



THE NORTHERN IRELAND POLICING BOARD

# ANNUAL REPORT AND ACCOUNTS

FOR THE PERIOD 1 APRIL 2005 - 31 MARCH 2006

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

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

Ordered by the House of Commons to be printed 24 July 2006



THE NORTHERN IRELAND POLICING BOARD

# Our corporate vision

TO ENSURE FOR ALL THE PEOPLE OF NORTHERN IRELAND AN EFFECTIVE, EFFICIENT, IMPARTIAL AND ACCOUNTABLE POLICE SERVICE WHICH WILL SECURE THE CONFIDENCE OF THE WHOLE COMMUNITY.

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## CHAIRMAN'S FOREWORD



The Northern Ireland Policing Board's Annual Report is an important, and I hope, informative publication as it lets you know what we have done on the community's behalf over the last year.

While this is our fifth Annual Report since the Board was established in November 2001, it is also the last Report of the first Board that came to the end of its term of office on 31 March 2006.

However, its work continues with the new Board and I am pleased to present this Annual Report that summarises our work and achievements for the period 1 April 2005 - 31 March 2006.

Since the establishment of the Board, its Members have been entrusted with the remit of ensuring for all the people of Northern Ireland the delivery of an effective, efficient, accountable and impartial police service, which secures the confidence of the whole community; a trust that the new Policing Board will continue to uphold.

At the Board's last public session this March I said that "given the nature of our history, the times in which the Board found itself, the absence of complete political support for policing, the threats and intimidation, the controversial issues

Members had to deal with, and ongoing political uncertainty, one of the Board's most remarkable achievements is, perhaps, that it survived at all, and still accomplished what it was set up to do."

Much has indeed been achieved and this Annual Report details a number of those achievements. Once again the Board set important, yet realistic targets with the Police Service in the Annual Policing Plan - policing priorities that were designed to meet the needs of the public and to help make communities safer. As a result of effective police work the Board can report that there was a reduction in the number of domestic burglaries and vehicle crime, and that clearance rates in a number of key crime areas increased.

Recorded crime, however, showed a 4.3% increase which is an issue of concern, particularly in respect of violent crime. Yet much progress has been made over the last few years and Northern Ireland still remains one of the safest places to live with recorded crime still representing a 13.5% decrease on the figures for 2002/03.

This year the Board also introduced, in advance of other UK police services, performance and development review objectives for the Chief Constable; and progress was monitored and measured by the Board during the reporting period.

The Board also commissioned an Independent Assessment Panel to consider and report on the effectiveness and performance of the Board, during the first four years of its operation. The Board welcomed the Panel's findings and the recommendations made have been accepted and are being progressed.

Continuing to play their part in making a considerable difference to policing during the past year have been the District Policing Partnerships (DPPs). With the first DPPs coming to the end of their term of office, the Board reconstituted the Partnerships in December 2005 appointing new Independent Members.

DPPs have become an integral and accepted part of local policing and have brought policing closer to the community and the community closer to policing in a way that never happened before in Northern Ireland. The Board pays tribute to all DPP Members who have served, and continue to serve, their communities.

As the DPPs provide a local voice on policing in their council districts, so the Board holds the Chief Constable to account for policing across Northern Ireland. This is a role that the Board and its Members take seriously.

Following the outbreak of sustained violence on the back of two Belfast parades last summer, which saw police officers shot at petrol and blast bombed, the Board condemned the violence and praised the courage of police officers, many of whom had been seriously injured.

At the same time the Board had a responsibility to ensure that the operation had been policed properly. This responsibility also meant ensuring that Human Rights of the paraders and their supporters, police officers and protesters had been upheld; in their special report, the Board's Human Rights Advisers found, and the Board accepted that they had been and the human rights of all were taken into account at all stages of the operation.

It is a fact that much of the Board's work attracts little public attention. However, some of it attracts a considerable amount, and sometimes means taking difficult decisions around contentious issues on behalf of the community; such as public order equipment and less lethal weaponry.

It is important to remember that operational, day-to-day responsibility for policing remains with the Chief Constable and his officers. The Board plays absolutely no role in this, but holds the Chief Constable to account for decisions taken. But whatever the situation Members work hard to deliver the Board's important accountability role.

But to police effectively the Police Service requires a number of factors to be in place; the support - political and otherwise - of the whole community, and the necessary resources to do the job. That is why the Board was, and remains, seriously concerned that full funding for the new Police Training College has not yet been secured; there are implications of this shortfall for the Police Service and the community as a result.

At the same time, the Board found the Government's Draft Guidelines on Community Based Restorative Justice Schemes, published in December 2005, to be unacceptable as they presented a very real risk that the Schemes could become an 'alternative' to established elements of the criminal justice system - namely the police and the courts.

It has been a busy year for the Board. A year which also saw a brutal physical attack on the Board's Vice Chairman Denis Bradley, from which Denis has made, thankfully, a complete recovery. It is the hope of this Board that such incidents become a part of our un-edified past and that full support for policing is secured alongside a lasting political settlement, something that is not in the gift of this or future Boards.

There are still many challenges in the years ahead for policing and for the new Board. Issues such as the impact of the Review of Public Administration; new developments in the delivery of the policing service; and future pressure on police funding and resources.

Others will judge the achievements of this first Board - as outlined above - it not just survived, it met its stated objectives.

This last Annual Report of the first Northern Ireland Policing Board affords the opportunity to place on record the privilege it has been for all Members to serve the people of Northern Ireland in this way.

**Professor Sir Desmond Rea**  
Chairman  
Northern Ireland Policing Board

## CHIEF EXECUTIVE'S FOREWORD



As the Policing Board's Chief Executive, I am pleased to support the Chairman in presenting the Annual Report for 2005-06.

My role is to lead a team of 60-plus dedicated and hard-working professionals who support the work of the Board's 19 Members to ensure that the community has a police service that is effective, efficient, accountable and impartial.

While these are the principal aims of the Policing Board, the work that underpins them is varied and often demanding. It is always undertaken in a spirit of willingness and professionalism, and in line with the Board's new three year Corporate Plan 2005-08. The Corporate Plan has been developed under three key corporate objectives, to:

- Encourage Confidence in Policing
- Ensure the Delivery of an Effective Police Service
- Ensure the Delivery of an Efficient Police Service.

The priorities for the Board are established each year in the annual Corporate Business Plan. In the following pages we detail the significant achievements addressing these priorities and in meeting the organisations objectives and targets.

The Report also summarises the work of the Board over the past year and sets out the overall performance of the Police Service of Northern Ireland.

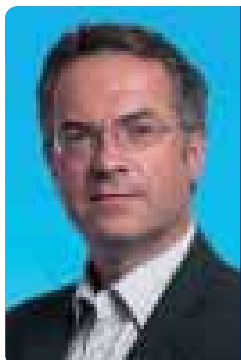
Like all public sector organisations we have a responsibility to manage public money wisely. One of my statutory duties, as the Policing Board's Accounting Officer, is to ensure financial probity within the organisation. I am therefore pleased to include in this Report a full and audited Statement of Accounts.

As this Report marks the end of the first term of the Policing Board, I would express my thanks to all staff, past and present, for their contribution to what is often described as the most successful body to be established following the Belfast Agreement. On behalf of staff, I would also pay tribute to the Members who have served on the first Policing Board.

It is my privilege to work as a public servant in what is perhaps the most challenging, yet rewarding area of public service in Northern Ireland. I hope you find that this fifth Annual Report of the Northern Ireland Policing Board reflects this view.

**Trevor Reaney**  
 Chief Executive  
 Northern Ireland Policing Board

# MEMBERSHIP OF THE NORTHERN IRELAND POLICING BOARD 1 APRIL 2005 - 31 MARCH 2006



## Alex Atwood MLA

**Alex Attwood is the MLA for West Belfast and his party's spokesperson on security and policing.**

Educated at St Malachy's College and Queen's University, Belfast, Mr Attwood is a solicitor who entered local politics on election to Belfast City Council in 1985. He was a member of the Dublin Forum for Peace and Reconciliation and a member of SDLP talks team at Castle Buildings 1996-1998. He has been a Member of the Northern Ireland Assembly since 1998 and the Party's senior negotiator on policing, criminal justice and human rights.

### Register of Interests

**Directorships:** None

**Remunerated Employment, Office, Profession etc:** Member Legislative Assembly, Member Belfast City Council

**Clients:** None

**Land and Property:** None

**Shareholdings:** None

**Unremunerated Interests:** Trustee, John Hume Trust

**Membership of Organisations:** None



## Denis Bradley

**Denis Bradley lives in Derry and is Vice Chairman of the Northern Ireland Policing Board.**

A current Chairman and Chief Executive of Northland Films, Chairman of Northlands Centre, a centre for the treatment of addictions. He was a member of both the NI Drugs Committee and the BBC Broadcasting Council. A founder member of the Bogside Community Association he has long been associated with local community organisations. Denis is a freelance journalist and broadcaster.

### Register of Interests

**Directorships:** Northland Films – Television Production

**Remunerated Employment, Office, Profession etc:** Freelance Journalism – Writing and Broadcasting

**Clients:** None

**Land and Property:** Residential

**Shareholdings:** None

**Unremunerated Interests:** Board Member Northlands Centre – Treatment and Education Facility for Alcohol and Drugs

**Membership of Organisations:** None



## Viscount Brookeborough

**Viscount Brookeborough runs a farming and tourist business at his home, Colebrooke Park, in County Fermanagh.**

He is President of Outward Bound NI and is a member of the Advisory Council of the Duke of Edinburgh Award Scheme in Northern Ireland. He is a Trustee of the Housing for the Homeless Fund of the Simon Community NI. He sits as an Independent Cross Bench Peer in the House of Lords.

### Register of Interests

**Directorships:** Non-Executive Director – Basil Trust Corporation (Jersey) Financial Services

**Remunerated Employment, Office, Profession etc:** Farmer; Owner Tourist Business (Guest House – Corporate Entertainment)

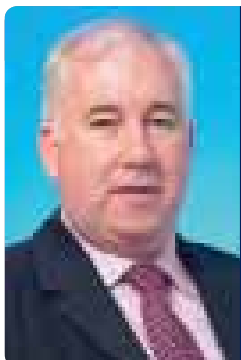
**Clients:** Various

**Land and Property:** Colebrooke Estate – 1,000 acres - Fermanagh

**Shareholdings:** Basil Trust Corporation (Jersey)

**Unremunerated Interests:** Member of the House of Lords

**Membership of Organisations:** Orange Order; Ulster Unionist Party; Various Charities



## Joe Byrne

**Joe Byrne is a Queen's University economics graduate who went on to become a college lecturer before commencing a political career.**

Mr Byrne was elected to Omagh District Council in 1993 and served as Chairman in 1997. He was elected to the Northern Ireland Forum for Political Dialogue in 1996; became a Member of the new Northern Ireland Assembly in 1998 and served until the last election.

### Register of Interests

**Directorships:** Director – Manorland Investment Properties Ltd; Director – Maryland Investment Properties Ltd

**Remunerated Employment, Office, Profession etc:** Member of Omagh District Council; Member of the Northern Ireland Assembly

**Clients:** None

**Land and Property:** Retail/Commercial property

**Shareholdings:** Manorland Investment Properties Ltd (property development); Maryland Investment Properties Ltd (property development)

**Unremunerated Interests:** Trustee of Omagh Boys and Girls Youth and Community Trust; Member of Omagh Chamber of Commerce and Industry

**Membership of Organisations:** None



## Fred Cobain MLA

**Fred Cobain is an Ulster Unionist Party Assembly Member for North Belfast.**

He is married with two children, a boy and a girl, and was elected to Belfast City Council in 1985. He served as Lord Mayor in 1990 and has been a member of the Northern Ireland Assembly since 1998.

### Register of Interests

**Directorships:** None

**Remunerated Employment, Office, Profession etc:** Member of the Northern Ireland Assembly

**Clients:** None

**Land and Property:** None

**Shareholdings:** None

**Unremunerated Interests:** None

**Membership of Organisations:** Member of Loyal Orange Institution





## Brian Dougherty

**Brian Dougherty holds a BSc (Hons) degree in Regional Analysis and Development and is a Master of Town Planning.**

He is a Co-ordinator with the Tullyally and District Development Group in Londonderry, and has been seconded to the Fountain Estate for a year. He is the Community Development Representative on the Northern Ireland Civic Forum. He is a Board Member of the Waterside Area Partnership, the Foyle Downs Syndrome Trust and the TRIAX Group. He has been widely involved with many local youth and sporting groups and is Secretary of the Northern Ireland Cricket Association.

### Register of Interests

**Directorships:** None

**Remunerated Employment, Office, Profession etc:** Tullyally and District Development Group – Community Association; Mirror Group Newspapers – The Derry Journal

**Clients:** None

**Land and Property:** Residential property; Landlord of property for lease; Co-owner of Clooney Foodstores (Day to Day), Waterside

**Shareholdings:** None

**Unremunerated Interests:** Community Development Representative of NI Civic Forum; Chairperson of Waterside Area Partnership; Foyle Downs Syndrome Trust; TRIAX Secretary; Chairperson of West Bank Initiative; Member of Waterside Neighbourhood Renewal Board; Secretary (recreational) Cricket Club

**Membership of Organisations:** None



## Sam Foster C.B.E. F.I.R.S.O. (HON)

**Sam Foster was an Ulster Unionist Party assembly member who held the Fermanagh and South Tyrone seat from 1998 - 2003. He was Minister of Environment from 1999 – 2002.**

He was born in Lisnaskea and is married with 2 sons and 1 daughter. He now lives in Enniskillen, Co Fermanagh. He was educated at Enniskillen Technical College and graduated from Ulster Polytechnic, Belfast. He is a retired Social Worker with a C.Q.S.W. qualification. Was the Social Worker seconded to the Enniskillen "Bomb" Fund after the Cenotaph Bomb in 1987. Was almost a victim. He was a member of Fermanagh District Council from 1981-2001 holding the Chairmanship from 1995-97. He is a former member of both the Police Authority of Northern Ireland and the Ulster Defence Regiment with the rank of Major (4th) Fermanagh Battalion. His personal interests include sport, particularly football, campanology and politics.

