry to search for missing persons; authorisation of extension to detention; and post-charge questioning.

Research on the transfer of Policing and Justice powers to the Northern Ireland Assembly

In preparation for the devolution of policing and justice to the Northern Ireland Assembly on 12 April 2010, a research project was undertaken to assess the potential impacts of devolution on the Board. The study comprised of qualitative interviews with key groups and a review of literature into the impacts of devolution on policing in Scotland, where policing and justice powers were included in the devolution package of 1999. The terms of reference for the study were to assess the impact of devolution on other Non-Departmental Public Bodies and Criminal Justice Agencies in order to assess the likely impact on the work of the Northern Ireland Policing Board; to assess the potential impact of a Justice Committee on the work of the Northern Ireland Policing Board; and to examine the impacts of devolution on policing in Scotland.

As part of the study, a total of 33 interviews were completed with non-departmental public bodies and agencies; criminal justice agencies; officials of the Board; and Members of the Board. The report has been completed and distributed to senior management within the Board for consideration.

Complaints against the Northern Ireland Policing Board

The Human Rights and Professional Standards Committee, in addition to its other roles, is responsible for considering complaints in respect of services provided by the Board. The Committee must consider whether any action needs to be taken and advises the Corporate Policy, Planning and Performance Committee accordingly. If action is to be taken, the Corporate Policy, Planning and Performance Committee are responsible for taking this forward. During the period 1 April 2009 to 31 March 2010 no complaints against the Board were received.

The Independent Custody Visiting Scheme

Independent Custody Visitors are volunteers from the local community who make unannounced visits to police custody suites. The purpose of these visits is to observe, comment on and report to the Board on the rights, health and wellbeing of people being held in custody, together with the general condition of the custody suite in line with Code C of the Police and Criminal Evidence (NI) Order 1989 (PACE). This also includes visits to detained terrorist suspects held under the Terrorism Act 2000. The role of Custody Visitors is statutory and is set out in Section 73 of the Police (NI) Act 2000.

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

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

During 2009/10 Custody Visitors made a total of 1066 visits to custody suites throughout Northern Ireland. Of these, 1025 visits were considered to be valid with 41 having been aborted. The main two reasons for aborted visits were that the custody suite was busy or closed for maintenance. There were 1475 detainees in custody at the time of these visits and Custody Visitors saw and spoke to 673 detainees in total. Custody Visiting is based on gaining the consent of the detainee to a custody visit and 408 detainees did not wish to see the Custody Visitors. The remaining 394 were not seen because they were unavailable for other reasons such as being with their solicitor, they were being interviewed by the police or they were asleep.

The 1025 valid visits included 25 to the Antrim Serious Crime Suite where detainees are held in custody under the Terrorism Act 2000. During these visits 18 detainees were being held in custody. Of these 18 detainees, 6 agreed to be seen by Custody Visitors and 1 had given consent for their interviews to be observed on remote monitor. Of the 25 visits, 17 (68%) were deemed by Custody Visitors to be entirely satisfactory. The reasons for the 8 unsatisfactory visits were as follows: sanitation (6), safety/security hazards (2) and faulty equipment (2); the total of reasons is greater than the total of unsatisfactory visits because of multiple reasons for some visits.

Custody Visitors classified 786 (77%) of their valid visits as being entirely satisfactory, that is neither they nor the detainees raised any issues relating to the treatment or conditions in the custody suite. The majority of the visits which they found unsatisfactory related to the conditions of detention, such as cleanliness of cells or repairs being needed. Such matters are brought to the attention of PSNI and the Board so that they can be addressed as soon as possible. The Board has an agreed procedure to follow up on issues of concern which can involve escalation to ACC level if issues are not resolved within a reasonable timeframe. If a complaint is made to a custody visitor in relation to the treatment of a detainee, the custody visitor's role is to make sure that they have been referred to the Office of the Police Ombudsman for investigation.

During 2009/10, as part of the UK's commitment to the Operational Protocol to the Convention Against Torture (OPCAT), the Custody Visiting Scheme was designated as 1 of the 4 Northern Ireland bodies that form the National Preventative Mechanism, carrying out a system of regular visits to places of detention in order to prevent torture and other cruel, inhuman or degrading treatment or punishment.

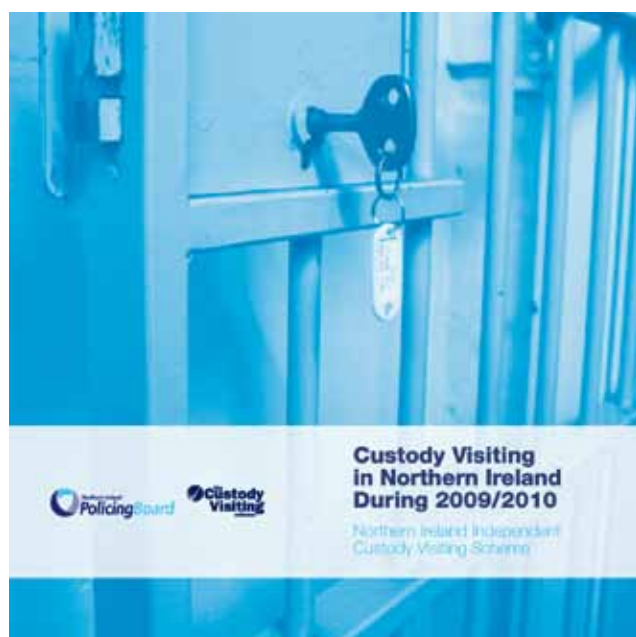
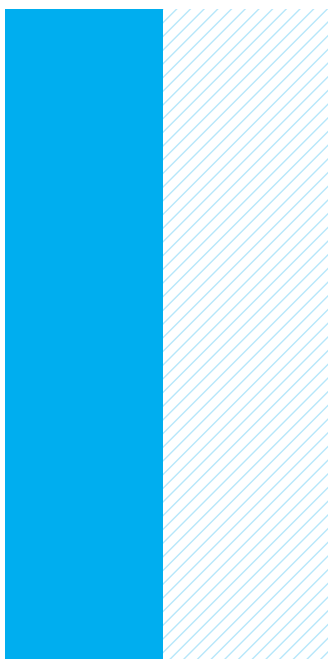
The Custody Visitors Annual Conference was held on 23 April 2009. This provided the forum for Custody Visitors to discuss relevant issues and was an occasion to recognise the work of custody visiting and express thanks to the volunteers involved in this role. At this event Ian Smith, OBE, Chief Executive of the Independent Custody Visiting Association (ICVA) facilitated an interactive training session on possible scenarios Custody Visitors may come across during the course of their visits.

In May 2009 the Board launched a recruitment campaign for new Custody Visitors. Nineteen new Custody Visitors were appointed to the Scheme in total. They completed Induction Training in September 2009 and commenced custody visits in November 2009.

In September 2009 4 Custody Visitors attended the ICVA Scotland annual conference in Tulliallan and in November 2009 six Custody Visitors attended the ICVA UK conference in Leicester. Also in November 2009 the Board facilitated refresher training for Custody Visitors, assisted by ICVA and the UK Borders Agency, who provided a briefing on the immigration detainees process in Northern Ireland.

In February 2010 the Board arranged Equality and Disability Awareness training for all its volunteers including Independent Custody Visitors. This training is mandatory for volunteers and must be completed every 2 years.

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



Funding and Resources

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

Monitoring PSNI Funding

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

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

The PSNI monthly Management Accounts are tabled at meetings of the Board's Resources and Improvement Committee, and the year-end Annual Accounts are presented to the Committee for its consideration and comment. Police funding is divided into several different categories, the largest category being for expenditure on salaries (revenue expenditure) amounting to £517m 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 £36.9m from an available budget of £38.5m resulting in a £1.6m under spend with PSNI also receiving £1.3m in capital receipts. The lower level of capital receipts this year compared to previous years was mainly due to the revised land values in Northern Ireland.

There are still ongoing funding streams associated with the implementation of the recommendations coming from the Patten Report, referred to as "Patten Funds". In the last year these amounted to £35.2m Patten Voluntary Severance Funds (to assist with the move towards 7,500 Police Officer numbers and the compositional target met through 50:50 recruitment). The compulsory severance scheme for the Full-Time Reserve had a cumulative spend of £18.5m. There is also funding available for Patten non-severance activities, which is mainly concentrated on Information Technology changes, recruitment costs and work in relation to the new Police College. These are now incorporated within the PSNI Annual Budget and spend.

The Committee also looked at spending on two small fund accounts - the Police Property Fund (disposal of seized or lost items) and the Police Fund (welfare for police

officers and their dependents), as well as being able to question the PSNI on Police Pensions. The Board itself has a role in administrating some aspects of police officers pensions.

The 2009/10 financial year Pension Scheme Accounts were closely scrutinised by the Committee as the Board holds responsibility as Pension Scheme Administrator for the Police Pension Scheme. The statement of financial position showed a net liability of over £6.0 billion relating to current and future pension liabilities. Although this figure is a large sum, this represents the total liability rather than the annual cost of pensions. It is standard practice for those pension payment liabilities due each year to be provided for out of funding made available to PSNI. There is no threat to or any danger of frontline policing being affected by this overall liability, or any risk that pensioners will not receive their payments. The annual pension bill was £123.5 million and relates to current service costs, enhancements and transfers.

A major part of the police budget relates to salaries and pensions (approximately 75%) and consequently, Board Members concentrate to a large degree, on Human Resource elements of the Police Budget. There has also been more interest in 2010/11 on financial issues relating to the Police Estate due to the closure and sale of police stations.

The Board has worked intensively with PSNI during 2009/10 to make sure the Service operates within budget. A large increase in hearing loss claims, coupled with provisions for an equal pay claim, has put pressure on existing operational budgets.

The Treasury through the Comprehensive Spending Review requires all Government Departments, including policing, to consider future funding needs and identify savings. The Board has also worked with PSNI to conclude on a balanced budget for 2010/11 and this has required serious financial review leading to reductions across the Police Service. The Board agreed to accept the following consequences of achieving a balanced budget, in 2010/11:

- Working towards 7070 Police Officers by April 2011;
- Not recruiting Police Community Support Officers;
- Reduced Police overtime; and
- Restricted ability to review key IT systems.