### Register of Interests

**Directorships:** None

**Remunerated Employment, Office, Profession etc:** Retired social worker

**Clients:** None

**Land and Property:** None

**Shareholdings:** None

**Unremunerated Interests:** Honorary President – Lisbellaw Credit Union Ltd

**Membership of Organisations:** Orange Order; Royal Arch Purple Chapter of Ireland; Imperial Grand Black Chapter of the British Commonwealth



## Barry Gilligan

**Barry Gilligan lives in Belfast where he runs his own consultancy and property company.** He has a degree in Economics and is a Fellow of the Institute of Chartered Accountants in Ireland. He is Chairman of the Colin Glen Trust and is also Chairman of Groundwork Northern Ireland.

### Register of Interests

**Directorships:** Cobra Estates Ltd (Property Investment and Development/Consultancy Services); Crumlin Road Courthouse Ltd (Property Development); Ravella Properties Ltd; Atane Ltd; Kilmaine Properties Ltd

**Remunerated Employment, Office, Profession etc:** Cobra Estates Ltd (Owner/Chairman)

**Clients:** Various consultancy clients

**Land and Property:** Various commercial investment and development properties

**Shareholdings:** Managed portfolio

**Unremunerated Interests:** None

**Membership of Organisations:** None



## William Hay MLA

**Donegal born William Hay is a Democratic Unionist Party MLA.**

He was educated at Faughan Valley High School, Londonderry. A haulage contractor by trade, he was elected to Derry City Council in 1981 and served as Mayor 1993 and Deputy Mayor 1992. He has been a member of the Northern Ireland Assembly since 1998, and member of Londonderry Port and Harbour Commission 1998.

### Register of Interests

**Directorships:** None

**Remunerated Employment, Office, Profession etc:** MLA – Northern Ireland Assembly; Member of Derry City Council; Londonderry Harbour Board

**Clients:** None

**Land and Property:** None

**Shareholdings:** None

**Unremunerated Interests:** None

**Membership of Organisations:** Member of the Orange Order; the Apprentice Boys of Derry; The Royal Black Institution



## Tom Kelly

**Tom Kelly lives in South Down.**

He has an Honours Degree in Communication with a Post Graduate Certificate in Marketing. He is Managing Director of a Public Relations company and is Director of the Newry Town Centre Partnership.

### Register of Interests

**Directorships:** Newry Town Centre Partnership Ltd; Stakeholder Communications Ltd

**Remunerated Employment, Office, Profession etc:** Managing Director, Stakeholder Communications Ltd; Group Managing Director, Stakeholder Communications Ltd

**Clients:** Various

**Land and Property:** Residential

**Shareholdings:** DCL Events Ltd; Stakeholder Communications Ltd

**Unremunerated Interests:** Newry Town Centre Partnership Ltd (Chairman); Newry Credit Union Ltd (Director)

**Membership of Organisations:** Member – Institute of Public Relations CIPR; Member – Marketing Institute of Ireland MMIT



## Lord Kilclooney MLA

### **Lord Kilclooney (John D Taylor) is an MLA and former MP for Strangford.**

The father of six lives in Armagh and was educated at the Royal School in Armagh and later at Queen's University, Belfast. He married his wife Mary in 1970. The former MP is a Company Director and Chairman of the Alpha Newspaper Group. He was Deputy Leader of the Ulster Unionist Party from 1995 to 2001 and was a member of the Parliamentary Assembly of the Council of Europe from 1997 to 2005. He is a former MEP for Northern Ireland.

#### **Register of Interests**

**Directorships:** Tontine Rooms Holdings Co Ltd; West Ulster Estates Ltd

**Remunerated Employment, Office, Profession etc:** MLA – Northern Ireland Assembly

**Clients:** None

**Land and Property:** Residential and Retail

**Shareholdings:** Tontine Rooms Holdings Company Ltd; West Ulster Estates Ltd

**Unremunerated Interests:** Gosford Voluntary Housing Association Ltd; Tyrone Courier Ltd; Outlook Press (NI) Ltd; Ulster Gazette (Armagh) Ltd; Tyrone Printing Co Ltd; Tyrone Constitution Ltd; Cerdac Print Ltd; Bramley Apple Restaurant Ltd; Sovereign Properties (NI) Ltd; Athlone Voice Ltd; Midland Tribune Ltd; Alpha Newspapers Ireland Ltd; and Ballymena Radio Ltd

**Membership of Organisations:** Presbyterian Church in Ireland; Loyal Orange Institution; Royal Horticultural Society; Glasgow Ulster Scots Society



## Pauline McCabe

### **Pauline McCabe lives in South Down.**

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

#### **Register of Interests**

**Directorships:** Diversiton GB Ltd; Osborne Properties Ltd; D & P McCabe Ltd

**Remunerated Employment, Office, Profession etc:** MTC (McCabe Training & Consultancy) – self employed

**Clients:** All in professional capacity – no relevance to Board

**Land and Property:** Residential / Commercial

**Shareholdings:** Diversiton GB Ltd; Osborne Properties Ltd; D & P McCabe Ltd

**Unremunerated Interests:** None

**Membership of Organisations:** None



## Alan McFarland MLA

**Alan McFarland is an Ulster Unionist Party Assembly Member for North Down where he lives.**

He is married with 1 son and 2 daughters. He was educated at Campbell College, Belfast before going to The Royal Military Academy at Sandhurst. Commissioned into the Royal Tank Regiment, he served for 18 years before retiring as Major in 1992. Between 1992 and 1996, he was Parliamentary Assistant to Rev. Martin Smyth MP and Rt Hon James Molyneaux at Westminster. Subsequently, he was Director of the Somme Heritage Centre, Newtownards (1996-98) - a museum which examines Ireland's contribution to the First World War. He was a North Down Member of the Northern Ireland Forum for Political Dialogue between 1996 and 1998, Vice-Chair on the Education Committee in 1996-97. Elected to the Northern Ireland Assembly in 1998 and 2003, during the first Assembly he was Deputy Chair of the Regional Development Committee and, between 1998 and 2002, was a member of the Health, Social Services and Public Safety Committee.

**Register of Interests**

**Directorships:** None

**Remunerated Employment, Office, Profession etc:** Member of Northern Ireland Assembly (MLA)

**Clients:** None

**Land and Property:** Home – Helen's Bay; Part Share – Family home, Co Tyrone

**Shareholdings:** None

**Unremunerated Interests:** Trustee – The Somme Association; Member – The Somme Heritage Centre Management Committee

**Membership of Organisations:** Chartered Management Institute – Member; Institute of Management Services – Member; Royal British Legion – Member; MENSA - Member



## Eddie McGrady MP, MLA, F.C.A.

**Eddie McGrady has been the MP for South Down since 1987.**

The father of three was born in Downpatrick and educated at the town's St Patrick's Grammar. A chartered accountant by profession, he entered politics in 1960 as a member of Downpatrick Urban District Council.

Entered politics in 1960 as member of Downpatrick Urban District Council, served on the council until 1973 and held the position of Chairman for several years. First Chairman of the SDLP in 1970. Member of Down District Council 1973-89 and Chairman of this body on several occasions. Elected to Northern Ireland Assembly 1973 and served as Minister for Policy, Planning and Co-ordination. Member of the Northern Ireland Convention 1975-77. Elected to the New Ireland Forum in 1984.

Member of Parliament for South Down since 1987. Appointed to newly formed Northern Ireland Select Affairs Committee, Westminster 1994. Member of Parliamentary Groups on homelessness and the environment 1987. Director and Chairman of the Social Democratic Group Ltd 1985-89. Director and first Chairman of Jobspace (NI) 1985-93, now known as Down Business Centre. First Chairman and former member of Down/Chicago Link Ltd. President Down/Chicago Link since January 2000. Front bench member of SDLP talks team at the Inter-Party Talks in 1991. SDLP Parliamentary Chief Whip since 1988. SDLP spokesman for Housing, Environment and Local Government. Member of the Northern Ireland Assembly Business Committee. Member of the new Northern Ireland Assembly 1998. May 2005, re-elected as Member of Parliament for South Down. Member of the Northern Ireland Policing Board. He is a founding Member of the St Patrick's Centre Board.

**Register of Interests**

**Directorships:** None

**Remunerated Employment, Office, Profession etc:** MP – Westminster

**Clients:** None

**Land and Property:** Residential

**Shareholdings:** None

**Unremunerated Interests:** None

**Membership of Organisations:** SDLP



## Rosaleen Moore

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

She has recently been appointed to the Board of Praxis N.I., a mental health charity and retains an interest in this area in a voluntary capacity.

### Register of Interests

**Directorships:** Director – Mental Health & Disability Services until October 2002

**Remunerated Employment, Office, Profession etc:** Retired

**Clients:** None

**Land and Property:** None

**Shareholdings:** None

**Unremunerated Interests:** None

**Membership of Organisations:** None



## Ian Paisley Jr MLA

**Ian Paisley Junior is Democratic Unionist Party justice spokesman and Assembly Member for North Antrim.**

Married with two daughters and two sons, he was educated at Shaftesbury House College, Methodist College and Queen's University, Belfast. He began his political career as a political researcher and author in 1989. Notable positions include Northern Ireland Forum for Political Dialogue 1996-1998; Member of the Northern Ireland Assembly since 1998.

### Register of Interests

**Directorships:** The New Protestant Telegraph; Assembly Business Trust

**Remunerated Employment, Office, Profession etc:** MLA – Member to the Assembly; PA to Dr Ian Paisley MP MEP

**Clients:** None

**Land and Property:** Residential

**Shareholdings:** None

**Unremunerated Interests:** None

**Membership of Organisations:** National Trust; British Motorcycle Federation; Motorcycle Action Group



## Professor Sir Desmond Rea

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

He was educated at Queen's University Belfast and the University of California, Berkeley. He is an Emeritus Professor of Human Resource Management at the University of Ulster and was formerly Senior Lecturer in Business Studies and Assistant Dean, Faculty of Economics and Social Sciences Queen's University Belfast. Desmond Rea is Editor of First Trust Bank's quarterly Economic Outlook and Business Review. He is a former Chairman of the NI Labour Relations Agency, NI Council for the Curriculum, Examinations and Assessment and NI Local Government Staff Commission. On 31 July 2004 he completed his term as a Non-Executive Director of AIB(UK) plc.

### Register of Interests

**Directorships:** JIGSA Group (Non-Executive Director); Ivy Wood Properties (Non-Executive Director) – October 2004 to February 2005

**Remunerated Employment, Office, Profession etc:** Editor of Economic Outlook and Business Review, First Trust Bank; Consultancies: Paid Advisory Roles – Foreman Consultants (ad hoc basis), Interfrigo Ltd and Dr Alister Hanna

**Clients:** None

**Land and Property:** Residential

**Shareholdings:** Various small shareholdings, three have local interests, BT, Viridian and Hanna World Fund

**Unremunerated Interests:** None

**Membership of Organisations:** None



## Suneil Sharma

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

He is Managing Director of the Befab Group and a former Commissioner with the Commission for Racial Equality NI. He is also a founding member of the NI Council for Ethnic Minorities and is currently a Director of the Preparing for Post Conflict Trust, which is involved in conflict management and community development, education, training and rehabilitation of groups and individuals in society. The Trust works closely with local government and other statutory bodies. The group also works with international partners involved with conflict management in the Middle East and South Africa. He has had an active interest in equality and human rights issues for a number of years.

### Register of Interests

**Directorships:** Varsity Estates Ltd – Property Development; IS Investment Ltd – Investment Holding Company; Rochester Property Developments Ltd – Property Development

**Remunerated Employment, Office, Profession etc:** IS Investments Ltd – Investment Holdings Company

**Clients:** None

**Land and Property:** None

**Shareholdings:** None

**Unremunerated Interests:** None

**Membership of Organisations:** None



## Sammy Wilson MLA

**Sammy Wilson is a teacher who was elected to Belfast City Council in 1981 and served as Lord Mayor in 1986 and 2000.**

He is Democratic Unionist Party Assembly Member for East Belfast. Mr Wilson was elected to the Northern Ireland Forum for Political Dialogue in 1996 and has been a member of the Northern Ireland Assembly since 1998.

### Register of Interests

**Directorships:** None

**Remunerated Employment, Office, Profession etc:** Northern Ireland Assembly (MLA); Belfast City Council; CCEA

**Clients:** None

**Land and Property:** Residential

**Shareholdings:** None

**Unremunerated Interests:** None

**Membership of Organisations:** None

Details of Board Members Remuneration and expenses for the period 1 April 2005 - 31 March 2006 can be found on page 57.

The Policing Board was re-constituted on 1 April 2006 and new Members details can be found on the Northern Ireland Policing Board's website or on request to the Board's Press and Public Relations Branch.

# MANAGEMENT COMMENTARY

## Background and Principal Activities

### History

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

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

### Principal Activities

The Board's statutory duty is to secure that the Police Service of Northern Ireland (PSNI) is effective and efficient and to hold the Chief Constable to account. Its primary responsibilities are:

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

## Summary Financial information

### Financial Performance

The Policing 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 2005/06 was £8.8m and included a one off amount of £0.7m for the appointment of independent members to the District Policing Partnerships which were reconstituted in 2005/06.

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

The Policing Board were able to offer up to NIO a cost saving of £0.4m at the time of the December Monitoring Round, giving a reduced budget of £8.4m for the year.

The revised budget and actual expenditure for 2005/06 is shown below:

Expenditure	Budget 05/06 £'m	Expenditure 05/06 £'m
Salaries	2.36	2.31
Other	2.47	2.49
DPPs	3.63	2.96
<b>Total</b>	<b>8.46</b>	<b>7.76</b>

Salary costs were £50k less than budget due to delaying the replacement of some staff that left the organisation during the year. Other costs were slightly above budget.

The shortfall in actual expenditure against budget in DPPs is largely due to the impact of the reconstitution, leading to a reduced level of activity in most DPPs in this financial year.

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

The Income and Expenditure Account is set out in the Financial Statements and shows a surplus for the year of £120k. This surplus represents the difference between the grant received from the NIO and costs incurred for 2005/06 (£7.76m above).

## Other Financial Information

### Basis of Accounts

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

### Interest Rate and Currency Risk

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

### Going Concern

The balance sheet at 31 March 2006 shows net liabilities of £124k. This reflects the inclusion of liabilities falling due in future years which, to the extent that they are not to be met from the NIPB's other sources of income, may only be met by future grants or grants-in-aid from the NIPB's sponsoring Department, the NIO.