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

Monitoring the PSNI Estate Strategy

The Policing Board is responsible for ensuring an effective and efficient police service, including ensuring that the buildings from which people operate, are used to maximum benefit and meet operational policing requirements. Thus the Board asked the PSNI to develop an Estate Strategy to compliment and enhance operational policing strategies (Although the Board is the legal owner of the police estate, it delegates daily responsibility for the running of the police estate to the Chief Constable). The PSNI refreshed its Estate Strategy in 2008 and the Board endorsed it, with the exception of the station review list, in August 2009.

The PSNI's 2008 Estate Strategy sets out in detail how, over a 4 year period, the PSNI will invest over £200 million in support of community policing plans, new build stations, maintenance upgrade projects, softening (following Patten recommendations 52 & 53 that police stations should have the appearance of ordinary buildings and that they should be more accessible to the public) and sustainability related projects. There is a specific emphasis on rationalising the estate, improving utilisation of building stock and reducing overall estate costs.

Another key aspect of the strategy is the review of the police estate. The PSNI regularly reviews its estate to consider the need for identified stations and seek alternative means of providing a policing service in communities. The Board understands how emotive this subject can be and the station review list continues to be a matter of discussion within PSNI and the Board and with PSNI's external stakeholders, such as DPPs and the wider community.

In reviewing proposals to dispose of stations from PSNI Area Commanders, the Board needs to be satisfied that full consultation has taken place, including with the local DPP, and that Area Commanders have given commitments to set out how, in the absence of a station, local policing will continue to be delivered to ensure no deterioration in the level of service provided. To date, the Board has taken decisions on the future of 27 of the 52 stations which are to be reviewed as part of the 2008 Estate Strategy - at a special Board meeting on 6 August 2009, it agreed to dispose of 26 police stations: 20 immediately as they were already closed, and a further 6 when they were operationally closed by the PSNI. The capital receipts from these disposals and the revenue savings from the upkeep of these 26 stations will be used to support the delivery of frontline policing services.

The Board formally monitors the PSNI's Estate Strategy every 6 months through the Resources and Improvement Committee, as agreed in Part 3 of the Policing Plan. This includes updates on the new build projects and maintenance programme, updates on the review of police stations, acquisitions/disposals, sustainability, progress on the Public Services Training College project and an analysis of the estate budget.

PSNI Human Resources and the PSNI People Strategy

Senior Officer Appointments

The Board is responsible for the appointment of officers to the rank of Assistant Chief Constable, Deputy Chief Constable and Chief Constable. This is an important Board responsibility and during this reporting period 3 vacancies arose in the Chief Officer Team.

In May 2009 the Board appointed Judith Gillespie to the rank of Deputy Chief Constable. In May 2009 the Board also commenced the process to appoint a new Chief Constable and Matt Baggott was the unanimous appointment of the Board in August 2009. In November 2009, the Board agreed to appoint Will Kerr to the rank of Assistant Chief Constable.

PSNI People Strategy

The Board, through its Human Resources Committee, endorsed the PSNI People Strategy for Policing in Northern Ireland in March 2010. The strategic goal of the strategy is to have an effective People Strategy which contributes to the delivery of a progressive, professional police service for all the people of Northern Ireland. The strategy will be delivered through 4 objectives focussing on a workforce, which is reflective of the society the PSNI serves, distributed and deployed to deliver the agreed vision of policing; with the skills and experience necessary to deliver the agreed vision of policing; which feels valued and motivated to deliver the agreed vision of policing and provides value for money. The Strategy is supported by a series of business plans developed and prioritised by the PSNI programme boards.

The Human Resources Committee are responsible for monitoring the delivery of this strategy every 6 months. This is achieved through the Board's Strategic Human Resources Monitoring framework. This framework provides the Committee with a mechanism to monitor the strategy and is supported by an at a glance statistical dashboard which provides the Committee with an opportunity to consider where to focus efforts in their monitoring function. Throughout 2009, the Committee has focused on key areas such as PSNI wellbeing and police officer deployment.

A workshop was held which provided PSNI with the opportunity to inform the Committee the work which was being done in this important area and it afforded the Members of the Committee to immerse themselves in a topic which is vital to the delivery of a healthy workforce. During 2009 the Committee developed strong links with police authorities in England and Wales. This allows the Committee to learn from best practice from other Authorities who have a similar remit in the area of Human Resources.

Resource to Risk

In February 2010 PSNI briefed the Board on their Resource to Risk project. The focus of the project is to put people where they are needed and to improve organisational efficiency and effectiveness. The aim is:

- To increase the number of officers in operational roles (as judged against current distribution and if there were additional resources available);
- To reduce the numbers of officers in operational support roles as judged against current distribution and if there were additional resources available to increase numbers in operational roles;
- To remove officers from organisational support roles to increase the number in operational roles (each case would have to be justified);
- To increase the number of staff in operational roles;
- To increase the number of staff in operational support roles; and
- To reduce the number of staff in organisational support roles.

The principle impact of the project is increased visibility meaning 600 more sustainable officers' posts in Response and Neighbourhood Policing Teams in Districts. The Board's Human Resources Committee will take the lead in monitoring the outcome of Resource to Risk and will monitor the outcome of the number of officers being returned to frontline duties on a monthly basis.

Recruitment

All PSNI recruitment for police trainees continues to operate under 50:50 legislative arrangements. This legislation was renewed in February 2010 and will remain until the percentage of Catholic police officers reaches 30% which is scheduled for March 2011. These arrangements are also in place for all recruitment of support staff for 6 or more posts. The percentage of Catholic officers in PSNI has risen from 8% in 2001 to 28% in 2010.

Police trainees

Since November 2001 approximately 3726 officers have been recruited to PSNI, recruiting 440 police trainees every year. PSNI ran 2 recruitment campaigns during 2009/10, one in March/April 2009 and again in February 2010. Campaign 15, held in early 2009, attracted 9825 applicants representing a 17.5% increase from the previous campaign and campaign 16, held in February 2010, attracted 8984 applications. The recruitment campaigns throughout 2009/10 have continued to be extremely popular.

PSNI recruitment is a robust process and is overseen and validated by the Board's Independent Community Observers, who observe all recruitment to ensure its fairness and independence. During 2009 PSNI continued to focus its efforts in recruiting applicants from minority ethnic communities. Applications from visible ethnic minority groups represented 2% of the total applications for campaign 15 and approximately 1.6% for Campaign 16. The current percentage of officers from an ethnic minority background in PSNI is 0.43%.

Police Support staff

PSNI holds recruitment campaigns throughout the year for a range of support staff roles. In 2009 PSNI held campaigns seeking candidates for a range of positions such as Business Services Manager, HR Managers, E-Learning Manager and Administrative Assistants. All support staff in PSNI, of which there are 2441, are direct recruits to PSNI.

Independent Vetting Panel

The Independent Vetting Panel was established by the Police (Recruitment) (NI) Regulations 2001 which gives the Chief Constable authority to establish such a panel to determine the suitability of candidates for appointment as a Police Trainee or as a member of Police Support Staff. This panel is required to include a person nominated by the Policing Board, known as the Independent Vetting Panel Member. The panel consists of a range of individuals with expertise in the legal field, recruitment process within PSNI, equal opportunities, diversity and personnel issues. In determining the suitability of candidates the Vetting Panel aims to ensure itself, as far as possible:

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

Following a recruitment campaign in September 2009, the Board appointed a new Independent Vetting Panel Member in December 2009. The new Member will hold this position for 3 years.

Independent Assessor

The Police (Recruitment) (NI) Regulations 2001 require that an Independent Assessor be appointed to review the decisions made by the Vetting Panel. The Independent Assessor produces a report annually which sets out the reviews he has taken throughout the year. The current Independent Assessor is Lord Justice Campbell. Between May 2008 and April 2009 the Independent Assessor considered 18 reviews and in 10 of these reviews the Independent Assessor agreed with the decision of the Vetting Panel. The Chief Constable is not required to accept the Independent Assessor's recommendation.

Gender

The Police (NI) Act 2000 (s48) requires the Board to develop a Gender Action Plan to monitor the number of females employed by PSNI and the Policing Board. The first Gender Action Plan was launched in October 2004 with the current revision completed in April 2008. The overall aim of the Plan is 'To deliver a police service which both men and women experience as a progressive and professional service'. The percentage of female officers in PSNI has risen from 13% in 2001 to 25% in 2009. PSNI continue to attract a high number of female applicants and in the 2009/10 campaigns females represented 30% and 29.5% respectively of all applicants. The Board, through its Human Resources Committee continues to monitor the Gender Action Plan every 6 months and throughout the year has focused on the issues of flexible working, female empowerment training and the impact of resource to risk for females within the service.

Diversity

PSNI produced its first Diversity Strategy covering 2007-10 following extensive consultation. The 3 key areas of the strategy are: Race, Gender and Sectarianism, these are in turn supported by 3 overarching objectives:

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

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

Addressing Gender and Religious Imbalance

Perceived Religious Affiliation: 2009 and 2010 comparison

| Employee Group | Perceived Protestant | | Perceived Roman Catholic | | Not known | | Total | Total | % Perceived Protestant | | % Perceived Roman Catholic | |
|--------------------|----------------------|--------------|--------------------------|--------------|-----------|------------|--------|---------------|------------------------|--------------|----------------------------|--------------|
| | 2009 | 2010 | 2009 | 2010 | 2009 | 2010 | 2009 | 2010 | 2009 | 2010 | 2009 | 2010 |
| PSNI | 5,267 | 5,117 | 1,940 | 2,100 | 180 | 169 | 7,387 | 7,386 | 71.30 | 69.28 | 26.26 | 28.43 |
| Full Time Reserve | 465 | 345 | 23 | 19 | 27 | 18 | 515 | 382 | 90.29 | 90.31 | 4.47 | 4.97 |
| Part Time Reserve | 687 | 638 | 63 | 57 | 8 | 8 | 758 | 703 | 90.63 | 90.75 | 8.31 | 8.11 |
| Sub Total | 6,419 | 6,100 | 2,026 | 2,176 | 215 | 195 | 8,660 | 8,471 | 74.12 | 72.01 | 23.39 | 25.69 |
| Police Staff Total | 2,074 | 2,012 | 463 | 455 | 92 | 92 | 2,629 | 2,559 | 78.89 | 78.62 | 17.61 | 17.78 |
| TOTAL | 8,493 | 8,112 | 2,489 | 2,631 | 307 | 287 | 11,289 | 11,030 | 75.23 | 73.55 | 22.05 | 23.85 |

As at 1 April 2009 and 1 April 2010 respectively.