Grants from NIO for 2006-07, taking into account the amounts required to meet the NIPBs liabilities falling due in that year, have already been included in the Departments Estimates for that year, which have been approved by Parliament, and there is no reason to believe that the Departments future sponsorship and future parliamentary approval will not be forthcoming. It has accordingly been considered appropriate to adopt a going concern basis for the preparation of the financial statements.

#### Events Since the Year End

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

#### Fixed Assets

Movements in fixed assets are disclosed in Note 7 to the Financial Statements (page 69). The Board does not believe there is any material difference between the market and net book value of its assets.

#### Payments to Suppliers

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

During the year a prompt payment figure of 96 % of bills paid within 30 days was achieved (96% in 2004/05).

#### Charitable Donations

During the year an amount of £5,000 was donated to the Royal Ulster Constabulary (RUC) George Cross Foundation.

#### Audit

The financial statements are audited by the Comptroller and Auditor General. The audit fee this year is £14,000 (2004/05 £14,000).

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

#### Pensions

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

#### Members

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

## The Work of the Northern Ireland Policing Board

### Meetings in Public

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

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

During the period 1 April 2005 to 31 March 2006, the Board held 9 meetings in public. The Board also uses these sessions to receive quarterly reports and question the Chief Constable on the performance of PSNI against the Annual Policing Plan. During the reporting period the Board received 1 quarterly report on performance against the Policing Plan 2004/05 and 3 reports on the Policing Plan 2005/06. Presentations were also delivered by the PSNI on domestic violence and on a strategic overview on policing alternatives.

At its March 2006 meeting, the Chairman and Chief Constable reviewed the Board's and PSNI's achievements since the establishment of the Board in November 2001.

The range of issues covered in these meetings not only keeps Members up to date on current initiatives, but also allows the press and public to see the accountability mechanisms working and anyone can come along to watch. The meetings are generally held at the Board's Headquarters in Clarendon Dock but meetings are held outside of Belfast each year.

In the reporting period the Board held meetings on 2 June 2005 in the City Hotel, Londonderry, on 30 June 2005 in the Ramada Hotel, Belfast and on 1 September 2005 in the Galgorm Manor Hotel, Ballymena.

In addition to the public sessions, the Board also meets in private session to consider other business. It has a number of committees to progress more detailed aspects of its work. Although these meetings are not open to public session, the agenda and minutes are published on the Board's website and are also available on request to the Board.



## Committee Responsibilities and Memberships

The make up, responsibilities and overview of the Board's Committees work during the reporting period is provided below.

More detailed information on some of the issues progressed during the reporting period are set out in greater detail throughout this report.

### Audit & Best Value Committee Membership

Mr F Cobain (Chairman)  
Mr J Byrne (Vice-Chairman)  
Viscount Brookeborough  
Mr B Gilligan  
Lord Kilclooney  
Mr S Wilson

During the reporting period this Committee met only once. This was due to the implementation of recommendations following an initial review of the Board's Committee structure roles and responsibilities. The areas of work which the Audit and Best Value Committee was responsible for were divided between the Audit and Risk Management, and Finance and General Purposes Committees.

### Audit and Risk Management Committee

The Audit & Risk Management Committee, retained the same membership as the Audit and Best Value Committee and met three times during the remainder of the year. This Committee's specific responsibilities are for corporate governance, audit and risk management. Examples of the work undertaken in the past year include: -

- Advise on the appropriate arrangements for corporate governance, internal and external audit;
- Approve the internal audit, audit strategy and annual periodic work plan for NIPB;
- Receive progress reports on the periodic work plan and consider appropriate action arising from these reports;
- Satisfy itself generally as to the effectiveness of the control and risk management systems operating within NIPB;
- Review the external auditor's management letters in respect of NIPB and PSNI, and any other reports, and report to the Board as appropriate.

The Finance and General Purposes Committee was given responsibility for overseeing the Board's duty in respect of implementing and monitoring the Board's legislative responsibilities under Part V of the Police (NI) Act 2000 regarding economy, efficiency and effectiveness.

This programme of work is contained in the 2005 - 2008 Policing Plan. Departmental reviews are discussed in the work of the various other Board Committees. The individual Best Value Reviews undertaken by both the Board and PSNI have been successfully completed, with a significant number of recommendations being made and taken forward to improve service provision within both organisations. These reviews can be obtained from the following websites:

[www.psnipolice.uk](http://www.psnipolice.uk) and [www.nipoliceboard.org.uk](http://www.nipoliceboard.org.uk)

The National Audit Office, supported by Her Majesty's Inspectorate of Constabulary have, as per legislative requirements, carried out a review of the Board's obligations under Part V of the above Act, of which the results are positive and supported by recommendations to improve the Board's approach to this area. These reports can be found at [www.nao.gov.uk](http://www.nao.gov.uk) and [www.homeoffice.gov.uk/hmic](http://www.homeoffice.gov.uk/hmic).

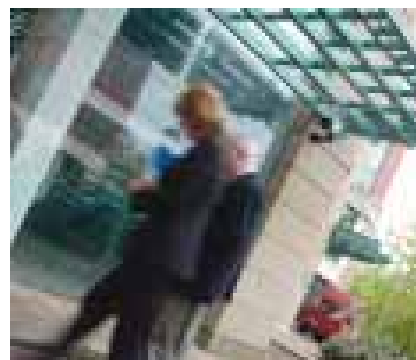
The Finance and General Purposes Committee oversaw the following elements of the Board's Continuous Improvement responsibilities:

- The completion of the Best Value Performance Plan in respect of both PSNI and NIPB;
- Moving the focus of Best Value to outward facing strategic issues to deliver improvements to the public. This can be seen in the selection of the Best Value areas for 2006/07 PSNI's Partnership and NIPB's holding the Chief Constable to Account;

The continued commitment of the various bodies participating in the Continuous Improvement Strategic Working Group to advise and help in the delivery of Best Value and Performance Improvement within NIPB and PSNI.

### Community Involvement Committee Membership

Mr D Bradley (Chairman)  
Viscount Brookeborough (Vice-Chairman)  
Mr A Attwood  
Mr J Byrne  
Mr B Dougherty  
Mr S Foster  
Mr W Hay  
Mr I Paisley Jnr  
Mr S Sharma



The Principal Responsibilities of the Committee are:

- To develop, promote and oversee District Policing Partnerships.
- To secure, support and monitor the implementation of Policing with the Community as the core function of the police service.
- To oversee and monitor the implementation of police service strategies as they impact upon crime prevention, community safety and the community in general.
- To develop, promote and oversee schemes which secure community involvement in policing, including Custody Visitors and Independent Community Observer Schemes.

During the reporting period, the Committee held 10 meetings and received presentations from various stakeholders on a range of issues including, the attitude of young people to violence, disorder and safety in North Belfast; developments in relation to Belfast city centre and future policing arrangements; serious crime in Urban Region; the Northern Ireland Drugs and Alcohol Strategy; protocols for flying of flags and policing of contentious parades; Neighbourhood Watch Schemes; the views of individuals from the black and minority ethnic population and the lesbian, gay and bisexual population towards the new policing arrangements in Northern Ireland; geographical sector policing in Craigavon DCU; the

use of mobile police stations; progressing the Policing with the Community Strategy; the Quality of Services Survey with victims of violent crime, vehicle crime, domestic burglary, racist incidents and road traffic collision casualties and the Knife Awareness and Disposal Campaign.

**Corporate Policy Committee Membership**

- Professor Sir Desmond Rea (Chairman)
- Mr D Bradley (Vice-Chairman)
- Mr F Cobain
- Mrs P McCabe
- Mr E McGrady
- Mr S Sharma
- Mr S Wilson
- Floating Members:
- Mr B Dougherty
- Mrs R Moore

The Principal Responsibilities of the Committee are:

- To oversee and co-ordinate the Board's work in relation to police service policies and strategies.
- To develop the Annual Policing Plan.
- To oversee and support the police service in the implementation of agreed changes to policing, including consideration of HMIC and Oversight Commissioner reports.

- To undertake the Board's duties in respect of senior police service personnel including, appointment, dismissal and terms and conditions of employment.
- To oversee and co-ordinate work in relation to the Board's duties, policies and strategies.
- To develop and oversee the Board's planning and performance management regime, including the development of the Corporate Plan.
- To review and update the Board's committee structure, its standing orders and Members Code of Conduct.

During the reporting period, the Committee held 11 meetings to progress its responsibilities. At these meetings, presentations on a range of issues were delivered including the measures put in place by PSNI to meet a new national crime recording standard; the policing of the Whiterock parade and subsequent events; the role and work of the PSNI Media and Public Relations Department; the new PSNI single non-emergency number and call management; PSNI Procurement Policy Procedures; the role of the Historical Enquiries Team; progress on the implementation of the recommendations arising from the Blakey, Crompton and Stevens 3 reports; and the work of Criminal Justice Inspection Northern Ireland.

The Committee has the responsibility for taking forward the appointment of senior officers and a request from the PSNI to appoint a new Assistant Chief Constable was completed during the review period.

The Committee also has responsibility for arranging police appeals tribunals to hear appeals from police officers who have been dismissed, or required to resign, or reduced in rank, following a disciplinary hearing. During the reporting period 2 appeals tribunals were held and notification of appeals were received in respect of a further 2 cases, these are currently being processed.

### **The Finance and General Purposes Committee Membership**

Mr S Wilson (Chairman)  
 Mr B Gilligan (Vice-Chairman)  
 Mr A Attwood  
 Mr F Cobain  
 Mr A McFarland  
 Mrs R Moore

The Principal Responsibilities of the Committee are:

- To oversee the development of a continuous improvement and Best Value regime within the police service.
- To monitor the effectiveness of the police service strategic financial planning process.
- To consider annual estimates for the police service prior to submission to the NIO.
- To monitor the police service expenditure and the cost of all areas of police service expenditure with a view to securing efficiencies.
- To consider expenditure under delegated limits.
- To consider in-year financial bids by PSNI and business cases under Patten non-severance funding.
- To consider and monitor police service strategies and policies including information and communications technology and estates.
- To oversee the development of a continuous improvement and Best Value regime within the Board.
- To consider estimates for Board purposes.
- To monitor the effectiveness of the Board's strategic financial planning process and consider annual estimates for the Board for submission to the NIO.

During the reporting period, the Finance and General Purposes Committee held 5 meetings and continued to oversee the development and implementation of the PSNI Estates Strategy and the PSNI Information Systems (IS) Strategy.

The Committee regularly received presentations on police expenditure from the PSNI Director of Finance and Support Services and relevant personnel regarding the implementation of the IS Strategy.

### **Human Resources Committee Membership**

Mrs P McCabe (Chairperson)  
 Viscount Brookeborough (Vice Chairman)  
 Mr S Foster  
 Mr B Gilligan  
 Mr W Hay  
 Mr E McGrady  
 Mrs R Moore

The Principal Responsibilities of the Committee are:

- To secure, promote and monitor the implementation of the Human Resources Planning Strategy and policies in the police service.
- To secure, promote and monitor the implementation of the Training, Education and Development Strategy in the police service.
- To monitor trends and patterns in the recruitment of police and police support staff and to promote and support efforts to secure a representative police service in terms of gender and community background.
- To oversee police pay, allowances and conditions of service, with the exception of senior police service personnel.
- To undertake the Board's responsibilities under Police and Police Pension Regulations.

During the reporting period the Committee met on 11 occasions to progress its workload. The Committee regularly received presentations from relevant personnel within PSNI to discuss the Training, Education and Development Strategy; the Human Resources Planning Strategy; and the Gender Action Plan. They have also received presentations from external stakeholders such as Consensia and Grafton, the selected agencies who manage PSNI recruitment.

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

Mr E McGrady (Chairman)  
 Mr W Hay (Vice-Chairman)  
 Mrs P McCabe  
 Mr A McFarland  
 Mrs R Moore  
 Mr I Paisley Jnr  
 Mr S Sharma

The Principal Responsibilities of the Committee are:

- To develop and implement the framework for monitoring the performance of the police service in complying with the Human Rights Act.
- To monitor police performance in public order situations.
- To consider and review the police service Code of Ethics and its implementation.

- To keep informed about the implementation of Section 75 within the police service in order to ensure that policing is conducted in an impartial manner.
- To keep informed about the complaints process and to monitor trends and patterns of complaints against police officers and to consider reports produced by the Police Ombudsman under Section 61 of the Police (NI) Act 1998.

During the reporting period, the Committee held 7 meetings and has received presentations from various stakeholders on a range of issues including policing of the Ardoyne and Whiterock parades 2005; Regulation 20 Reports; the Northern Ireland Human Rights Commission; TASER Technology and regular presentations from various stakeholders, including the Police Ombudsman's Office and the PSNI's Internal Investigations Branch.

#### **Review of Committee Structures**

A review of the structure of the Board's Committee was undertaken during the reporting period and a new committee structure was developed for introduction on 1st April 2006. The new Committee structure is set out below.

- Corporate Policy, Planning and Performance Committee
- Community and Human Rights Committee
- Finance and Resources Committee
- Human Resources Committee
- Audit and Risk Management Committee

More information on the roles and responsibilities of the new Committees can be found on our website or on request to the Board.

## **The Policing Board as an Organisation**

In meeting its important responsibilities the Northern Ireland Policing Board and its Members are supported by Chief Executive Trevor Reaney.

The Chief Executive is responsible for supporting the Board and its Members in achieving overall objectives set and in ensuring the day to day operation of the Board. He is also responsible for strategic planning, policy formulation and developing and delivering the Board's Corporate Plan.

## 2005-2008 Corporate Plan

In March 2005 a new 3-year corporate plan for the period 1st April 2005 – 31st March 2008 for the Board was published. This plan was developed under 3 key corporate objectives as follows:

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

In developing a plan of work around these 3 corporate objectives consideration was given to the evolving needs of the Board, requirements of new members, ongoing policy issues, statutory requirements and future challenges for policing in the context of Northern Ireland and wider UK police reform.

A copy of the 2005-2008 Corporate Plan can be found on our website. A matrix identifying progress made during the reporting period against each corporate objective is set out below..

## Matrix of progress against the Corporate Plan During 1st April 2005 - 31 March 2006

Corporate Objective	Target	Progress at 31/03/06			Notes
		Achieved	Progress Limited	Not Achieved	
1. Public Confidence – To encourage confidence in policing	1.1 Inform the public and measure public awareness of and satisfaction with advances in policing by publishing: <ul style="list-style-type: none"> <li>■ An Annual Report by 30 September each year</li> <li>■ An Annual Policing Plan by 31 March each year</li> <li>■ A Best Value Review Programme by 31 March each year</li> <li>■ The results of all public surveys and research within 3 months of the results being available</li> </ul>	✓			
	1.2 Develop, implement and review a Communications Strategy, which will develop the understanding of the public and inform them of the Board's work, by creating a constructive dialogue through outreach initiatives to a wide range of audiences across Northern Ireland. This will be reviewed on a quarterly basis.		✓		Progress limited due to vacancy of Director of Communications post.
	1.3 Bi-annually monitor the PSNI Communications Strategy through reviewing the results of relevant targets within the Annual Policing Plan.		✓		New Communication Strategy to be developed by PSNI.
	1.4 Hold at least 8 meetings in public each year during which we will receive a report on policing from the Chief Constable, at least 2 of these meetings will be held at a location outside Belfast.	✓			

## Matrix of progress against the Corporate Plan During 1st April 2005 - 31 March 2006

Corporate Objective	Target	Progress at 31/03/06			Notes
		Achieved	Progress Limited	Not Achieved	
2. Effectiveness -To ensure the delivery of an effective Police Service (For the Police Service of Northern Ireland)	1.5 Support a DPP in each District Council area and assess their effectiveness annually.	✓			Monitoring process is ongoing with a new Community Implementation Plan expected in early 2006/07.
	1.6 Develop a strategy by 30 September 2005 to encourage the public to actively engage in policing.	✓			
	1.7 Establish a framework by 30 September 2005 for the ongoing relationship between DPPs, Community Safety Partnerships (CSPs), community Beat Forums and Neighbourhood Watch initiatives.	✓			
	1.8 Monitor quarterly the implementation of the PSNI strategy on Policing with the Community.		✓		
	2.1 Annually review and approve the yearly financial budgets for PSNI and bi-monthly hold PSNI to account for their spending throughout the period.	✓			
	2.2 Ensure that PSNI operates within the financial approvals and baselines set by the NIO and they achieve maximum efficiency and effectiveness in the use of resources.	✓			
	2.3 Agree on annual PSNI Best Value Review Programme and monitor progress on the programme quarterly through the appropriate Board Committee.	✓			
	2.4 Undertake the necessary arrangements relating to the appointments of Senior Police Officers and investigate appeals against appointment boards. Also investigate the rule on complaints against senior officers referred to the Board by the Police Ombudsman.	✓			
	2.5 Measure public satisfaction with the Board and DPPs by conducting research, including at least 2 public surveys per annum.	✓			
	2.6 Operate within the financial baselines set by the NIO and achieve maximum efficiency and effectiveness in the use of financial resources.	✓			
(For the Northern Ireland Policing Board)	2.7 Retain the Investors in People status of the Board and work on a yearly plan of continuous improvement.	✓			

## Matrix of progress against the Corporate Plan During 1st April 2005 - 31 March 2006

Corporate Objective	Target	Progress at 31/03/06			Notes
		Achieved	Progress Limited	Not Achieved	
3. Efficiency – To ensure the delivery of an efficient Police Service	2.8 Administer Injury on Duty and Medical Retirement pension applications from serving and ex police officers, within agreed timescales.	✓			
	2.9 Fully meet the requirement of:				
	■ Freedom of Information by replying to requests within the agreed timescales	✓			
	■ Equality legislation and annually report to the Equality Commission	✓			
	■ Data Protection legislation	✓			
	■ Human Rights legislation	✓			
	2.10 Develop and integrate effective Corporate Governance and risk management procedures into the functions of the Board and to maintain and update these throughout the period.	✓			
	2.11 Agree and implement an Annual Best Value Review Programme for the Board and report and implement the results of the reviews.	✓			
	2.12 To actively undertake the Board's role in progressing the Public Service Agreement (Objective 2) set for the Northern Ireland Office. ("To build and sustain confidence in the effectiveness, efficiency and capability of the Police Service and police oversight and accountability arrangements in Northern Ireland" (PSA Objective 2)		✓		This target will only be achieved on successful completion of all Board targets
	3.1 Develop, approve and publish the Northern Ireland Annual Policing Plan by 31 March each year.	✓			
	3.2 Hold the PSNI to account by monitoring performance on a quarterly basis against the Northern Ireland Annual Policing Plan.	✓			
	3.3 Monitoring trends and patterns in complaints made against the PSNI every 3 months.	✓			
3.4 Monitoring trends and patterns in crime quarterly at the public session of the Board	✓				

## Matrix of progress against the Corporate Plan During 1st April 2005 - 31 March 2006

Corporate Objective	Target	Progress at 31/03/06			Notes
		Achieved	Progress Limited	Not Achieved	
	<p><b>3.5</b> Monitor the implementation of major PSNI strategies by reviewing regular progress reports on:</p> <ul style="list-style-type: none"> <li>■ Human Rights (Annually)</li> <li>■ Human Resources (4 monthly)</li> <li>■ Training, Education and Development (Quarterly)</li> <li>■ Information, Communications (Quarterly)</li> <li>■ Estates (Quarterly)</li> </ul> <p><b>3.6</b> Maintain the community oversight of policing through the Custody Visiting Scheme and the Independent Community Observer Scheme and monitor performance monthly</p> <p><b>3.7</b> To consider HMIC reports and oversee the implementation of relevant recommendations.</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>			

### Staffing the Board

#### Trevor Reaney, Chief Executive

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

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

- Effectiveness
- Efficiency
- Public Confidence

#### Sinead Simpson, Director of Policy

The Director of Policy at the Board has responsibility primarily for supporting the Human Resources Committee in monitoring PSNI implementation of the Human Resources Planning Strategy and the Training, Education & Development (TED) strategy. In addition the Directorate supports the Human Rights and Professional Standards Committee in monitoring PSNI compliance with the Human Rights Act, and provides advice and briefing for members on a range of other issues including Estates, Police College, Station closures, Call management, Police reform, HMIC inspections, criminal justice issues and organised crime.

#### Peter Holt, Director of Communications (up to 30/11/05)

With responsibility for ensuring that information on the role, work, decisions and achievements of the Policing Board is effectively communicated to the public, the Director of Communications, is the principal communications advisor to the Board and its Senior Management Team.

Working closely with the press and broadcast media, the office is also responsible for corporate publications, events management support, developing and managing the Board's website, and supporting internal communications.



**Sam Hagen, Director of Corporate Services**

As Corporate Services Director his core responsibilities centre on the Board's Secretariat, Human Resources, Finances, Compliance and Office Services functions. Corporate Planning and Business Planning for the Board also fall within the remit and responsibility for monitoring performance against Corporate Objectives. In addition he has responsibility for the Administration of injury on duty and medical retirement pensions for Ex and Serving Officers.

**David Wilson, Director of Planning**

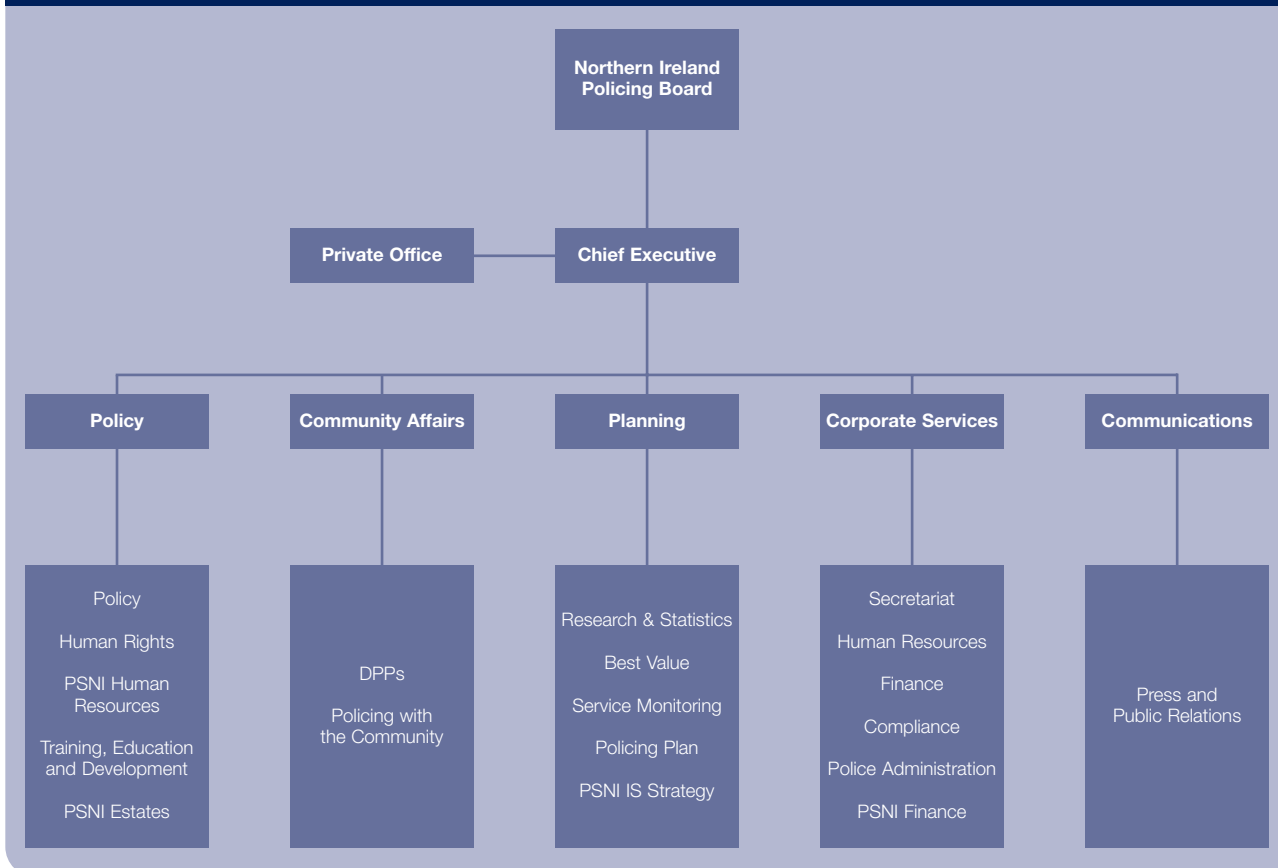
David Wilson is responsible for three Branches - Statistics and Research, Service Monitoring and Audit and Best Value. He is responsible for Corporate and Business Planning within the Board, the development and monitoring of the Annual Policing Plan, the management of the Custody Visiting and

Independent Community Observer Schemes, overseeing the implementation of the Best Value Review Programmes for both the PSNI and the Board, for the delivery of a statistical and research service to the Board and DPPs and for overseeing the implementation of the PSNI IS and Estates Strategies.

**David Jackson, Director of Community Affairs**

The Director of the Community Affairs and his team are responsible for providing support, guidance and advice to the District Policing Partnerships (DPPs) across the 26 council areas in Northern Ireland and to monitor the effectiveness of the DPPs. A second key area for his team is the development of a monitoring framework and performance indicators to enable the Board to assess the effectiveness of the PSNI strategy for Policing with the Community.

**NORTHERN IRELAND POLICING BOARD ORGANISATIONAL CHART**



### Staffing Composition of the Policing Board

At 31 March 2006 the staff of the Northern Ireland Policing Board comprised of 38 seconded civil servants from the Northern Ireland Civil Service and 22 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, gender, disability, race, political opinion, marital status, sexual orientation or whether they have dependents. As Roman Catholics are currently under-represented within the management grades of the Policing Board, applications from Roman Catholics are particularly welcomed but all appointments are made strictly on merit.

The Board completes an Annual Fair Employment Monitoring Return to the Equality Commission and a 3-year Article 55 return has been completed.

#### NIPB STAFFING STATISTICS AT 01 APRIL 05 AND 01 April 06

	Gender		Community Background					
			Protestant		Roman Catholic		Non-Determined	
	M	F	M	F	M	F	M	F
01 April 05	25 (42%)	35 (58%)	16 (27%)	21 (35%)	6 (10%)	14 (23%)	3 (5%)	0 (0%)
01 APRIL 06	22 (37%)	37 (63%)	15 (25%)	20 (34%)	6 (10%)	17 (29%)	1 (2%)	0 (0%)

\*2001 Northern Ireland Census Data 53% Protestant / 44% Catholic / 3% other

### Staff Development and Investors in People

The commitment of the Board to the principles and culture of the Investors in People (IIP) Standard continues to be demonstrated. In 2002, the Board successfully completed a review of the Standard and in September 2005, a nationally accredited IIP Assessor completed a further comprehensive review of the Board's people practices. This second review also proved to be extremely positive and has resulted in the Board retaining its recognition for a further 3 year period.

The Board values the opinions and views of all staff and in February 2006 a Staff Attitudes Survey was completed. The information obtained from the survey will be considered carefully by the Board and will influence the future improvements to systems and practices which have already been proven by the IIP review to be extremely effective.

The Board continues to develop its business planning, people development, communications and evaluation processes and on 3rd March 2006 all staff participated in a Business Planning Away Day to gain input from all staff members on business and branch objectives.

The Board provides a comprehensive range of development opportunities for staff so they are equipped to deliver the objectives of the Board's Business Plan and also meet the demands of their individual job roles. A range of internal and external training courses have been further enhanced by the use of on-line computer based training programmes. This innovative approach has been extremely effective from a learning view point, but also in the management of time, as people can programme the training to satisfy the individual demands of their areas of responsibility.

Staff welfare is of particular interest to the Board and the existing services will continue to be reviewed and initiatives introduced to meet the future demands of the people employed by the Board. The Board is pleased that the total number of working days lost through sickness absence during the reporting period was 8 days per person which is well below published Northern Ireland Civil Service figures.