Gender: 2009 and 2010 comparison

| Employee Group | Male | | Female | | Total | | % Female | |
|--------------------|-------|--------------|--------|--------------|--------|---------------|----------|--------------|
| | 2009 | 2010 | 2009 | 2010 | 2009 | 2010 | 2009 | 2010 |
| PSNI | 5,651 | 5,551 | 1,736 | 1,835 | 7,387 | 7,386 | 23.50 | 24.84 |
| Full Time Reserve | 481 | 362 | 34 | 20 | 515 | 382 | 6.60 | 5.24 |
| Part Time Reserve | 449 | 412 | 309 | 291 | 758 | 703 | 40.77 | 41.39 |
| Sub Total | 6,581 | 6,325 | 2,079 | 2,146 | 8,660 | 8,471 | 24.01 | 25.33 |
| Police Staff Total | 956 | 931 | 1,673 | 1,628 | 2,629 | 2,559 | 63.64 | 63.62 |
| TOTAL | 7,537 | 7,256 | 3,752 | 3,774 | 11,289 | 11,030 | 33.24 | 34.22 |

As at 1 April 2009 and 1 April 2010 respectively.

Monitoring Training and Development

The Board is responsible for monitoring the Training and Development of PSNI officers and support staff. This is achieved through approving and monitoring the PSNI Training Strategy. The Board, through the Human Resources Committee, approved the PSNI Training Strategy 2009-2012 in March 2009 and endorsed the supporting business plan for 2010/11 in March 2010. The Strategy sets out the following key aims for the training and development of all staff:

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

Throughout the year the Committee have recognised the value that training and development can have on changing language and behaviour and the Police College have attempted to give this a focus particularly in their courses for 1st and 2nd line supervisors and leadership training.

During 2009/10 the Committee monitored a range of learning and development issues such as the increase of the number of e-learning courses available to officers and staff where 237 courses are available and nearly 26,000 completed courses have been recorded by officers and staff. The Human Resources Committee monitors the implementation of the Training and Development Strategy every 6 months.

During 2009/10 the Board made new arrangements to meet with all new Police Officers following their attestation. This provides the Police Trainees with an opportunity to learn more about the role and work of the Board and offers the Board representatives an opportunity to embed the importance of customer contact and Policing with the Community.

The Independent Community Observer Scheme

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

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

There is one team of ICOs covering the whole of Northern Ireland. During 2009/10 the ICOs had oversight of PSNI recruitment campaigns 15 and 16 for Regular Officers, observing the initial selection tests and the assessment centres run as part of these recruitment campaigns.

The ICOs reported back to the Committee that all candidates were provided with the same opportunity to perform to the best of their ability. In situations where difficulties were identified, for example with the venues, these were highlighted by the ICOs to the recruitment agency and rectified at the time.

In February 2010 the Board arranged Equality and Disability Awareness training for all its ICOs. This training is mandatory for volunteers and must be completed every 2 years.

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

Medical Retirement and Pensions

The Human Resources Committee of the Board monitors PSNI Health, Safety and Wellbeing whilst also having the responsibility for managing the medical retirements and injury on duty award claims in accordance with pension regulations.

Wellbeing

During the year PSNI developed and launched a 'Wellbeing Strategy'. Working with the PSNI on this initiative were the Health and Safety Executive for Northern Ireland, the Health Promotion Agency, the University of Ulster and the Police Federation. The initiative seeks to provide support for officers and staff and engage in preventative measures to ensure attendance at work.

Medical Retirements / Injury on Duty Awards

The Human Resources Committee acting under the legislative authority contained in the RUC Pension Regulations 1988; the Police Pension (NI) Regulations 2007 and the PSNI and the PSNI Reserve (Injury Benefit) Regulations 2006 enabled 23 serving officers to be retired from the PSNI as they were medically unfit to perform their duties. Of this number 12 were awarded injury on duty awards. No retrospective medical retirements were approved for ex officers. A total of 62 retrospective injury on duty awards were approved for ex officers of PSNI/RUC during the year. 119 applications for retrospective injury on duty/deferred pension awards were refused.

Appeals

The 1988 RUC Pension Regulations; the Police Pension (NI) Regulations 2007 in respect of medical retirement and the PSNI and PSNI Reserve (Injury Benefit) Regulations 2006 in relation to injury on duty awards enable officers and ex officers to appeal the decision of the Board. The appeal process is administered by the NIO who appoints an Independent Medical Referee to determine whether the Board's decision should be upheld or overturned.

During the reporting period, 159 new appeals were received with 172 appeals settled. Of the appeals that were settled, 88 were upheld, 45 overturned and 39 withdrawn.

Extensions of Service

The process for approving extensions of service adopted by the Board enables the Chief Constable to make decisions regarding the extension of service of a police officer. During the reporting period, the Chief Constable through the delegation provided to him approved 21 extensions of service for officers.

Monitoring Civil Action and Compensation Claims

Section 29 of the Police (NI) Act 1988 requires the Board to approve all settlements involving claims made against the Chief Constable. 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 2009/10, a total of 2838 claims for compensation were received.

Police Negotiating Board (PNB)

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. In 2008 a 3 year pay agreement was entered into and on the 1 September 2010, the final year of the agreement, will result in a 2.55% increase in pay for Police Officers.

PNB is finalising a new injury on duty pension awards scheme for police officers to be introduced in late 2010. There have been long and productive discussions within PNB in order to ensure that the new scheme adequately reflects the changing needs of policing. Areas such as work life balance, wellbeing, temporary promotion and shift arrangements are challenging issues which are being discussed at PNB and reflect the ever changing needs of policing within today's society.

The Board is represented at PNB and plays an ever active role in discussions and decisions reached in order to ensure that they reflect the specific needs of policing in Northern Ireland. The Association of Chief Police Officers also ensures that the views of the Chief Constable and those of his Senior Command Team have a direct input into PNB discussions and decisions reached. The Northern Ireland Office (Department of Justice following devolution on 12 April 2010) is also represented at PNB and its many sub groups on a range of topics.

Continuous Improvement

The Board has a legislative duty to implement and monitor the Board and PSNI responsibilities under Part V of the Police (NI) Act 2000 regarding economy, efficiency and effectiveness. The PSNI Continuous Improvement Strategy was monitored at the Resources and Improvement Committee meetings in August 2009 and May 2010. The Board's Continuous Improvement arrangements were monitored in November 2009 and May 2010.

Post Implementation Reviews

During 2009 /10 the Resources and Improvement Committee reviewed the implementation / current position of recommendations made in previous Best Value Reviews, within both organisations using the agreed Post Implementation Review (PIR) process. The Resources and Improvement Committee considered the PIRs from years 2004/05, 2005/06, 2006/07 and 2007/08.

The Board carried out the following Best Value Reviews: 0

1. 2004/05 - Police Administration Branch (all outstanding recommendations associated with this Best Value review have been discharged);
2. 2005/06 - External Communications and Public Consultation (all outstanding recommendations associated with this Best Value Review have been discharged);
3. 2006/07 - Holding the Chief Constable to Account (all outstanding recommendations associated with this Best Value Review have been discharged); and
4. 2007/08 - Community Engagement.

The PSNI carried out the following Best Value Reviews:

1. 2004/05 - Six Best Value Reviews, (all outstanding recommendations associated with the following Best Value Reviews were discharged in 2008/09); Application of the National Intelligence Model (NIM) in Roads Policing, Clearance Rates in Dungannon and South Tyrone DCU, Occupational Health and Welfare Services and Transport Services);
2. 2005/06 - Police Patrol Function;
3. 2006/07 - Partnerships (all outstanding recommendations associated with this Best Value Review were discharged in 2008/09); and
4. 2007/08 - Protecting Vulnerable People.

The assessments made by the appointed NIPB Continuous Improvement Critical Friend are as follows;

NIPB

2007/08

Community Engagement (93% of recommendations implemented / superseded). Service delivery improvements / benefits arising from the implementation of these recommendations include: clearer definition of community engagement, increased focus on the types of community engagement activities undertaken, appropriate feedback being given to those with whom NIPB have engaged and increased / improved interaction between the Board, other criminal justice agencies and the general public.

PSNI

2004/05

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

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

2005/06

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

2007/08

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

now been implemented it may be necessary for the Board with PSNI to drive a robust evaluation of the changes implemented to improve efficiency and effectiveness in the business areas associated with protecting vulnerable people. This may include the introduction of Public Protection Units. Evaluation should focus on benefits realisation (outcomes) and examine structure, strategies, training, partnership activity and IT intra-operability. It should also include risk appraisal and reduction.

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

PSNI Continuous Improvement Strategy 2009/10

The full strategy can be found in Part 5 of the 2009-2012 Policing Plan which can be found on the Board's website at: www.nipolicingboard.org.uk The following represents a summary of the outcomes from the 3 strands of work contained within the strategy.