## The Policing Board's Commitment to Equality

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

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

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

### The Policing Board's Equality Scheme

The Board's Equality Scheme was approved by the Equality Commission on 12 February 2003 and since then the Board has been working to fully integrate equality issues into all aspect 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 2005/06 the Board:

- Produced its Annual Progress Report for the Equality Commission;
- Continued the Screening of its policies, powers, duties and functions;
- Carried out Equality Impact Assessments as per the timetable agreed with the Equality Commission and revised and updated on a yearly basis;
- Provided a full programme of Equality training for all staff;
- Monitored progress on equality matters, by way of regular reports from the Compliance Manager to the Senior Management Team;
- Liaised with the Equality Commission on a regular basis in relation to the requirements of the District Policing Partnerships (DPPs);
- Provided Equality guidance and assistance to DPP Managers.

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

## Freedom of Information (FOI)

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

The Policing Board's Publication Scheme, which is a requirement of the Act, was published on 30th June 2003. The Scheme is regularly updated and details all the information that the Board readily makes available. The Scheme is available on the Board's website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)

The Board has processes and practices in place to ensure that it fully meets responsibilities under the FOI Act and deal effectively with requests for information. These include:

- A Records Management strategy developed in line with Public Record Office Northern Ireland (PRONI) guidance;

- A new Electronic Document and Records Management System (EDRMS)
- The publication of Committee and Board Agendas and Minutes on its website;
- The full training of all staff to deal with FOI requests

During the period 1st April 2005 - 31st March 2006 the Board received 39 requests for information under FOI. The information requested was wide ranging and included requests in relation to: Minutes and Agendas of Board and Committee meetings; Surveys carried out on behalf of the Board; various Board policies; various actions taken by PSNI; the appointment of District Policing Partnership members; Minutes of District Policing Partnership Meetings; District Policing Partnership Budgets and expenditure and the Board's Publication Scheme.

Further information on this area of work can be obtained from the Board's Compliance Manager on **028 90 408 592**.

## Continuous Improvement

The Board is committed to principles of continuous improvement in its work and to make sure it is fully delivering its important statutory responsibilities on behalf of the Northern Ireland community. In addition to the programme of best value reviews detailed later in this report, in 2005 the Board commissioned an Independent Panel to review its work and performance.

## Independent Assessment Panel Report on the Northern Ireland Policing Board

The Board set up an Independent Assessment Panel in May 2005 to assess its performance and effectiveness over the first 4 years of operation, identifying key learning experiences, especially with regard to:-

- The extent to which the Board has fulfilled the Patten vision of its role.
- The impact the Board has had within the new policing arrangements.
- The statutory framework within which the Board operates and the extent to which it has fulfilled its statutory obligations.

The Panel members were:

- Sir Keith Povey (former HMIC Chief Inspector)  
Panel Chairman
- Rotha Johnston (Director Variety Foods Ltd/Vice  
Chairperson of Invest NI)
- Maurice Manning (President, Irish Human Rights  
Commission)
- Professor James Mackey (Retired Professor of Theology)
- Graham Gordon (former clerk to Cheshire Police  
Authority) Panel Secretary.

The four key areas which were assessed by the Panel and within which recommendations for improvement were made were ;

- Leadership and Strategic Planning
- Performance Management
- Community Engagement
- Corporate Governance and Structures

The Independent Assessment Panel report was published on 7 December 2005. The report contained 16 Recommendations and a further eight other suggestions for improving performance. Board officials developed responses and actions to address the recommendations/suggestions and these actions are now being implemented. The report of the Independent Assessment Panel is available on the Board website at: [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

## Policing with the Community and Community Engagement

Policing with the community, bringing policing closer to the community and enhancing community support for policing forms an essential part of the Board's work.

The Board is responsible for the network of District Policing Partnerships (DPPs) across Northern Ireland and these groups are now an accepted part of the policing arrangements.

This section reports on the roles and responsibilities of DPPs; the Board's responsibilities for DPPs and ongoing work in terms of developing police / community relations.

## Role of District Policing Partnerships

Established by the Board in March 2003 there are 26 DPPs in total, one for each council area in Northern Ireland. Each DPP area is coterminous with a police District Command Unit (DCU) and the work of the DPP relates to the work of the DCU in their area. The exception to this is Belfast where there are four sub-groups, one for each of the police districts in Belfast. Made up of Political Members who are local councillors nominated to the DPP by the council and Independent Members drawn from the local community and appointed by the Policing Board, each DPP has been appointed with the aim of making it representative of the community in the District.

DPPs were established to bring policing closer to the community and give local people a say on local policing issues; help make communities safer and policing more effective. Each DPP has a number of statutory responsibilities to meet and the Board is responsible for monitoring the work of each DPP. There are five key areas of work that the DPP should fulfill in order to meet its statutory responsibilities. These are:

### Consult

DPPs consult the local community to find out what the issues are in relation to crime and policing within the Districts.

### Identify

DPPs identify local policing priorities arising from the consultation and encourage the District Commander to take these into account when the Local Policing Plan is being drawn up. This information is also used by the Board in formulating its Annual Policing Plan.

### Monitor

DPPs monitor police performance against the objectives contained in the local Policing Plan and Annual Policing Plan as it relates to the district. The DPP is required to hold four monitoring meetings in public where the District Commander presents a report to the DPP and is questioned on it by the DPP Members and members of the public.

### Engage

Engaging the community to gain the co-operation of the public with the policing in preventing crime is a key role of the DPPs. This involves the public and the police working together to address crime in local communities.

### Act

DPPs act as a general forum for discussion and consultation on all matters relating to the policing of the district.

### The Role of the Policing Board in relation to DPPs

The Board is responsible to develop, promote, support and monitor the effectiveness of DPPs. During the reporting

period the Board has undertaken a number of important areas of work including reconstituting the DPPs for a second term and continuing to develop and assist the DPPs to carry out their duties more effectively. Key roles are:

- providing DPP funding
- appointing Independent Members to DPPs
- revising the Code of Practice for DPPs
- facilitating DPP training and support
- monitoring and reporting on the effectiveness of DPPs

### **Funding the DPPs**

The Board provides financial support to Councils to enable DPPs to be established and carry out their work. The Board provides 75% of the expenses reasonably incurred by the Council in that year for the DPP, with the remaining 25% being funded by the Council. The Board liaises with each Council to agree annual budgets for DPPs, makes quarterly grant payments and to complete year end accounts.

A Financial Review Group, consisting of Board officials, representatives of Local Government Finance Officers, Chief Executives and DPP Managers, meets to discuss financial processes, including setting and monitoring DPP budgets, timetables, and other issues including improving the administration of central costs and establishing the adequacy of funding for DPPs.

Throughout 2005/06 regular grant payments were made to all DPPs. By the end of March 2006 all DPPs were sent details of the timetable, central costs and final instructions for closing accounts for 2005/06.

A revised set of Financial Guidelines for DPPs has been produced and is included in the DPP Members Handbook.

### **Appointing Independent Members and Reconstituting District Policing Partnerships in December 2005**

One of the Board's key roles is appointing DPP Independent Members and this process was commenced in May 2005 following the appointment of recruitment consultants by competitive tender to manage the selection process. Commencement of the process had to be delayed until after the local Government elections in May 2005, as a substantial part of the process required the participation of elected councillors who would be appointed to serve on the new DPPs and participate in the recruitment process. Three Impartial Assessors from the Office of the Commissioner for Public Appointments (OCPA) for Northern Ireland were

appointed to oversee the whole process to ensure that it was fair, robust, open and transparent.

The appointment process is governed by the provisions of the Police (NI) Act 2000, the NIO Code of Practice on Appointment of Independent Members to District Policing Partnerships and guidelines produced by OCPA. The legislation states:

"In appointing independent members of a DPP the Board shall so far as practicable secure that the members of the DPP (taken together) are representative of the community in the district".

The appointment process comprised the following stages:

#### **Public Advertisement**

An advertising and publicity campaign aimed at attracting as wide a range of applicants as possible commenced in May 2005. In addition to the widespread newspaper coverage, the recruitment consultants held a series of information evenings throughout Northern Ireland. A total of 516 people across Northern Ireland applied for Independent Member posts.

#### **Shortlisting and Interviews by Councils**

All correctly completed applications were considered by respective council selection panels and a shortlist of candidates for interview agreed, using set criteria. The panel consisted of up to four Councillors and an OCPA approved independent panel member. An independent observer for each panel monitored the process to ensure all legislation and guidelines were followed. Interviews of shortlisted applicants were completed, the objective of which was to select, on merit, those applicants who were deemed suitable to be considered for appointment to the DPPs by the Policing Board. A total of 274 candidates in the open competition were deemed suitable by the councils and details were entered into a 'pool' of candidates for respective areas. Each pool included existing DPP Independent Members who wished to be considered for reappointment and had reached the required standard of performance as set out in the guidelines issued by OCPA.

The details of all those being considered for appointment were added to an anonymised list using a unique reference number for each candidate and including the following information:

- Name of the candidate's Council area
- Community Background
- Gender

- Age
- Whether the candidate stated a disability
- Race
- Sexual orientation
- Whether the candidate stated that they had dependants
- Marital Status
- Occupation
- Home town or village

### The Policing Board Appointment Process

When making final appointments of Independent Members to the DPPs, the Policing Board had a statutory duty to ensure that, so far as practicable, the DPP was representative of the community in the district. There were no places reserved for existing members of the DPP. In order to achieve this, the Policing Board applied the following process:

The Policing Board Appointment Panel, consisting of Board members and an OCPA accredited independent panel member with full rights of participation, met to consider the anonymised list showing details of candidates considered suitable for appointment. In order to reflect the balance of the community in the district, the Board obtained information about elected members of the DPP. In particular the Board collected information on the nine Section 75 categories in the Northern Ireland Act 1998 for the political members of each DPP. The information provided by the Councillors enabled the Board to construct the most accurate profile possible of the political membership of the DPP. By using this elected member profile and comparing it to the breakdown of the community in the district, according to the 2001 Census, the Board was able to identify those sections of the community that were under-represented. The Board then appointed Independent Members so that the membership of the DPP, as a whole would be as representative of the community as possible.

### Outcome of the Appointment Process

The DPPs were reconstituted on 2 December 2005, the Board having appointed the Independent Members effective from that date. There was considerable interest in the Independent posts and the standard of candidates was extremely high. But with a limited number of positions available in each district, it was inevitable that the Board would have to disappoint some extremely well-qualified applicants. The Board was required to follow stringent guidelines throughout

the entire appointment process. When making the appointments, the Board's primary responsibility was to make the DPP as representative of the community as possible.

### Statistical summary

- 274 candidates who were successful in the open competition and 189 existing independent members (total 463) were considered by the Board to fill 215 vacant Independent Member positions on the DPPs.
- 215 Independent Members were appointed by the Board on 2 December 2005 to sit alongside the 239 Political Members on Northern Ireland's 26 DPPs.
- 133 (62%) of those appointed as Independent Members had previously served as members during the first term of the DPP and were reappointed.
- 82 (38%) of those appointed were 'new members' who had not previously served on the DPP and had applied through the open public competition.
- 120 (56%) Independent Members are from the Roman Catholic community with 95 (44%) from the Non Roman Catholic community.
- 64 (27%) Political Members are from the Roman Catholic community, whilst 175 (73%) are from the Non Roman Catholic community.
- 86 (40%) Independent Members are male and 129 (60%) are female.
- 194 (81%) Political Members are male and 45 (19%) are female.
- 7 (3%) Independent Members are aged 25 and under; 52 (24%) are aged between 26 and 40; 122 (57%) are aged between 41 and 60; and 34 (16%) are aged 61 and over.
- 29 (13%) candidates who stated that they had a disability have been appointed.
- 4 (2%) Independent Members are from ethnic minorities.
- 2 (1%) Independent Members are Lesbian/Gay/Bisexual.
- 59 (27%) Independent Members declared a political affiliation.

### Impartial Assessors Report

Following the appointment process the Impartial Assessors completed a review of the entire appointment process. Their

report to the Board endorsed the appointment process, and indicated that it was conducted to a high standard of integrity and had focused on achieving an equitable result in terms of recognising the merit of the individual candidate together with the need to create a DPP that was representative of the area from which it was drawn. A copy of the Report is available from [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

### Revising the Code of Practice for DPPs

Under section 19 of the Police (Northern Ireland) Act 2000, the Board is required to revise and issue a Code of Practice for DPPs. The Code outlines and provides guidance on the full range of duties that the DPP has to undertake. Following on from the Review of DPPs in 2005 and prior to the reconstitution of the DPPs the Code was revised following a period of consultation with key stakeholders and opinion formers. The revised Code was issued in draft to the reconstituted DPPs pending approval from the Secretary of State.

In addition to the Code of Practice the Board produced separate 'Operational Guidelines for DPPs'. This allows more detailed information to be provided on specific topics and in response to either changing circumstances or to identified needs. These guidance documents complement the Code of Practice and are designed to allow for timely and detailed guidance to assist DPPs to carry out their statutory duties.

### Facilitating DPP Support and Training

The Board provides a range of advice and support to DPPs. Along with the support provided from staff in Community Affairs Branch, DPPs also receive statistical and research advice, guidance and support on media and public relations and advice from policy branch on a broad range of issues in relation to policing policy and strategies.

### DPP Training

Each year the Board develops a training programme for DPPs based on information generated from DPP Managers and information from the DPP Review Surveys. A DPP Training Working Group was set up to inform the training that is provided by the Board to DPPs and make recommendations in relation to developing training for DPPs.

During the year the Board provided training for DPP members on eight topics aligned to the key areas of work of a DPP. This included:

1. Facilitating effective Focus Groups,
2. The DPP's Role in the Local Policing Plan process,

3. The DPP's Role in monitoring Police performance,
4. Presentation skills,
5. Effective chairing skills,
6. Understanding DPP performance appraisals
7. Understanding young people and youth crime
8. Partners in community problem solving.

### DPP Briefings

The Board also facilitated a range of briefings on relevant topics for DPP members to provide information and aid understanding of policing issues and issues impacting on local policing:

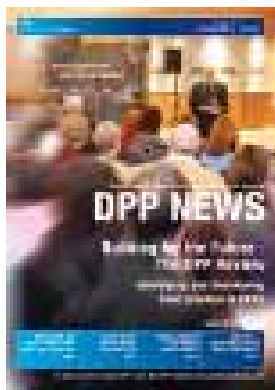
- Monitoring Human Rights at a local level;
- Policing Parades;
- PSNI Estates Strategy for DPPs;
- PSNI's Human Resource Planning Strategy;
- PSNI call management.