Strand 1 – Improvement Initiatives

Of the 30 improvement initiatives contained in the strategy, 2 were subsumed into other ongoing work and 7 initiatives were completed in 2009/10. Nine initiatives have been partially completed and have delivered key benefits and work is continuing on 11 other initiatives which have had their delivery schedules revised. The remaining initiative has been subsumed into the work of the Service Excellence Programme Board. Implementation of these initiatives to date has delivered £68.5 million cashable and non-cashable savings. When all initiatives have been fully delivered there is potential to deliver approximately £75.4 million cashable and non-cashable savings. It is anticipated, upon completion of the initiative, Horizon will deliver non-cashable and efficiency benefits amounting to approximately £5.9 million. The completion of the Digital Pen initiative is expected to deliver savings totalling approximately £547k and the more efficient use of resources as a result of the Call Handling initiative has the potential to deliver non-cashable savings of approximately £1 million. Other efficiencies such as improved service delivery and increased effectiveness have been realised as well as a significant reduction in staff time resulting in the reduction of a number of posts being facilitated.

Strand 2 – Inspections by External Oversight Bodies

Eight inspections were carried out by external oversight bodies (for example CJINI and HMIC), three of which were follow-up inspections on previous PSNI focused inspections. These inspections resulted in 16 new recommendations for continuous improvement. These recommendations, which have been accepted by management, are currently being monitored on the Overview Database.

Strand 3 - Internal Compliance Inspections

Nine compliance Inspections were completed resulting in 52 recommendations for improvement. These recommendations, which have been accepted by management, are currently being monitored on the Overview Database.

More detail on the various initiatives contained in the above 3 Strands can be found on the Board's website at: www.nipolicingboard.org.uk.

NIPB Approach to Continuous Improvement 2009/10

The full approach can be found in Part 5 of the 2009-2012 Policing Plan which can be found on the Board's website at: www.nipolicingboard.org.uk. The following represents a summary of the main outcomes from the NIPB Continuous Improvement approach during 2009/10:

- NIPB and PSNI Best Value arrangements were inspected by the National Audit Office for the year 2008/09. A final report has now been laid before Parliament (31/03/2010) making 5 recommendations, which are currently being addressed by NIPB. For the first time no recommendations were made in respect of the Policing Plan.
- NIPB appointed a 'Critical Friend' during 2009/10 to independently validate outstanding recommendations across both organisations from previous Best Value Reviews assessed as not having been implemented. Only 1 recommendation remains to be implemented from the 4 Best Value Reviews carried out by NIPB.
- The annual assessment of performance against targets contained in the 2009/10 Corporate Business Plan showed no red assessments, 2 amber assessments and the remaining targets as completed. Full details of this assessment can be found on the Board's website at: www.nipolicingboard.org.uk.
- NIPB's recommendations database continues to be implemented and when operational will reduce duplication across the Board.
- The Continuous Improvement Strategic Working Group was reformed during 2009/10 and met once during the year. Regular meetings chaired by the Chief Executive have been scheduled for the remainder of this year and next.
- The reporting and oversight arrangements set out in Part 3 of the 2009-2012 Policing Plan were successfully implemented during 2009/10.
- NIPB will carry out a fully independent assessment of how effectively it discharges its functions during 2010/11.

Inspection of Best Value Arrangements

The National Audit Office (NAO), supported by Her Majesty's Inspectorate of Constabulary carry out an annual review of the Board's obligations under Part V of the Police (NI) Act 2000. These reports provide an independent assessment of the Board's approach to Best Value / Continuous Improvement and support their conclusions with appropriate recommendations to further improve the approach to this area of work. These reports can be found at www.nao.org.uk and www.homeoffice.gov.uk/hmic. Following the devolution of policing and justice powers to the Northern Ireland Assembly in April 2010, this annual review will be carried out by the Northern Ireland Audit Office.

REMUNERATION REPORT



Remuneration Report

Remuneration Policy

The Board remunerates three distinct categories of employees and members.

Independent Board Members

Independent members were appointed by the NIO prior to devolution. In future, appointments will be made by the Department of Justice (DoJ). 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 Directors included in this report are direct recruits of the Board. The Chief Executive and the Deputy Chief Executive posts are aligned with the Senior Civil Service (SCS) and are remunerated accordingly. The pay award for staff in the SCS is normally comprised of two elements; a base pay uplift and a non-consolidated bonus. Both elements are based on performance. The senior civil service pay award in 2009/10 comprised a base pay uplift only, with individuals’ awards differentiated on the basis of performance and position on the relevant pay band. There were no non-consolidated bonus payments to any senior civil servants as part of the pay award.

The Directors are all remunerated in accordance with Civil Service remuneration conditions and pay scales. In line with Civil Service pay and conditions, the Board operates a Special Bonus Scheme which applies to all staff in the Board, except the Chief Executive and the Deputy Chief Executive. The bonus is performance related and is not of significant value, averaging £288 for each senior official that receives a bonus.

Service Contracts

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

Board officials are appointed on merit on the basis of fair and open competition. The officials covered by this report hold appointments which are open-ended until they reach the normal retiring age of 60. The policies relating to notice periods and termination payments are contained in the Northern Ireland Civil Service (NICS) Staff Handbook.

Salary and Pension Entitlements

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

Board Members Salary Entitlements

Remuneration of Board members is disclosed below. None of the posts are pensionable and the only other primary benefit is the payment of expenses for home to office travel and the associated taxation, totalling £17,931 (2008/09: £21,362).

Remuneration for Independent Board members (excluding the Chair and Vice-Chair) is £19,884 per annum (2008/09: £19,884) with Independent members receiving additional responsibility allowances.

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

| Audited Information | | |
|---|------|------|
| Name and Title | 2010 | 2009 |
| | £000 | £000 |
| Mr B Gilligan (Chair from 1/6/09, Vice-Chair until 31/5/09) | 56 | 44 |
| Mr B Rea (Vice-Chair from 1/6/09 and Acting Chair from 22/2/10) | 42 | 23 |
| Mr G Ó'hÉara (Acting Vice-Chair from 22/2/10) | 24 | 22 |
| Professor Sir D Rea (Resigned as Chair 31/5/09) | 29 | 59 |
| Mrs R Moore | 23 | 23 |
| Mr T Ringland | 24 | 24 |
| Mr S Sharma | 22 | 22 |
| Ms M McKee | 23 | 23 |
| Mr D Rose | 21 | 22 |

Additional responsibility allowances for 2009/10 are detailed below:

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

S Sharma, £1,637, Representational duties

B Rea, £511, Vice Chair of Resources and Improvement Committee to 31/5/09

Prof Sir D Rea, £1,722, Representational duties to 31/12/09,
Vice Chair of Resources and Improvement Committee from 1/1/10

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

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

G Ó'hÉara, £1,466, Representational duties to 21/2/10

D Rose, £1,600, Representational duties

Additional responsibility allowances for 2008/09 are detailed below:

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

S Sharma, £1,637, Representational duties

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

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

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

G Ó'hÉara, £1,637, Representational duties

D Rose, £1,637, Representational duties

Mr B Gilligan was appointed as Chair and Mr B Rea as Vice-Chair on 1 June 2009 following the resignation of Professor Sir D Rea as Chair on 31 May 2009. On 22 February 2010 Mr B Rea accepted the role of Acting Chair and Mr G O'hEara Acting Vice Chair to cover a period of sick absence by the Chair.

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 | 2010 | | 2009 | |
| | Salary £000 | Benefits in kind (to nearest £100) | Salary £000 | Benefits in kind (to nearest £100) |
| Mr Adrian Donaldson Chief Executive (appointed 4/3/09) | 105 - 110 | - | 5 - 10 | - |
| Mr Trevor Reaney Chief Executive (resigned 18/8/08) | - | - | 50 - 55 | - |
| Dr Debbie Donnelly Deputy Chief Executive (Acting Chief Executive period 19/8/08 - 3/3/09) | 60 - 65 | - | 80 - 85 | - |
| Mr David Jackson Director of Community Engagement | 45 - 50 | - | 50 - 55 | - |
| Mr Sam Hagen Director of Corporate Services | 50 - 55 | - | 50 - 55 | - |
| Mr David Wilson Director of Planning | 45 - 50 | - | 50 - 55 | - |
| Mr Peter Gilleece Director of Policy | 45 - 50 | - | 45 - 50 | - |

The full year equivalent figure quoted for the Chief Executive employed for the period 1 April 2008 to 18 August 2008 is £115k – £120k.

The full year equivalent figure quoted for the Chief Executive employed for the period 4 March 2009 to 31 March 2009 is £105k – £110k.

Pension Benefits

Pension entitlements of the most senior employees are shown below:

| Audited Information | | | | | |
|--|--|---|-----------------|-----------------|-----------------------------------|
| Title | Accrued pension at age 60 as at 31/3/10 and related lump sum | Real increase/ (decrease) in pension at age 60 and related lump sum at age 60 | CETV at 31/3/10 | CETV at 31/3/09 | Real increase/ (decrease) in CETV |
| | £000 | £000 | £000 | £000 | £000 |
| Mr Adrian Donaldson Chief Executive (appointed 04/03/09) | 0.0 - 5.0 Nil lump sum | 2.5 - 5.0 Nil lump sum | 38 | 0 | 35 |
| Dr Debbie Donnelly Deputy Chief Executive | 20.0 - 25.0 Plus lump sum of 65.0 - 70.0 | (2.5) - (5.0) Plus lump sum of (7.5) - (10.0) | 489 | 500 | (72) |
| Mr David Jackson Director of Community Engagement | 15.0 - 20.0 Plus lump sum of 50.0 - 55.0 | 0.0 - (2.5) Plus lump sum of 0.0 - (2.5) | 397 | 361 | (9) |
| Mr Sam Hagen Director of Corporate Services | 15.0 - 20.0 Plus lump sum of 45.0 - 50.0 | 0.0 - (2.5) Plus lump sum of 0.0 - (2.5) | 240 | 216 | (4) |
| Mr David Wilson Director of Planning | 10.0 - 15.0 Plus lump sum of 35.0 - 40.0 | 0.0 - 2.5 Plus lump sum of 0.0 - 2.5 | 168 | 145 | 3 |
| Mr Peter Gilleece Director of Policy | 5.0 - 10.0 Plus lump sum of 20.0 - 25.0 | 0.0 - 2.5 Plus lump sum of 0.0 - 2.5 | 100 | 80 | 10 |

Northern Ireland Civil Service (NICS) Pension arrangements

Pension benefits are provided through the Northern Ireland Civil Service pension arrangements which are administered by Civil Service Pensions (CSP). Staff in post prior to 30 July 2007 may be in one of three statutory based 'final salary' defined benefit arrangements (classic, premium and classic plus). These arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium and classic plus are increased annually in line with changes in the Retail Prices Index (RPI). New entrants joining on or after 1 October 2002 and before 30 July 2007 could choose between membership of premium or joining a good quality 'money purchase' stakeholder arrangement with a significant employer contribution (partnership pension account). New entrants joining on or after 30 July 2007 are eligible for membership of the nuvos arrangement or they can opt for a partnership pension account. Nuvos is an 'earned pension' arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current rate is 2.3%. Earned pension benefits are increased annually in line with increases in the RPI and attract annual pension increase. However, in line with RPI for September 2009 being in the negative, there will be no other increase for any public sector pensions in 2010.

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

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

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

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

Cash Equivalent Transfer Values

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

Real Increase in CETV

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

Compensation for loss of office

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



A M Donaldson MBE DL

Chief Executive

28 June 2010

NORTHERN IRELAND POLICING BOARD FINANCIAL STATEMENTS



Northern Ireland Policing Board Financial Statements

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

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

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

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

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

Statement on Internal Control

Scope of Responsibility

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

In respect of the reporting period, I was directly accountable to the Accounting Officer of the Northern Ireland Office (NIO) and can be called upon to appear before the Public Accounts Committee. The responsibilities of an Accounting Officer are set out in the Police (NI) Act 2000 and in the HM Treasury publication, Managing Public Money.

Following the devolution of policing and justice on 12 April 2010, I am now accountable to the Accounting Officer of the Department of Justice for Northern Ireland and may be called to appear before the Northern Ireland Assembly's Justice and Public Accounts Committees.

Purpose of the System of Internal Control

The system of internal control was designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it could 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 was in place in the Board for the year ended 31 March 2010 and up to the date of approval of the annual report and accounts, and accorded with Treasury guidance.

Capacity to Handle Risk

Leadership was 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 detailed the Board's attitude to risk as 'risk averse' and also detailed the roles and responsibilities of all parties involved in the risk management process.

Staff were aware of this framework and guidance was provided through regular meetings of senior management, and each directorate and branch. Training was 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.

During the year via discussions with NIO the Board revised its Risk Management Framework to reflect better the linkages between its parent Department and itself.

The Risk and Control Framework

The Board was 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/business plans, and decision making process to ensure relevance.

Risks were 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 twice yearly or more frequently as determined by the SMT. These areas were discussed and any appropriate action was agreed between the Chief Executive and the Director concerned.

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

During the year, functions of the Board have been reviewed both by external and internal service providers. The type of reviews undertaken on the Board's work included:

1. a statutory review of the Board's 'Continuous Improvement Arrangements' undertaken by the Comptroller and Auditor General (HC 514 – Session 2009-2010); and
2. internal audit reviews of specific work areas as defined in the Board's Audit Strategy and Annual Audit Workplan.

These reviews were positive however they made recommendations for improvement which the Board has accepted.

The Board continually reviewed its business environment to ensure it was meeting its statutory obligations. Business areas which were considered and reviewed by the Board during the year included:

1. a ministerial review of 'Local Partnership Working on Policing and Community Safety;'
2. the devolution of policing and justice;
3. potential financial pressures; and
4. business continuity and disaster recovery.

Information Assurance

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

The Board continually reviewed these arrangements and these were addressed by internal validation to ensure compliance with necessary regulations, policies and standards, with each Directorate contributing to the overall assessment. The Board's IT infrastructure was accredited and action taken to ensure the Board's websites were compliant with regulations.

Data handling policies and procedures issued by HM Treasury/NIO were complied with. Members and staff were provided with training, advice and guidance on their responsibilities regarding Information Assurance. To support this all staff undertook the National School of Government 'Protecting Information' (Level 1 and 2) e-learning courses. Physical and electronic controls were in place to secure storage of personal data. Retention and disposal policies and schedules were adhered to and reviewed on a regular basis in line with guidance. The Board is continuing with the support of the NIO to implement the requirements of the 'Information Assurance Maturity Model.'

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

Review of Effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control was informed by the work of the internal auditors and the executive managers within the Board who had responsibility for the development, maintenance of the internal control framework, comments made by the external auditors in their report to those charged with governance and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Board, the Audit and Risk Management Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place. One element of this entails the establishment of a database to ensure that all recommendations are recorded and actioned as appropriate. As a result of the procedures in place no significant internal control issues have been identified.

During the year PricewaterhouseCoopers LLP (PwC) was re-appointed as the Board's Internal Audit service providers after a competitive procurement exercise. PwC completed their Annual Audit Plan during the year. PwC submitted reports together with recommendations for improvements where appropriate to the Audit and Risk Management Committee on a timely basis. Their Internal Audit, Annual Report for 2009/10 contained an overall assurance statement on the Board's internal control framework, governance and risk management process. On the basis of the audit work performed during the year, they were able to provide satisfactory assurance in relation to the adequacy of the systems of control in place within the organisation and their operation throughout the year. They have received responses from management on issues raised and acknowledge that recommendations for improvements are being implemented.

As part of the wider Northern Ireland Civil Service e-HR programme, the Board outsourced transactional human resources work to the private sector (HR Connect). The HR Connect payroll service Contractor had planned to undertake ten quality assurance reviews which, when combined with the direct audit work undertaken by Department of Finance and Personnel (DFP) Internal Audit, would facilitate the provision of an overall audit assurance. The Contractor, however, has only completed two of its ten planned reviews and those are considered by DFP Internal Audit to lack rigour, breadth and depth. As such DFP Internal Audit was unable to provide additional assurance on those areas. Therefore, although **satisfactory assurance** was provided in six audits undertaken by DFP Internal Audit, a limited assurance rating was provided for HR Connect overall. DFP Internal Audit will undertake all audits in HR Connect from 2010/11 onwards.



A M Donaldson MBE DL

Chief Executive

28 June 2010

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 2010 under the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003. These comprise the Net Expenditure Account, the Statement of Financial Position, the Statement of Cash Flows and the Statement of Changes in Taxpayers' Equity and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

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

As explained more fully in the Statement of the Northern Ireland Policing Board and Chief Executive's Responsibilities, the Northern Ireland Policing Board and Chief Executive are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the Audit of the Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Northern Ireland Policing Board's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Northern Ireland Policing Board; and the overall presentation of the financial statements.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income reported in the financial statements have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

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.

Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view, of the state of Northern Ireland Policing Board's affairs as at 31 March 2010 and of its net expenditure, changes in taxpayers' equity and cash flows for the year then ended; and
- the financial statements 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.

Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has 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; and
- the information given in the Management Commentary included in the Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records or returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Statement on Internal Control does not reflect compliance with HM Treasury's guidance.

Report

I have no observations to make on these financial statements.

Amyas C E Morse

Comptroller and Auditor General

National Audit Office

157-197 Buckingham Palace Road

Victoria

London

SW1W 9SP

9 July 2010

NET EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2010

| | Note | 2010 £000 | 2009 Restated £000 |
|---|------|---------------------|--------------------------|
| Expenditure | | | |
| Staff costs | 4 | 2,762 | 2,458 |
| Depreciation | 8 | 42 | 42 |
| Other expenditure | 5 | 5,412 | 5,778 |
| | | <u>8,216</u> | <u>8,278</u> |
| Income | | | |
| Other Income | 6 | (70) | (163) |
| | | <u>(70)</u> | <u>(163)</u> |
| Net Expenditure | | 8,146 | 8,115 |
| Cost of capital | 7 | 22 | 16 |
| Net expenditure after cost of capital charge | | <u><u>8,168</u></u> | <u><u>8,131</u></u> |

The notes on pages 119 to 142 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2010

| | Note | 2010 £000 | 2009 Restated £000 | At 1 April 2008 Restated £000 |
|--|------|----------------|--------------------------|--|
| Non-current assets: | | | | |
| Property, plant and equipment | 8 | 74 | 95 | 121 |
| Intangible assets | 9 | 54 | - | - |
| Total non-current assets | | 128 | 95 | 121 |
| Current assets: | | | | |
| Trade and other receivables | 10 | 160 | 160 | 181 |
| Cash and cash equivalents | 11 | 397 | 108 | 80 |
| Total current assets | | 557 | 268 | 261 |
| Total assets | | 685 | 363 | 382 |
| Current liabilities: | | | | |
| Trade and other payables | 12 | (1,140) | (838) | (802) |
| Provisions | 13 | (332) | - | - |
| Total current liabilities | | (1,472) | (838) | (802) |
| Non-current assets less net current liabilities | | (787) | (475) | (420) |
| Taxpayers' equity | | | | |
| Revaluation reserve | | 4 | 3 | - |
| General reserve | | (791) | (478) | (420) |
| | | (787) | (475) | (420) |

The financial statements on pages 115 to 142 were approved and authorised for issue by the board on 28 June 2010 and were signed on its behalf by:



A M Donaldson MBE DL (Chief Executive)

The notes on pages 119 to 142 form part of these financial statements.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2010

| | Notes | 2010 £000 | 2009 Restated £000 |
|---|-------|----------------|--------------------------|
| Cash flows from operating activities | | (8,168) | (8,131) |
| Adjustment for non cash transactions | | | |
| Depreciation and revaluation | 8 | 36 | 45 |
| Decrease in trade and other receivables | 10 | - | 21 |
| Increase in trade payables | 12 | 302 | 36 |
| Increase in use of Provisions | 13 | 332 | - |
| Net cash outflow from operating activities | | (7,498) | (8,029) |
| Cash flows from investing activities | | | |
| Purchase of property, plant and equipment | 8 | (14) | (16) |
| Purchase of intangible assets | 9 | (54) | - |
| Proceeds of disposal of property, plant and equipment | | - | - |
| Net cash outflow from investing activities | | (68) | (16) |
| Cash flows from financing activities | | | |
| Grants from parent department | | 7,855 | 8,073 |
| Net financing | | 7,855 | 8,073 |
| Net increase in cash and cash equivalents in the period | 11 | 289 | 28 |
| Cash and cash equivalents at the beginning of the period | 11 | 108 | 80 |
| Cash and cash equivalents at the end of the period | 11 | 397 | 108 |

The notes on pages 119 to 142 form part of these financial statements.