### DPP Chairman's and Vice Chairman's Forums

During the reporting period, the Board hosted two meetings of the DPP Chairman's Forum which are designed to provide an opportunity for DPP Chairs and Vice-Chairs, or their nominated representatives, to meet with Policing Board Members and discuss issues relating to the work of DPPs. Issues discussed included changes in legislation allowing a DPP independent member to hold office as Vice Chairman. The Chief Constable delivered an overview from a police perspective of the important role played by DPPs in helping to shape local policing at the September 2005 meeting. The March 2006 meeting was attended by the Deputy Chief Constable who delivered a presentation detailing the ongoing work of PSNI in implementing policing with the community as a core function of policing.

### Supporting the DPPs - DPP Working Groups

Following the Review of DPPs in 2005 a number of working groups were set up to consider mechanisms for supporting the re-constituted DPPs during the first year of office. A Working Group made up of Board officials and DPP Managers was also established to assist the Board in revising the DPP Code of Practice.



### DPP Training Working Group

The DPP Training Working Group comprising Board officials and DPP Managers was established to identify the knowledge and skills that DPP members require to carry out the five key areas of the DPP, input to the development of an Annual Training Plan for DPP Members and provide feedback on the effectiveness of training provided by the Policing Board for DPP Members.

### DPP Equality Working Group

The DPP Equality Working Group assisted DPPs to prepare a model draft Equality Scheme in the early part of 2005 and all DPPs consulted with a wide range of organisations during the period 9 May to 1 July 2005. During the same period, DPP policies were also made available for consultation. However, DPPs took the decision to extend the consultation period on policies until December 2006 to provide maximum opportunity for comment. All DPP Draft Schemes have been submitted to the Equality Commission for approval.

The Policing Board have supported DPPs throughout the development of Draft Equality Schemes and are committed to making Section 75 training available to all DPP Members as part of the DPP Training Plan.

### DPP Website

The Board has continued to develop the DPP Website and the extranet site which provides information access for DPP Managers. During the last year four DPPs utilised the option provided by the Board to carry out an online survey on their local website. Two of these surveys were used to gauge public opinion within their specific DPP. These included questions related to policing within the community and also general questions about the DPP itself. The DPPs used the information to identify issues of public concern and help shape meetings in public. The other two surveys were designed to find out young people's views. One of the DPPs organised an event for schools to discuss local youth issues; and prior to the event were asked to complete an

online survey. The DPP used the results as part of the discussion held with the young people.

The Board continued to provide refresher training on editing and managing DPP local web pages primarily for DPP Managers and administrative staff. The majority of local sites are now fully populated with information. Those that are not yet fully up to date have either recently received training or are scheduled to do so in the near future.

### DPP Satisfaction survey

As part of the Board's commitment to monitor the implementation of the Review recommendations, Board officials wanted to assess progress in actions taken to enhance the effectiveness of its support for the DPPs. A follow up to a 2004 survey was conducted by Statistics and Research Branch in October 2005 specifically looking at the area of Board support for DPPs

The results of the 2005 survey show a significant increase in DPP satisfaction with the overall advice and support provided by the Board, compared with 2004. The percentage (%) of DPP Member respondents that were satisfied or very satisfied with the overall support provided by the Board to their DPP, increased from 39% in 2004 to 60% in 2005. For DPP Managers, the percentage satisfied increased from 56% in 2004 to 73% in 2005 and for Council Chief Executives from 46% in 2004 to 85% in 2005.

The results of the 2005 survey also show an increase in DPP satisfaction with the training events that had been provided by the Board.

DPP Managers and Council Chief Executives were asked questions about other areas of support provided by the Board to their DPP. They reported significant increases in satisfaction with the existing DPP budgeting arrangements and the level and type of communication between the NIPB and the DPP Managers.



### Monitoring the Effectiveness of DPPs

Under section 3 (3) (d) of the Police (Northern Ireland) Act 2000, the Board is required to assess the effectiveness of DPPs in performing their functions, particularly in respect of arrangements made for obtaining the views of the public about matters concerning policing and the co-operation of the public with the police in preventing crime. Following the review of the DPPs that commenced in 2004, the Board agreed with the Review Working Group an implementation plan to take forward the recommendations arising from the review. The Review Group's primary aim was to identify and build upon areas of best practice and to identify areas where additional support may be needed to ensure that DPPs achieve their full potential. The Review working group reported progress against the action plan to the Board's Community Involvement Committee in September 2005 and reported full implementation of actions against recommendations to the Committee in January 2006.

During this year an assessment of each DPPs performance against the agreed DPP monitoring framework was undertaken and reported to the Board's Community Involvement Committee in January 2006. The Board also undertook to revise the monitoring framework in line with changes to the DPP Code of Practice as part of the preparatory work for the reconstitution of DPPs in December 2005.

### Monitoring of Local PSNI Performance by DPPs

In 2005, new arrangements for the monitoring of local PSNI performance by DPPs were implemented. The Board, PSNI and DPPs worked together to standardise the format and content of PSNI's performance information reports ("District Commander's Reports") to the 26 DPPs. This has resulted in improvements to the quality and relevance of the information provided by the local PSNI to DPPs. In addition to the ongoing statistical and research advice and support provided by the Board's statisticians, guidelines were also issued to DPPs in February 2006, to enable them to monitor PSNI performance more effectively. The service provided by the Board's statisticians to DPPs during 2005/06 has assisted them with carrying out their statutory monitoring duty.

### Public Satisfaction with DPPs

Another means of assessing the effectiveness of DPPs is through independent survey work. Some of the key findings from the Policing Board module in the latest Omnibus Surveys are shown below. Copies of the full results are available on the Board's website:

[www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

### Knowledge of DPPs

In April 2006, over three fifths of respondents (63%) had heard of DPPs, compared to 54% in September 2005 and 58% in April 2005.

### Confidence in DPPs

In April 2006, just less than three quarters of respondents who had heard of DPPs (73%) had some, a lot or total confidence that DPPs will help address local policing problems - an increase of seven percentage points from September 2005 (66%) and a decrease of one percentage point from April 2005 (74%).

Of the 63% of respondents who had heard of DPPs, almost three fifths (58%) said they were prepared to contact their local DPP regarding local policing issues, compared to 51% in September 2005 and 59% in April 2005.

Just less than one third of respondents (32%) believed that their local DPP has helped to improve policing in their local area - an increase of six percentage points from September 2005 (26%) and one percentage point from April 2005 (31%).

## Gaining the Co-operation of the Public with the Police in Preventing Crime

The Policing Board and the DPPs have a statutory responsibility to gain the co-operation of the public with the police in preventing crime. In addition to the wide range of initiatives carried out through the DPPs, the Board has also led a number of initiatives to help strengthen relationships between the police and community.

### Neighbourhood Watch

Neighbourhood Watch was launched in Northern Ireland in June 2004. It is supported by three partner agencies: Northern Ireland Community Safety Unit, PSNI and the Policing Board. Over 100 Neighbourhood Watch schemes are currently operating throughout Northern Ireland.

At a local level, DPPs are actively working to promote Neighbourhood Watch and the Policing Board hosted a briefing in November 2005 to introduce Draft Guidelines on establishing Neighbourhood Watch Schemes. This briefing provided an opportunity to consult with associated practitioners on the Draft Guidelines. The Policing Board also hosted two regional conferences in March 2006 aimed at providing information and guidance to Neighbourhood Watch Co-Ordinators. The Conference programmes included presentations by Community Safety Unit, PSNI and Crimestoppers. Delegates agreed that the Conference gave a sense of corporate identify to Neighbourhood Watch and

found the opportunity to network very useful. To further promote a corporate identity the Policing Board funded equipment and software to provide an ID card to all Community Co-Ordinators.

Other initiatives throughout the year to support Neighbourhood Watch included development of guidance to inform the establishment of new Neighbourhood Watch schemes which outlines roles and responsibilities of those involved in Neighbourhood Watch schemes. Metal signs were purchased to complement Foamex signs but are more durable and permanent. Window stickers were made available to all scheme members.

#### **Last Disorder Conference**

In June 2005 the Board hosted a conference on alcohol fuelled nuisance called "Last Disorder". This event – the first of its kind in Northern Ireland – brought together representatives from DPPs, the PSNI, health, emergency services, local government and the licensed trade to consider and develop solutions and ensure that the night time economy remains healthy, sustainable and does not have an adverse impact on public safety. Keynote speakers included Nicola Carruthers, from of the Federation of the Retail Licensed Trade and Ann Hope, National Alcohol Policy Advisor to the Irish Government.

#### **Race Crime Seminar**

The Policing Board in partnership with the NIO Community Safety Unit and PSNI hosted a seminar on race crime; "Engaging Communities – Tackling Crime – Accepting Responsibility". Bringing together DPP members, community representatives and PSNI the seminar provided delegates with an opportunity to identify and share best practice and develop action plans for dealing with race issues. Keynote speakers were Dr Neil Jarman of the Institute for Conflict Research and Denise Cranston, Diversity Director for Business in the Community NI.

## **Finding out what the Community Thinks about Policing**

Consulting and engaging with the community and finding out what the public think about the PSNI and the delivery of the policing service, the role and work of the Board and DPPs, is a statutory duty of the Board. In order to gauge public satisfaction and consider the views of the public on policing, the Board conducts a programme of consultation and research activities involving a range of groups and organisations.

Much of this work is carried out through surveys and research. The majority of the Board's survey work is carried out independently by the Central Survey Unit of the Northern Ireland Statistics and Research Agency (NISRA). During 2005/06, the Board also engaged in consultation work with the PSNI and has reported the findings of research it jointly commissioned the Institute for Conflict Research (ICR) to conduct, along with the Office of the Police Ombudsman for Northern Ireland.

### **Omnibus Surveys**

The Board commissions modules in the NISRA Omnibus Surveys twice a year (normally in April and September/October) to monitor performance indicators and targets contained in the Annual Policing Plan. The April 2005 and September 2005 surveys monitored five targets in the 2005/06 Policing Plan and the results can be seen in the achievement of targets on page 39 of this Report. The results also help the Board meet its statutory requirement under Section 3(3)(d)(ii) of the Police (Northern Ireland) Act 2000 to assess the level of public satisfaction with the performance of the Board, the PSNI and DPPs. Results from the two most recent Omnibus Surveys in September 2005 and April 2006 as well as results from previous surveys are available on the Board's website: [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

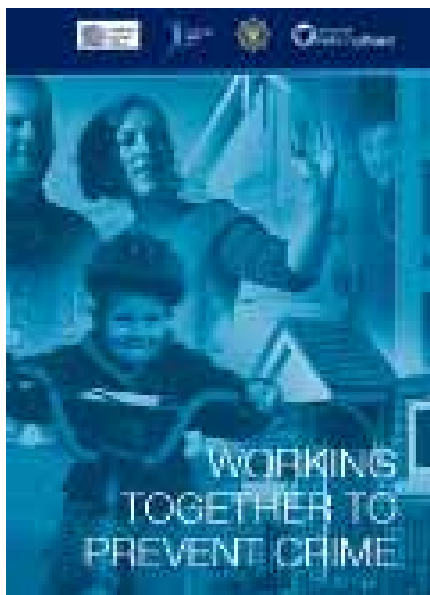
### **Knowledge of the Policing Board**

In April 2006, almost five sixths of respondents (83%) had heard of the Board - an increase on the September 2005 and April 2005 findings (78% and 82% respectively).

Over three quarters of respondents (76%) correctly thought that the Board is made up of "a mix of politicians and independently appointed members", up nine percentage points from the September 2005 (67%) and ten percentage points from April 2005 findings (66%).

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

In April 2006, almost three quarters of respondents (74%) thought the Board is working adequately, well or very well - a three percentage point increase from the September 2005 (71%) and a one percentage point decrease from the April 2005 finding (75%).



Over one third of respondents (37%) thought the Board did well/very well in monitoring how the PSNI performs against annual Policing Plan targets – a one percentage point decrease from September 2005 (38%) and a seven percentage point decrease from April 2005 (44%).

Two fifths of respondents (40%) thought the Board did well/very well in questioning the Chief Constable on how he carries out his duties – a decrease on both the September 2005 and April 2005 findings (42% and 45% respectively).

Respondents were asked to rate how well or poorly they thought the Board did on holding the Chief Constable publicly to account. Almost two fifths (39%) thought the Board was doing well/very well, the same as the September 2005 finding but a four percentage point decrease from the April 2005 finding (43%).

One quarter of respondents (25%) thought the Board did well/very well in consulting with the public about policing issues - a decrease on both the September 2005 and April 2005 findings (26% and 27% respectively).

## Perceptions of the Policing Board

In April 2006, just over three fifths of respondents (62%) thought that the Board helps ensure that the police do a good job, compared to 59% in September 2005 and 64% in April 2005.

Almost three quarters of respondents (74%) correctly thought that the Board is independent of the police – up from 70% in September 2005 and 66% in April 2005. Over four fifths of respondents (81%) correctly thought that the primary role of the Board is to “oversee policing and hold the Chief Constable and the PSNI publicly to account” – an increase from the April and September 2005 findings (both 77%).

## Research on the views of the Black and Minority Ethnic and Lesbian, Gay and Bisexual Communities in Northern Ireland into Policing

During 2005, the Institute for Conflict Research conducted two research projects on behalf of the Board and the Office of the Police Ombudsman for Northern Ireland (OPONI). The projects looked in detail at the views, attitudes and experiences of people from the black and minority ethnic and lesbian, gay and bisexual communities in Northern Ireland towards the PSNI, the Policing Board, DPPs and OPONI. Representatives from the Northern Ireland Council for Ethnic Minorities and the Coalition on Sexual Orientation were on the project steering group. Material was gathered through telephone, postal and online surveys, and through a series of ‘focus groups’ across Northern Ireland. The research findings were published in February 2006 and copies of both publications are available on the Board’s website: [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

## Joint PSNI/Policing Board Quality of Service Surveys (“Victims Surveys”)

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
- The whole experience - overall service.