STATEMENT OF TAXPAYERS' EQUITY FOR THE YEAR ENDED 31 MARCH 2010

| | Notes | Reval Reserve £000 | General Reserve £000 | Total Reserves £000 |
|---|-------|-----------------------|-------------------------|------------------------|
| Balances at 31 March 2008 | | - | (353) | (353) |
| Effect of changes under International Financial Reporting Standards | 2 | - | (67) | (67) |
| Restated balance at 1 April 2008 | | - | (420) | (420) |
| Changes in taxpayers' equity 2008/09 | | | | |
| Net gain on revaluation of property, plant and equipment | 8 | 3 | - | 3 |
| Retained Deficit | | - | (8,131) | (8,131) |
| Total recognised income and expenses for 2008/09 | | 3 | (8,131) | (8,128) |
| Grant from parent | | - | 8,073 | 8,073 |
| Balance at 31 March 2009 | | 3 | (478) | (475) |
| Changes in taxpayers' equity for 2009/10 | | | | |
| Net gain on revaluation of property, plant and equipment | 8 | 1 | - | 1 |
| Release of reserves to the net expenditure account | | - | - | - |
| Transfer between reserves | | - | - | - |
| Retained Deficit | | - | (8,168) | (8,168) |
| Total recognised income and expenses for 2009/10 | | 4 | (8,646) | (8,642) |
| Grant from parent | | - | 7,855 | 7,855 |
| Balance at 31 March 2010 | | 4 | (791) | (787) |

The notes on pages 119 to 142 form part of these financial statements.

NOTES TO THE ACCOUNTS

1. Statement of Accounting Policies

These financial statements have been prepared in accordance with the 2009/10 HM Treasury Financial Reporting Manual (FReM). The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context.

Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Board for the purpose of giving a true and fair view has been selected.

The particular policies adopted by the Board are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

- **IFRS 1 - First time adoption**

IFRS 1 First-time adoption of International Financial Reporting Standards allows entities adopting IFRS for the first time to take certain exemptions from the full requirements of IFRS in the year of transition (i.e. 2009/10). The Board elected not to take any exemptions.

1.1 Accounting convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment.

1.2 Property, plant and equipment

Property, plant and equipment are capitalised at their cost of acquisition. The level for capitalisation as an individual or grouped non-current asset has been applied for the years shown at £500. The Board does not own any land or buildings. All non-current assets are valued annually in accordance with the Office for National Statistics indices as published by the Stationery Office. Surpluses on revaluation are taken to the revaluation reserve. Deficits on revaluation are charged to the Net Expenditure Account.

1.3 Depreciation

Depreciation is provided on all property, plant and equipment from the month they are brought into service, on a straight line basis in order to write off cost or valuation over their expected useful lives.

Estimated useful assets, which are reviewed regularly, are:

| | |
|------------------------|---------------|
| Computer equipment | - 5 years |
| Furniture and fittings | - 5 -12 years |

1.4 Intangible Assets

The Board recognises software licences as intangible non-current assets. Purchases of software licences are capitalised as intangible non-current assets where the purchase cost of an individual licence exceeds £500. Acquired licences are shown at historical cost. Intangible non-current assets are amortised on a straight-line basis over the expected useful lives of the assets concerned.

1.5 Operating income

Operating income comprises externally generated programme funding received or receivable.

1.6 Foreign exchange

Transactions that are denominated in a foreign currency are translated into sterling at the exchange rate ruling on the date of each transaction. Any outstanding monetary assets and liabilities at the year end are translated into sterling at the rates ruling at 31 March. Translation differences are dealt with in the Net Expenditure Account.

1.7 Leases

Leases where substantially all of the risks and rewards are held by the lessor are classified as operating leases. Rentals are charged to the Net Expenditure Account in equal instalments over the life of the lease.

1.8 Financial instruments

The Board does not hold any complex financial instruments. The only financial instruments included in the accounts are receivables and payables (Notes 10 and 12). Trade receivables are recognised initially at fair value less provision for impairment. A provision for impairment is made when there is evidence that the Board will be unable to collect an amount due in accordance with agreed terms.

1.9 Financing

The Board is primarily resourced by funds approved by HM Treasury through the latest comprehensive spending review. Resources are drawn down as required through the NIO, our parent department, to meet expenditure requirements and are credited to the General Reserve.

1.10 Provisions

Provisions are recognised when: the Board has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

1.11 Critical accounting estimates and judgements

The preparation of financial statements in conformity with IFRS requires the use of accounting estimates and assumptions. It also requires management to exercise this judgment in the process of applying the Board's accounting policies. We continually evaluate our estimates, assumptions and judgments based on available information and experience. As the use of estimates is inherent in financial reporting, actual results could differ from these estimates. The area involving a higher degree of judgment or complexity is described below:

- **Estimate of useful economic life of assets**

The Board assesses the useful economic life of assets on an annual basis.

- **Estimate of assumptions used in the calculation of provisions**

- The Board assesses the value of outstanding medical appeals based on the average value of those concluded during the year.
- The Board assesses the equal pay settlement based on the grade and service history of the seconded NICS staff and associated HMRC liability of 38%.

1.12 Value added tax (VAT)

Where output VAT is charged or input VAT is recoverable, the amounts are stated net of VAT. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of property, plant and equipment.

1.13 Capital charge

A charge, reflecting the cost of capital utilised by the Board, is included in the Net Expenditure Account. The charge is calculated at the real rate set by HM Treasury (currently 3.5 per cent) on the average carrying amount of all assets less liabilities.

1.14 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.

1.15 Early departure costs

The Board is required to meet the additional cost of benefits beyond the normal PCSPS (NI) benefits in respect of employees who retire early, from the date of their retirement until they reach normal pensionable age. The Board provides in full for this cost when the early retirement programmes has been announced and this is binding on the Board. There were no early departures during the year.

1.16 Trade and other receivables

Financial assets within trade and other receivables are initially recognised at fair value, which is usually the original invoiced amount and subsequently carried at amortised cost using the effective method less provisions for doubtful receivables. Provisions are made specifically where there is objective evidence of a dispute or inability to pay.

1.17 Cash and cash equivalents

Cash and cash equivalents comprise cash in hand and current balances with banks which are readily convertible to known amounts of cash and which are subject to insignificant risk of changes in value and have an original maturity of three months or less.

1.18 Impairment of financial assets

The Board assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Board makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use and is determined for an individual asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Impairment losses of continuing operations are recognised in the Net Expenditure Account in those expense categories consistent with the function of the impaired asset.

1.19 Trade and other payables

Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

1.20 Employee benefits

Under IAS 19, an employing entity should recognise the undiscounted amount of employee benefits expected to be paid in exchange for the service. The Board has therefore recognised both annual and flexi leave entitlements that have been earned by the year end but not taken. These are included in current liabilities for all staff across the Board.

1.21 Contingent liabilities

In addition to contingent liabilities disclosed in accordance with IAS 37, the Board discloses for Parliamentary reporting and accountability purposes certain statutory and non-statutory contingent liabilities where the likelihood of a transfer of economic benefit is remote, but which have been reported to Parliament in accordance with the requirements of Managing Public Money. Where the time value of money is material, contingent liabilities which are required to be disclosed under IAS 37 are stated at discounted amounts and the amount reported to Parliament separately noted. Contingent liabilities that are not required to be disclosed under IAS 37 are stated at the amounts reported to Parliament.

1.22 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.

1.23 Accounting standards, interpretations and amendments to published standards adopted in the year ended 31 March 2010

The Board implemented IFRS 1 First-time Adoption of International Financial Reporting Standards (IFRS) with the date of transition to IFRS being 1 April 2008 for the purposes of preparing the opening IFRS statement of financial position.

The following standard had a material impact on the financial statements:

- IAS 19 Employee Benefits

Details of the financial impact of this standard are contained in Notes 2 and 4. Any adjustments arising from differing accounting policies resulting from the application of IFRS for the first time have been taken through the General Fund.

The Board has reviewed the remaining standards, interpretations and amendments to published standards that became effective during 2009/10 and which are relevant to its operations. The adoption of these standards has not had a significant impact on the Board's financial position or results.

1.24 Accounting standards, interpretations and amendments to published standards not yet effective

Certain new standards, interpretations and amendments to existing standards have been published that are mandatory for the Board's accounting periods beginning on or after 1 April 2010 or later periods, but which the Board has not adopted early. Other than as outlined in the table below, the Board considers that these standards are not relevant to its operations.

| Standard | Description of revision | Application date | Comments |
|----------|--|---|--|
| IFRS 8 | Operating Segments — Amendments resulting from April 2009 Annual Improvements to IFRSs | Annual periods beginning on or after 1 January 2010 | Segment assets not required to be disclosed unless regularly reported to the Chief Operating Decision Maker. |
| IAS 7 | Statement of Cash Flows — Amendments resulting from April 2009 Annual Improvements to IFRSs | Annual periods beginning on or after 1 January 2010 | Clarification that only cash flows resulting in the recognition of an asset can be classified as investing activities. Unlikely to lead to change. |
| IAS 17 | Leases — Amendments resulting from April 2009 Annual Improvements to IFRSs | Annual periods beginning on or after 1 January 2010 | Leases of land to be classified according to general principles of the standard rather than assumed to be operating leases. |
| IAS 24 | Related Party Disclosures — Revised definition of related parties | Annual periods beginning on or after 1 January 2011 | Inclusion of a partial exemption for government-related entities. Given that the FReM interprets the related party requirements significantly to reduce the disclosure on transactions between public sector entities it is unlikely that this will have significant impact. |

In addition, the Board has considered the additional or revised accounting standards and new (or amendments to) interpretations contained within the Government Financial Reporting Manual (FReM) 2010/11. Other than as outlined in the table below, the Board considers that these changes are not relevant to its operations.

| Chapter in FReM 2010/11 | Area affected | Description of Revision | Comments |
|-------------------------|-----------------------------|--|---|
| 6 | Tangible non-current assets | FRS 30 Accounting for Heritage Assets is to be applied. | Additional disclosures required for Hillsborough Castle. Unlikely to have a significant impact. |
| 8 | Impairments | An adaptation of IAS 36 Impairment of Assets to allow the scoring of all impairments that are caused by a clear consumption of economic benefit to the Operating Cost Statement. | Clarification surrounding budgetary treatment. Unlikely to have a significant impact. |
| 11 | Income and Expenditure | The removal of Cost of Capital charging from accounts. | Applies to all public sector bodies. Guidance issued by HM Treasury means that this change is budgetary neutral. No impact on the Department other than disclosure. |

The application date for these FReM changes is 1 April 2010.

2. First time adoption of IFRS

- (i) Reconciliation of UK GAAP reported taxpayers' equity to IFRS at the date of transition 1 April 2008

| | General Reserve £000 | Revaluation Reserve £000 | Total £000 |
|--|-------------------------|-----------------------------|---------------|
| Taxpayers' equity at 31 March 2008 under UK GAAP | (353) | - | (353) |
| Adjustments for: | | | |
| Employee benefits | (67) | - | (67) |
| Taxpayers' equity at 1 April 2008 under IFRS | <u>(420)</u> | <u>-</u> | <u>(420)</u> |

- (ii) Reconciliation of GAAP reported taxpayers' equity to IFRS at the end of the final UK GAAP reporting period 31 March 2009

| | General Reserve £000 | Revaluation Reserve £000 | Total £000 |
|--|-------------------------|-----------------------------|---------------|
| Taxpayers' equity at 31 March 2009 under UK GAAP | (406) | 3 | (403) |
| Adjustments for: | | | |
| Employee benefits | (72) | - | (72) |
| Taxpayers' equity at 1 April 2009 under IFRS | <u>(478)</u> | <u>3</u> | <u>(475)</u> |

- (iii) Reconciliation of UK GAAP reported net operating cost to IFRS for the year ended 31 March 2009

| | Total £000 |
|---|---------------|
| Net expenditure after cost of capital for 2008/09 under UK GAAP | 8,126 |
| Adjustments for: | |
| Employee benefits | 5 |
| Net expenditure after cost of capital for 2008/09 under IFRS | <u>8,131</u> |

3. Analysis of net expenditure by segment

At 31 March 2010 Northern Ireland Policing Board is organised into three main business segments:

- Grant-in-Aid and Grant received used to finance activities and expenditure which support the statutory and other objectives of the Northern Ireland Policing Board;
- Grant-in-Aid and Grant received used to finance activities and expenditure which support the statutory and other objectives of the District Policing Partnerships; and
- International Fund for Ireland grant funded activity

The segmental results for the year ended 31 March 2010 are as follows:

| | Northern Ireland Policing Board £000 | District Policing Partnerships £000 | International Fund for Ireland £000 | Total £000 |
|-------------------|--|---|---|---------------------|
| Gross expenditure | 5,292 | 2,876 | 70 | 8,238 |
| Income | - | - | (70) | (70) |
| Net Expenditure | <u>5,292</u> | <u>2,876</u> | <u>-</u> | <u>8,168</u> |

The segmental results for the year ended 31 March 2009 are as follows:

| | Northern Ireland Policing Board £000 | District Policing Partnerships £000 | International Fund for Ireland £000 | Total £000 |
|-------------------|--|---|---|---------------------|
| Gross expenditure | 5,190 | 2,941 | 163 | 8,294 |
| Income | - | - | (163) | (163) |
| Net Expenditure | <u>5,190</u> | <u>2,941</u> | <u>-</u> | <u>8,131</u> |

4. Staff numbers and related costs

(i) Board Members

The average number of Members during the year was 19 (2008/09: 19).

(ii) Staff costs comprise:

| | 2010 £000 | 2009 Restated £000 |
|------------------------------------|--------------|--------------------------|
| Permanently employed staff | | |
| Wages and salaries | 2,046 | 1,818 |
| Social security costs | 201 | 146 |
| Other pension costs | 299 | 272 |
| Total permanent staff costs | 2,546 | 2,236 |
| Secondments/agency costs | 216 | 222 |
| Total cost | 2,762 | 2,458 |

Staff costs for 2009/10 include the Board's obligation arising from the settlement payment to be made to seconded NICS staff at AA, AO, EOII and analogous grades as the result of an agreement with NIPSA in respect of Equal Pay amounting to £175k, details of which are contained in note 13 and the cost of assimilation of those staff grades to the 1 February 2009 revised pay scales.

The average number of persons employed:

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

| | 2010 Number | 2009 Restated Number |
|------------------------------------|----------------|----------------------------|
| Permanently employed staff | | |
| Senior management | 6 | 5 |
| Other directly employed staff | 48 | 49 |
| Total permanent staff costs | 54 | 54 |
| Secondments/agency costs | 6 | 7 |
| Total number of employees | 60 | 61 |

4. Staff numbers and related costs (continued)

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

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

For 2009/10, employers' contributions of £299,244 were payable to the PCSPS(NI) (2008/09: £270,622) at one of four rates in the range 16.5% to 23.5% of pensionable pay, based on salary bands. The scheme's Actuary reviews employer contributions every four years following a full scheme valuation. From 2010/11, the rates will be in the range 18% to 25%. The contribution rates are set to meet the cost of the benefits accruing during 2009/10 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

Further information on pensions can be found in the Remuneration Report and in the Statement of Accounting Policies note 1.14.

5. Other Expenditure

(i) Grants to District Policing Partnerships

| | 2010 | 2009 Restated |
|------------------|--------------|------------------|
| | £000 | £000 |
| Antrim | 86 | 101 |
| Ards | 113 | 107 |
| Armagh | 108 | 106 |
| Ballymena | 103 | 99 |
| Ballymoney | 97 | 100 |
| Banbridge | 105 | 104 |
| Belfast | 381 | 384 |
| Carrickfergus | 89 | 90 |
| Castlereagh | 103 | 103 |
| Coleraine | 107 | 101 |
| Cookstown | 94 | 95 |
| Craigavon | 98 | 105 |
| Derry | 109 | 106 |
| Down | 101 | 105 |
| Dungannon | 101 | 106 |
| Fermanagh | 105 | 110 |
| Larne | 77 | 82 |
| Limavady | 97 | 100 |
| Lisburn | 125 | 135 |
| Magherafelt | 78 | 76 |
| Moyle | 95 | 96 |
| Newry and Mourne | 107 | 107 |
| Newtownabbey | 97 | 104 |
| North Down | 113 | 117 |
| Omagh | 89 | 95 |
| Strabane | 98 | 100 |
| Reconstitution | - | 7 |
| Total | 2,876 | 2,941 |

5. Other Expenditure (continued)

(ii) Other operating costs

| | 2010 | 2009 Restated |
|---|---------------------|---------------------|
| | £000 | £000 |
| Travel & subsistence | 77 | 116 |
| Training costs | 35 | 69 |
| Hospitality | 3 | 5 |
| Press & public relations | 250 | 318 |
| Custody Visitors and Independent Observers | 81 | 75 |
| Crown Solicitor costs | 97 | 134 |
| Public attitude surveys | 66 | 74 |
| Human rights monitoring | 130 | 198 |
| Pension medical services and appeals | 458 | 309 |
| Telephones, postage, stationery & other running costs | 90 | 105 |
| Accommodation costs | 682 | 663 |
| Information technology | 148 | 229 |
| External audit fees | 18 | 19 |
| Special investigations (Omagh) | - | 22 |
| Other costs | 359 | 351 |
| Permanent diminution of assets | - | 2 |
| Notional cost of capital | (22) | (16) |
| Gain on revaluation of assets previously impaired | (7) | - |
| Loss on disposal of fixed assets | 1 | 1 |
| International fund for Ireland expenditure | 70 | 163 |
| Total other operating costs | <u>2,536</u> | <u>2,837</u> |
| Total other expenditure | <u><u>5,412</u></u> | <u><u>5,778</u></u> |

Funding of the DPPs is by way of the payment of a grant by the Board to each of the District Councils. The amount of grant is 75% of the cost of operating the DPPs, including salaries, travel, allowances and operating costs, with the remaining 25% funded by the District Councils. The grant is recognised on an accruals basis in the Board's financial statements. A comparison of amounts paid against actual costs incurred for the year to the final amount due, gives rise to a current liability which represents the final payment due to the DPPs from the Board for 2009/10 expenditure.