During 2004/05 11,124 questionnaires were posted to a random sample of victims/users, who were all either victims of crime or involved in a road traffic collision between 1 April 2004 and 31 March 2005 and 2,972 (26.7%) were returned.

The key findings showed that:

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

Results will be published on an annual basis and the 2004/05 results are available on the Board’s website: [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

## Public Consultation Undertaken by DPPs

During 2005/06, the Board commissioned Central Survey Unit NISRA to carry out the 2006 DPP Public Consultation Survey, which will identify the views of the public concerning the policing of their district. The results, when published in October 2006 will be used by the Board and DPPs to identify Northern Ireland wide and local policing priorities for the 2007/2010 Annual Policing Plan and 2007/2008 Local Policing Plans. In addition to this biennial DPP Public Consultation Survey, DPPs also conduct their own, smaller scale, public consultation exercises. In 2005/06, the Board’s statisticians continued to provide methodological and analytical advice and support to DPPs, to enable them to carry out their statutory role of public consultation.

## Overseeing Policing / Ensuring Accountability

The Northern Ireland policing plan is a key mechanism by which the Board discharges its important oversight and accountability role. This section of the report contains information on how the Board monitors PSNI performance and holds the PSNI to account for service delivery across key areas of work.

### The Annual Policing Plan

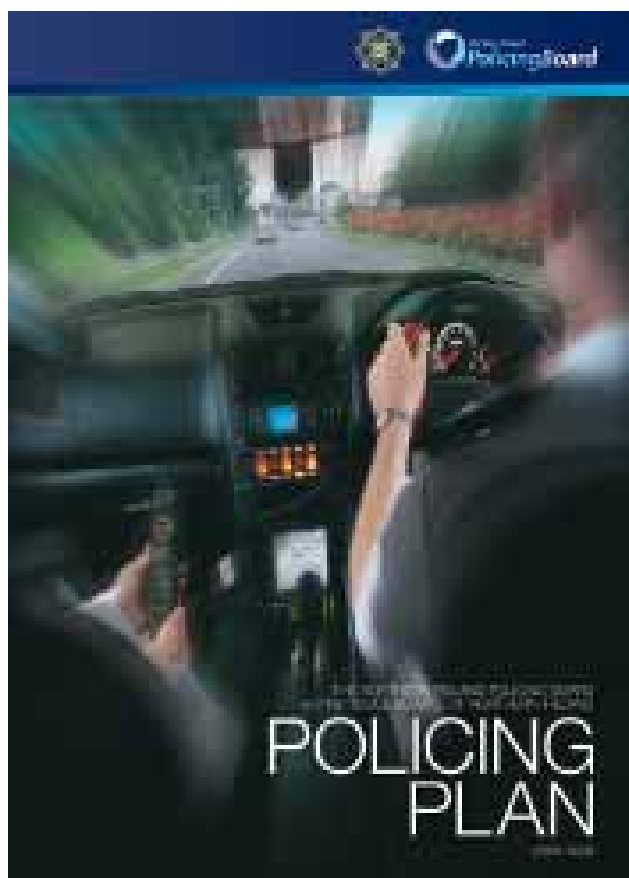
Each year the Policing Board and the PSNI publish an annual policing plan in accordance with the Police (Northern Ireland) Act 2000 and the Police (Northern Ireland) Act 2003. The plan is prepared by the Chief Constable, agreed by the Board and endorsed by the Secretary of State.

The plan sets out specific annual performance targets and indicators for the PSNI and takes a strategic view of policing in Northern Ireland over the next three years. The 2006-2009 Plan was published in March 2006. The following paragraphs explain how the policing plan process works.

### The Policing Plan Process

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

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



The Chief Constable drafts the plan which the Policing Board, after consulting with the Secretary of State, issues. In the plan, the Chief Constable aims to use the available resources to fulfill the objectives and targets set by the Policing Board and the Secretary of State.

### Consultation and District Policing Partnerships

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

DPPs consult with the public in their council area to find out people's views about how their area is policed. They do this in a range of ways including public meetings, focus groups, and DPP consultation surveys. The biennial DPP public consultation survey involves a postal survey of approximately

one in 10 households across Northern Ireland. The outcome of all this consultation is taken into account by the Policing Board and the PSNI in developing the objectives, indicators and targets contained in the Northern Ireland policing plan.

### Setting Policing Objectives

As well as consulting with DPPs, the Policing Board takes account of a wide range of 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 policing objectives, PSNI and Policing Board strategic issues, DPP priorities, National Policing Plan targets, Home Office Crime Reduction targets, National Audit Office Recommendations on the Best Value Performance Plan, PSNI performance information, and the Northern Ireland Criminal Justice Inspectorate Report on target setting and performance management in the Criminal Justice System. The Policing Board also takes account of the views of minority and under-represented groups.

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

In the current plan for 2006-2009, the objectives are contained in a network of headings called domains. These are:

- Citizen Focus
- Reducing Crime
- Investigating Crime
- Promoting Public Safety
- Resource Usage and
- Organisational Development.

The domains approach, which was introduced in the 2005-2008 Northern Ireland policing plan, brings our planning process closer to the Policing Performance Assessment Framework used throughout England and Wales. The Policing Board is keen to look for comparative purposes to performance in England and Wales.

### Monitoring and Reporting

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

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

After the end of the financial year the Chief Constable submits an annual report on policing to the Policing Board. This report is published by the Chief Constable and sent to the Secretary of State who lays it before Parliament.

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

### Police Performance 1 April 2005 – 31 March 2006

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

The table below sets out PSNI performance against targets in last year's plan for 2005-2006.

ACHIEVEMENT OF TARGETS IN THE ANNUAL POLICING PLAN 2005/2006		
Target	Performance	Target Achieved
<b>1.1.1</b> To achieve victim satisfaction rate of 75% for 2005-06 (1)	PSNI/NIPB Victims Survey Q1-Q3 2005/06 – 80%	Achieved
<b>1.2.1</b> To increase the percentage of people who think that the police do a good job by 5 percentage points (2)	Omnibus Survey April 2005 – 63% September 2005 – 60% (Average – 62%)	Partially Achieved
<b>1.3.1</b> To increase the percentage of people who think that the police treat everyone equally by 5 percentage points (3)	Omnibus Survey April 2005 – 66% September 2005 – 64%	Not Achieved
<b>1.4.1</b> To work towards establishing a baseline for measuring police response times to emergency calls, reporting to the Board quarterly	Within 5 mins – 34.9% 5-9 mins – 26.9% 10-14 mins – 15.2% 15-19 mins – 7.8% 20-24 mins – 4.5% 25-29 mins – 2.9% 30+ mins – 7.9%  PSNI reported to the Board in September and November 2005 and February and May 2006	Achieved
<b>2.1.1</b> To continue to reduce the number of crimes (4)	2004/05 – 118,124 2005/06 – 123,194	Not Achieved
<b>2.2.1</b> To continue to reduce the number of domestic burglaries (5)	2004/05 – 7,302 2005/06 – 7,259	Achieved
<b>2.3.1</b> To continue to reduce the number of vehicle crimes (6)	2004/05 – 9,827 2005/06 – 8,125	Achieved

**ACHIEVEMENT OF TARGETS IN THE ANNUAL POLICING PLAN 2005/2006 *Continued***

<b>Target</b>	<b>Performance</b>	<b>Target Achieved</b>
<b>2.4.1</b> To reduce the number of violent crimes (7)	2004/05 – 32,512 2005/06 – 34,408	Not Achieved
<b>3.1.1</b> To reduce the fear of crime in respect of burglary, vehicle crime and violent crime (8)	2004/05 – burglary 21%, vehicle crime 20% and violent crime 24% 2005/06 - burglary 18%, vehicle crime 17% and violent crime 23%	Achieved
<b>3.2.1</b> To increase the percentage of people who are satisfied with police patrolling in their local area by four percentage points (9)	Omnibus Survey April 2005 – 42% September 2005 – 38% (Average 41%)	Partially Achieved
<b>4.1.1</b> To increase the clearance rate for all crimes (10)	2004/05 – 28.2% 2005/06 – 30.6%	Achieved
<b>4.2.1</b> To increase the clearance rate for violent crime (11)	2004/05 – 51.1% 2005/06 – 53.9%	Achieved
<b>4.3.1</b> To increase the quantity of drugs seized (12)	Of the 20 types of drugs reported to the Board, 12 showed an increase between 2004/05 and 2005/06, 6 showed a decrease and 2 showed no change.  2004/05 – 2,402 seizure incidents with a street value of £9,507,689  2005/06 – 2,767 seizure incidents with a street value of £7,157,566	Achieved
<b>4.4.1</b> To increase the clearance rate for murder/manslaughter crimes (13)	2004/05 – 80% 2005/06 – 175%	Achieved
<b>4.5.1</b> To monitor the number and value of cash forfeitures and confiscation orders under the Proceeds of Crime Act	37 cash forfeitures, value £723,495.37 9 Confiscation orders, value £337,816.00	Achieved
<b>4.6</b> Number of persons charged with terrorist offences	2004/05 – 77 2005/06 - 72	Target not set for terrorism indicator
<b>4.7.1</b> To increase the clearance rate for domestic violence offences (14)	2004/05 – 72.9% 2005/06 – 78.4%	Achieved
<b>4.8.1</b> To monitor the number of racist and homophobic crimes/ incidents	Racist crimes 746 Racist incidents 936 Homophobic crimes 148 Homophobic incidents 220	Achieved
<b>4.8.2</b> To establish a baseline for the number of religious and sectarian motivated incidents/ crimes and incidents/crimes against persons with a disability	Religious incidents 70 Religious crimes 78 Sectarian incidents 1,701 Sectarian crimes 1,470 Disability incidents 70 Disability crimes 38	Achieved

**ACHIEVEMENT OF TARGETS IN THE ANNUAL POLICING PLAN 2005/2006 *Continued***

<b>Target</b>	<b>Performance</b>	<b>Target Achieved</b>
<b>4.9.1</b> To increase the clearance rate for racist/homophobic crimes (15)	2004/05 – Racist 15.9% Homophobic 22.5% 2005/06 – Racist 20.5% Homophobic 32.4%	Achieved
<b>4.9.2</b> To establish a baseline clearance rate for religious and sectarian motivated crimes and crimes against persons with a disability	Religious 17.9% Sectarian 14.4% Disability 39.5%	Achieved
<b>5.1.1</b> To establish a baseline for the percentage of people who know the officer in charge of local policing	Omnibys survey April 2005 – 7% September 2005 – 8%	Achieved
<b>5.1.2</b> To establish a baseline for the percentage of people who know how to contact the officer in charge of local policing (based on % of respondents who know the officer in charge of local policing)	Omnibus Survey April 2005 – 99% September 2005 – 89%	Achieved
<b>5.2.1</b> To establish an accurate baseline for the number of reported incidents of anti-social behaviour, and the number of incidents involving crime	Incidents 57,639 Incidents involving crime 13,744	Achieved
<b>5.2.2</b> To report the number and types of initiatives developed to address anti-social behaviour	Reported to the Board every six months – reports available mid October 2005 and mid-April 2006	Achieved
<b>5.3.1</b> To monitor action taken by DCUs in respect of identified anti-social behaviour hotspots	Reported to the Board every six months – reports available mid October 2005 and mid-April 2006	Achieved
<b>5.4.1</b> To demonstrate police contribution, through increased education and targeted enforcement, towards delivery of the Northern Ireland Community Safety Strategy, reporting to the Board every six months	Reported to the Board every six months – reports available mid October 2005 and mid-April 2006	Achieved
<b>6.1.1</b> To demonstrate police contribution, through increased education and targeted enforcement, towards delivery of the Northern Ireland Road Safety Strategy, reporting to the Board every six months.	Reported to the Board every six months – reports available mid October 2005 and mid-April 2006	Achieved
<b>6.2.1</b> To increase the number of detections for excess speed offences (16)	2004/05 – 26,292 2005/06 – 27,585	Achieved
<b>6.3.1</b> To increase the number of detections for driving whilst impaired through drink and/or drugs (17)	2004/05 – 4,260 2005/06 – 5,195	Achieved



**ACHIEVEMENT OF TARGETS IN THE ANNUAL POLICING PLAN 2005/2006 *Continued***

<b>Target</b>	<b>Performance</b>	<b>Target Achieved</b>
<b>6.4.1</b> To increase the number of detections for non-wearing of seatbelts (including child restraints) (18)	2004/05 – 20,321 2005/06 – 18,164	Not Achieved
<b>6.5.1</b> To increase the number of detections for careless and dangerous driving offences (19)	2004/05 – 7,479 2005/06 – 7,593	Achieved
<b>7.1.1</b> To reduce the amount of overtime worked to achieve the 10% reduction over the three years, as part of the Police Negotiating Board National Overtime Strategy, by March 2006 (20)	Reduction of 16.44% realised	Achieved
<b>7.2.1</b> To achieve the required Gershon efficiency saving of 7.5% by March 2008	Target for 2005/2006 was 2.5%. Achieved an actual saving of 2.9%	On target
<b>7.3.1</b> To reduce average sickness levels for police officers to 12.5 days and civilians to 13 days in 2005-06	Police Officers – 11.65 days Civilians – 14.92 days	Partially achieved
<b>7.4.1</b> To work towards increasing the % of officers available for frontline duties to 72% by 2007-08 (21)	65.38% achieved by 31 March 2006	On target
<b>7.5.1</b> To process 85% of custody cases within 90 days	2004/05 – 73.8% 2005/06 – 79.8%	Not achieved
<b>7.5.2</b> To process 85% of bail cases within 110 days	2004/05 – 78.4% 2005/06 – 85.2%	Achieved
<b>8.1.1</b> To demonstrate progress towards implementing agreed changes within agreed timetables reporting to the Board every 6 months	Updates on ongoing basis as required by Policing Board	Achieved

**Notes:**

- (1) Victims' groups include violent crime, domestic burglary, vehicle crime, racial incidents and those involved in injury road traffic collisions.
- (2) The baseline is 58% which was the result of the October 2004 Northern Ireland Omnibus Survey.
- (3) The baseline is 65% which was the result of the October 2004 Northern Ireland Omnibus Survey.
- (4-7) Reduction target based on that achieved in 2004-2005.
- (8) The baselines are the results of the N.I. Crime Survey 2003-2004 which were: burglary 21%, vehicle crime 20% and violent crime 24%.
- (9) The baseline is 36% which was the result of the October 2004 Northern Ireland Omnibus Survey.
- (10-19) Increase target based on that achieved in 2004-2005.
- (14) From 1st April 2005 a breach of non-molestation order has become a notifiable offence. However the clearance rate for domestic violence offences for 2005/06 excludes this offence to ensure comparability with 2004/05.
- (20) Target based on that established in 2001-2002
- (21) This target relates to the front-line policing measure as outlined in the Human Resources Strategy.