6. Other income

| | 2010 | 2009 Restated |
|--|-----------|------------------|
| | £000 | £000 |
| Income source | | |
| Grant receivable from the International Fund for Ireland (IFI) | 70 | 163 |
| Total other income | <u>70</u> | <u>163</u> |

7. Notional cost of capital

| | 2010 | 2009 Restated |
|--|-------------|------------------|
| | £000 | £000 |
| The notional cost of capital is calculated as 3.5% of the average value of assets less total liabilities | (22) | (16) |
| | <u>(22)</u> | <u>(16)</u> |

8. Property, plant and equipment

| | Computer Equipment £000 | Furniture & Fitting £000 | Total £000 |
|---------------------------|-------------------------------|--------------------------------|---------------|
| Cost or Valuation | | | |
| At 1 April 2009 restated | 145 | 184 | 329 |
| Additions | 9 | 5 | 14 |
| Disposals | (20) | - | (20) |
| Revaluations | 15 | 2 | 17 |
| At 31 March 2010 | 149 | 191 | 340 |
| Depreciation | | | |
| At 1 April 2009 restated | 97 | 137 | 234 |
| Charged in year | 24 | 18 | 42 |
| Disposals | (19) | - | (19) |
| Backlog depreciation | 7 | 2 | 9 |
| At 31 March 2010 | 109 | 157 | 266 |
| Net Book Value | | | |
| At 31 March 2010 | 40 | 34 | 74 |
| At 31 March 2009 restated | 48 | 47 | 95 |

8. Property, plant and equipment (continued)

| | Computer Equipment £000 | Furniture & Fitting £000 | Total £000 |
|----------------------------------|-------------------------------|--------------------------------|---------------|
| Cost or Valuation | | | |
| At 1 April 2008 restated | 140 | 169 | 309 |
| Additions | 9 | 7 | 16 |
| Disposals | (1) | - | (1) |
| Revaluations | (3) | 8 | 5 |
| At 31 March 2009 restated | 145 | 184 | 329 |
| Depreciation | | | |
| At 1 April 2008 restated | 79 | 109 | 188 |
| Charged in year | 19 | 23 | 42 |
| Disposals | - | - | - |
| Backlog depreciation | (1) | 5 | 4 |
| At 31 March 2009 restated | 97 | 137 | 234 |
| Net Book Value | | | |
| At 31 March 2009 restated | 48 | 47 | 95 |
| At 31 March 2008 restated | 61 | 60 | 121 |

9. Intangible Assets

| | £000 |
|-------------------------|-----------|
| Cost | |
| At 1 April 2009 | - |
| Additions | 54 |
| At 31 March 2010 | 54 |
| Amortisation | |
| At 1 April 2009 | - |
| Charged in year | - |
| At 31 March 2010 | - |
| Net Book Value | |
| At 31 March 2010 | 54 |
| At 31 March 2009 | - |
| At 31 March 2008 | - |

Intangible assets comprise of computer software licences.

10. Trade receivables and other current assets

| | 2010 | 2009 Restated | At 1 April 2008 Restated |
|---|------------|------------------|--------------------------------|
| | £000 | £000 | £000 |
| Amounts falling due within one year: | | | |
| Trade receivables due from local authorities | 8 | 4 | 4 |
| Trade receivables due from central government | - | 2 | - |
| Prepayments and accrued income | 74 | 109 | 69 |
| VAT | 78 | 45 | 108 |
| | 160 | 160 | 181 |

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

11. Cash and cash equivalents

| | 2010 | 2009 Restated | At 1 April 2008 Restated |
|---|------------|------------------|--------------------------------|
| | £000 | £000 | £000 |
| Commercial bank and cash in hand | | | |
| Balance at 1 April | 108 | 80 | 121 |
| Net change in cash and cash equivalent balances | 289 | 28 | (41) |
| Balance at 31 March | 397 | 108 | 80 |

12. Trade payables and other current liabilities

(i) Analysis by type

| | 2010 | 2009 Restated | At 1 April 2008 Restated |
|--|--------------|------------------|--------------------------------|
| | £000 | £000 | £000 |
| Amounts falling due within one year: | | | |
| Other taxation and social security | 8 | 10 | 5 |
| Trade payables | 616 | 387 | 324 |
| Accruals and deferred income | 183 | 92 | 99 |
| Balances due to District Policing Partnerships | 333 | 349 | 374 |
| | 1,140 | 838 | 802 |

(ii) Intra-government balances

| | 2010 | 2009 Restated | At 1 April 2008 Restated |
|---|--------------|------------------|--------------------------------|
| | £000 | £000 | £000 |
| Amounts falling due within one year: | | | |
| Balances with other central government bodies | 661 | 250 | 117 |
| Balances with local authorities | 336 | 357 | 375 |
| Subtotal: intra-government balances | 997 | 607 | 492 |
| Balances with bodies external to government | 143 | 231 | 310 |
| | 1,140 | 838 | 802 |

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

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

13. Provisions for liabilities and charges

| | Equal Pay | Medical Appeals | Total |
|---|------------|-----------------|------------|
| | £000 | £000 | £000 |
| Amounts falling due within one year: | | | |
| At 1 April 2009 | - | - | - |
| Utilised during the year | - | - | - |
| Charged to the Net Expenditure Account | 175 | 157 | 332 |
| At 31 March 2010 | 175 | 157 | 332 |

(i) Equal Pay

This provision represents the Board's obligations arising from the settlement payment to be made to seconded NICS staff at AA, AO, EOII and analogous grades as the result of an agreement with NIPSA in respect of Equal Pay.

As over 13,000 staff in NICS are affected, each with their own personal circumstances, implementation of the settlement will be a major administrative exercise and will take several months to fully complete. The exact amount to be paid will depend on a number of factors, including the number of staff who agree to the settlement and the amount that HMRC calculate is due from departments to discharge taxation obligations.

(ii) Medical Appeals

This provision relates to outstanding appeals for the non-award of medical pensions and injury on duty pensions as a result of the percentage of disablement awarded, before and after review or due to the implementation date of the award for serving and ex serving PSNI officers.

14. 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.

15. Commitments under leases

Total future minimum lease payments under operating leases are given in the table below analysed according to the period in which the lease expires:

| | Land and Buildings | | Other | |
|---|--------------------|--------------------------|--------------|--------------------------|
| | 2010 £000 | 2009 Restated £000 | 2010 £000 | 2009 Restated £000 |
| Obligations under operating leases comprise: | | | | |
| Not later than one year | 286 | 286 | 8 | 8 |
| Later than one year and not later than five years | 1,144 | 1,144 | 16 | 23 |
| Later than five years | 119 | 405 | - | - |
| | 1,549 | 1,835 | 24 | 31 |

16. Financial instruments

As the cash requirements of the Board are met through Grant-in-Aid provided by the Northern Ireland Office, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with the Board's expected purchase and usage requirements and the Board is therefore exposed to negligible credit, liquidity or market risk.

17. Related party transactions

The Board was a Non-Departmental Public Body of the NIO in the reporting period.

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

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

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

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

Transactions with related parties are as follows:

| Name of related party | Nature of transaction | Amount of transaction | | Amount owed to/ (from) related party | |
|-----------------------|-----------------------|-----------------------|--------------------------|--------------------------------------|--------------------------|
| | | 2010 £000 | 2009 Restated £000 | 2010 £000 | 2009 Restated £000 |
| NI Assembly | salary | 78 | 36 | - | - |
| Mediation NI | grant funding | 70 | 163 | - | 32 |

18. Events after the reporting period

On 12 April 2010, policing and justice functions in Northern Ireland were devolved to the Northern Ireland Assembly and the Department of Justice came into existence as a new Northern Ireland Department. From this date, the lead policy responsibility for the Northern Ireland Policing Board transferred from the Northern Ireland Office to the Department of Justice.

The 2009/10 financial statements have been prepared on the basis that the Northern Ireland Policing Board was an NDPB of the Northern Ireland Office for the entire financial year and these will be laid in Parliament. There is no impact on the 2009/10 financial statements arising from the transfer of functions to the Northern Ireland Assembly on 12 April 2010.

No other events as defined in IAS 10 have occurred subsequent to the year end that require disclosure. These accounts were authorised for issue on the same date the Comptroller and Auditor General certified the accounts.

GLOSSARY



| | |
|---------------|--|
| ACC | Assistant Chief Constable |
| ACPO | Association of Chief Police Officers |
| APA | Association of Police Authorities |
| CEC | Community Engagement Committee |
| CETV | Cash Equivalent Transfer Value |
| CJINI | Criminal Justice Inspection Northern Ireland |
| CSO | Crown Solicitors Office |
| CSP | Community Safety Partnership |
| CSU | Community Safety Unit |
| DCU | District Command Unit |
| DFP | Department of Finance and Personnel |
| DPP | District Policing Partnership |
| DUP | Democratic Unionist Party |
| ECtHR | European Court of Human Rights |
| FOI | Freedom of Information |
| FREM | Financial Reporting Manual |
| HET | Historical Enquiries Team |
| HMIC | Her Majesty's Inspectorate of Constabulary |
| ICO | Independent Community Observers |
| ICV | Independent Custody Visitor |
| ICVA | Independent Custody Visiting Association |
| IFI | International Fund for Ireland |
| IFRS | International Financial Reporting Standards |
| IIP | Investors in People |
| IS | Information Systems |
| IT | Information Technology |
| JPC | Joint Policing Committee |
| LGBT | Lesbian, Gay, Bisexual and Transgender |
| MLA | Member of the Legislative Assembly |
| NAO | National Audit Office |
| NDPB | Non Departmental Public Body |
| NI | Northern Ireland |
| NICS | Northern Ireland Civil Service |
| NIO | Northern Ireland Office |
| NIPB | Northern Ireland Policing Board |
| NIPSA | Northern Ireland Public Services Alliance |
| NISRA | Northern Ireland Statistics and Research Agency |
| NPT | Neighbourhood Policing Team |
| NSPCC | National Society for the Prevention of Cruelty to Children |
| OCTF | Organised Crime Task Force |
| OFMDFM | Office of the First Minister and Deputy First Minister |
| PONI | Office of the Police Ombudsman for Northern Ireland |
| PCSPS | Principal Civil Service Pension Scheme |
| PIR | Post Implementation Review |
| PITO | Police Information Technology Organisation |
| PNB | Police Negotiating Board |
| PPS | Public Prosecution Service |
| PRRRT | Police Rehabilitation and Retraining Trust |
| PSA | Public Service Agreement |
| PSD | Professional Standards Department |
| PSNI | Police Service of Northern Ireland |
| RPI | Retail Prices Index |
| RUC | Royal Ulster Constabulary |
| SDLP | Social Democratic and Labour Party |
| SF | Sinn Féin |
| SMP | Selected Medical Practitioner |
| SMT | Senior Management Team |
| SOCA | Serious Organised Crime Agency |
| UUP | Ulster Unionist Party |

CORPORATE VISION

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

NORTHERN IRELAND POLICING BOARD

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DOCUMENT TITLE

ANNUAL REPORT AND ACCOUNTS FOR THE PERIOD 1 APRIL 2009 - 31 MARCH 2010

HOUSE OF COMMONS

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

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

Ordered by the House of Commons to be printed 15 July 2010 HC242.

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