### Main Positive Outcomes

In summary the results show good police work for the year. You will see from the table that there were many positive outcomes. There was a reduction in the number of domestic burglaries and vehicle crimes and an increase in the clearance rate for:

- all crimes
- violent crimes
- murder and manslaughter crimes
- domestic violence offences; and
- racist and homophobic crimes.

Also an increase in the number of detections for:

- excess speed offences
- driving whilst impaired through drink and/or drugs; and
- careless and dangerous driving offences.

The following targets were also met:

- to achieve a victim satisfaction rate of 75%,
- to process 85% of bail cases within 110 days.

### Targets Not Achieved

Targets were not achieved in the following areas:

- to increase the percentage of people who think that the police treat everyone equally by 5 percentage points,
- a reduction in the number of overall crimes and violent crimes,
- an increase in the number of detections for non-wearing of seatbelts,
- to process 85% of custody cases within 90 days.

The following targets were partially achieved:

- to increase the percentage of people who think that the police do a good job by 5 percentage points:
  - the baseline for this target is 58% which is the result of the October 2004 Northern Ireland Omnibus Survey. The April 2005 Northern Ireland Omnibus Survey result was 63% and the September 2005 result was 60%.
- to increase the percentage of people who are satisfied with police patrolling in their local area by 4 percentage points:
  - the baseline is 36% which is the result of the October 2004 Northern Ireland Omnibus Survey. The April 2005 Northern Ireland Omnibus Survey result was 42% and the September 2005 result was 38%.
- to reduce average sickness levels for police officers to 12.5 days and civilians to 13 days in 2005-06:
  - the sickness level achieved for police officers was 11.65 days and for civilians 14.92 days.

The Policing Board will continue to monitor police performance closely and to hold the Chief Constable to account for the performance of the PSNI. The Policing Board will report back to the community on what has been achieved. The Policing Board acknowledges the progress that the PSNI has made to date and the significant contribution made by the Chief Constable and his officers in ensuring that Northern Ireland has a policing service which is focused on making Northern Ireland safer. The Policing 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.

## Accountability, Oversight and Independence

In this section the Board's Accountability Role across a range of important statutory functions is set out along with other areas of work where independence and effective oversight is essential to public confidence. In meeting its responsibilities the Board also works closely with a number of criminal justice partners and relationships with these bodies are covered below.

### Monitoring Information from Criminal Justice Partners

The Board continues to work with many stakeholders in the policing and criminal justice field, and uses the valuable information generated by others to assist the Board in discharging its accountability and oversight functions.

### Police Oversight Commissioner

The Oversight Commissioner published three reports during the reporting period. The 13th report continued the trend of previous reports in providing a summary of accomplishments and progress against each of the 175 recommendations made by the Independent Commission in their 1999 report "A New Beginning: Policing in Northern Ireland". The 14th and 15th reports were thematic reports on Human Rights and Accountability and on Training published in September 2005 and December 2005 respectively. These produced very valuable information which has assisted a number of the Board Committees in their oversight of training and human rights within PSNI. The "Accountability" element of the September thematic gave the Board useful feedback on how we have been playing our part in the accountability arrangements. The Board meets with the Oversight Commissioner at regular intervals in order to feed into the thematic observations and assist with his team's evaluation of progress against the 772 performance indicators formulated to monitor the performance of all key stakeholders including PSNI, the Policing Board and the Police Ombudsman.

### Police Ombudsman for Northern Ireland

The Ombudsman has a primary statutory duty to secure an efficient, effective and independent complaints system and in doing so to secure the confidence of the public and the

police in that system. The Board had a range of meetings with the Office of the Police Ombudsman including one meeting in the last 12 months with the full Board to discuss issues of mutual interest, including trends emerging around policies and practices; new technologies and contentious policing issues. In line with a protocol agreed with the Ombudsman's Office these annual meetings will become biannual. The Ombudsman's office also presented complaints statistics each quarter to the Human Rights and Professional Standards Committee which assists the Board in delivering on its statutory duty to monitor trends and patterns in complaints and this will continue for the new Community and Human Rights Committee. In addition, quarterly informal meetings continue between the Chair and Vice-Chair of the Board and the Ombudsman and informally at officer level. As a direct result of the Board's engagement with the Police Ombudsman's Office (and a report flowing from an Independent Assessment of the work of the Board, chaired by Sir Keith Povey), the Board have been given a seat on the PSNI Regulation 20 Review Panel. This will allow observation of implementation of the recommendations made by the Ombudsman in Regulation 20 reports. Engagement with PONI assists Members in fulfilling their statutory duty to monitor the effectiveness and efficiency of PSNI as well as to secure public confidence in the service.

### Criminal Justice Inspection Northern Ireland

The Board have closely monitored the various CJINI inspection reports given that the CJINI remit extends across most Criminal Justice agencies including the PSNI. The Board's interest in CJINI reports relates to its statutory duties in respect of PSNI and the implementation of any recommendations which affect PSNI are monitored by the Board. The relevant CJINI reports published in 2005/06 monitored by the Board were: Inspection of the Compensation Agency Northern Ireland; Victims and Witnesses; Target Setting and Performance Management in the Criminal Justice System in Northern Ireland; Forensic Science Northern Ireland and Scientific Support Services in the PSNI.

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

The Police (Northern Ireland) Act 2000 requires the Policing Board to monitor the performance of the PSNI in complying with the Human Rights Act 1998. In 2003, the Policing Board appointed Keir Starmer QC and Jane Gordon, to advise it how to meet its statutory duty. They remain in post and have advised both the Policing Board itself and the



Human Rights and Professional Standards Committee. In October 2005, the Board supplemented this team by appointing an in-house human rights expert.

In March 2005, the Board published its first Human Rights Annual Report. The report examines and assesses the PSNI's compliance with the Human Rights Act in 12 key areas and made 60 recommendations for reform. The majority of the Report's recommendations were intended for the PSNI, with some directed toward the Board. In December 2005, the PSNI published its response and the measures it is taking to comply with the recommendations in its Human Rights Programme of Action.

In July 2005, the Human Rights Advisors delivered two training/consultation events for DPP Members on human rights monitoring of the policing of parades and protests. This was followed in September 2005 with a more general training event for DPP Members on monitoring the human rights compliance of the PSNI.

The Board's Human Rights Advisors continue to monitor the policing of public order events. In December 2005, the Board published a Report on the Policing of the Ardoyne Parades 12th July 2005 and the Whiterock Parade 10th September 2005. The report reproduces a comprehensive account of the policing operations and examines whether the PSNI's response was proportionate, legitimate and necessary. The Human Rights Advisors findings were that the policing

operation on both occasions was careful and considered, that the human rights of all those involved had been taken into account and that, overall, the PSNI's use of force complied with the requirements of the Human Rights Act 1998. In addition, the Advisors made 10 recommendations for the PSNI. In September 2006, the Policing Board will publish its second Annual Report. The report will assess the extent to which the PSNI has implemented the recommendations contained in the first Human Rights Annual Report. In addition, the report will include consideration of additional areas of monitoring including privacy and data protection; the PSNI's approach to the Policing with the Community Policy and the treatment of victims. In developing their monitoring of human rights at the local level, the Board's Human Rights Advisors undertook an extensive series of meetings with District Commanders and representatives of District Policing Partnerships in March/April 2006. The findings from these discussions will be reflected in the second annual report.

The Board's monitoring responsibility is facilitated by the Human Rights and Professional Standards Committee. The Committee reviews complaints and disciplinary matters, civil cases and judicial review proceedings initiated against the PSNI. The Committee also monitors the PSNI's use of force at all levels on an on-going basis. In discharging its monitoring role, the Committee continues to engage with the Police Ombudsman, the Human Rights Commission and other interested parties.

In February 2006, three years after its introduction, the Board, in accordance with its statutory discretion, agreed to revise the PSNI Code of Ethics. The Code is the PSNI's disciplinary framework and is based on the Articles of the European Convention on Human Rights and international standards. A consultation on the Code will be commenced in the coming months, with a view to publishing a revised Code in early 2007.

All documents relating to Human Rights monitoring and compliance can be downloaded from the Board's publication scheme at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

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

The Board continued over the last year to take its seat on the NIO Steering Group established, as a result of Patten Recommendations 69 and 70, to examine alternative approaches to conflict management including identifying and selecting less lethal technologies.

The work of the group has an important international focus which the Board values and would like to see maintained. Specifically, the Board had, in March 2005, lengthy debates around one of the products of the Steering Group activities, the Attenuating Energy Projectile and, following a vote, agreed to endorse the Chief Constable's decision to introduce the AEP for use in PSNI.

While work continued over the last year, and continues, on the development of the Discriminating Irritant Projectile (the DIP), Board representatives attended the Fourth International Law Enforcement Forum on Minimal Force options hosted by the Royal Canadian Mounted Police in Ottawa in June 2005 to explore many issues related to less lethal technology, research, development, testing, training standards, oversight and accountability.

In September 2004 the Home Secretary agreed to allow chief officers of all police forces in England and Wales to make Taser available to all authorised firearms officers for use in situations where a firearms authority has been granted.

In the latter months of 2005, PSNI have presented the Northern Ireland specific case for the use of Taser, and the Board undertook to conduct a limited consultation exercise. Board Members consider that it is important to ensure that officers are equipped with the tools they need to effectively discharge their duties. The rights of officers need to be

protected, as do those of the community. This is a difficult balancing act, and the Board considered that, before deciding to introduce Taser, it was only right that the PSNI should comply with its own Equality Scheme and conduct a screening of the Taser decision. Board Members look forward to receiving the results of that during 2006/07.

## Monitoring the Reform of Crime Operations Department

The Board's review of the dissemination of intelligence between Special Branch and other parts of the Police Service has formed the basis for major change in how the police shares intelligence and has been a key piece of work for the Board.

The Board's Crompton Report recommendations, combined with the findings from 2 other important reports – the Blakey and Stevens 3 Reports – formed the basis for the establishment and structuring of the Police Service's new Crime Operations Department and implementation of the recommendations in these reports has ensured that the procedures, processes and practices adopted by PSNI in the area of Crime Operations meet ACPO standards in policing practice.

In February 2006 the Board we received a detailed briefing from PSNI on the continued progress in implementing the recommendations arising from the Blakey, Stevens and Crompton reports. The briefing, which was delivered by PSNI and HMIC, reinforced to the Board the progress that has been made in this important area and the PSNI commitment to effecting change, particularly in relation to the management and dissemination of intelligence.

PSNI were closely questioned on the review of Covert Human Intelligence Sources and the unique guidelines governing this area of work. Board members sought and received assurances that the systems and checks in place ensured intelligence material was properly handled; and the potential for 'intelligence silos' completely removed.

At the briefing Board members were particularly concerned that plans for the transfer of National Security would not undermine the robust systems and policies put in place by the PSNI for managing intelligence sources and the information provided; and reverse progress made during the last 3 years. Board Members agreed that clarity and reassurance around this issue must be provided prior to any change being effected in 2007; and would continue discussions on this matter with the Chief Constable.

Public confidence in and support for the police service is essential and it is the Board's job to make sure that the delivery of the policing service is effective and accountable to the community in all that they do. The area of intelligence and the handling of sources in an area where legitimate questions have been raised. The oversight of these reforms has seen significant changes and the dedicated structure and staffing now in place for Crime Operations Branch provides a better public service and the Board will continue to make sure that work in this important area is closely scrutinised.

HMIC has assured the Board that the procedures, policies, process and practices now adopted by the PSNI in this area are in line with ACPO guidelines and UK police practice in services right across the United Kingdom. HMIC's team comprised representatives from the Blakey, Crompton and Stevens 3 Teams who have been best placed to independently and expertly review the PSNI intelligence arrangements and the changes effected address concerns raised in the past.

## Monitoring Recommendations of Her Majesty's Inspector of Constabulary (HMIC)

Under the provisions of the Police (NI) Act 2000, Her Majesty's Inspector of Constabulary is required to carry out an annual inspection of the PSNI called a baseline assessment which provides a strategic overview of PSNI's strengths and areas for improvement. Under Section 42(2) of the Police (NI) Act 1998, the Policing Board is required to publish its comments on the published report of HMIC.

The most recent Baseline Assessment measured PSNI performance during April 2004 and March 2005, with the report published in January 2006. The assessment provides a comprehensive overview of PSNI performance across 7 overarching areas of activity:

- citizen focus;
- reducing crime;
- investigating crime;
- promoting safety;
- providing assistance;
- resource use and
- leadership and direction.

The Board welcomed the fact that the areas of accountable community policing and increasing public confidence; volume crime reduction; promoting reassurance; referrals to the Assets Recovery Agency; and the investigation of major and serious crime; were viewed as strengths by HMIC.

HMIC identified the lack of assessment of the impact of PSNI community engagements; the level of staffing within the Crime Operations structure and the impact that this had imposed on the DCUs; improvements in forensic processes; hate crime; investigation of serious and fatal crashes and collisions; communication between Human Resources and DCUs and inconsistencies in the use of the Annual Appraisal System as aspects which the service need some improvement in. Plans are being developed by PSNI to tackle these areas of concern and the Board looks forward to future HMIC reports commenting on improvements. Members welcome the Chief Constable's acknowledgement that these issues exist and his commitment to tackling them.

HMIC commenced thematic reports during 2005/06 into the areas of Human Resources and Personnel and Training, with fieldwork conducted for the Human Resources and Personnel Inspection in December 2005.

In the area of training, the HMIC report is complete [that in respect of Human Resources and Personnel is expected later in 2006] and HMI made a number of recommendations in the following areas: the development of a revised training strategy and costed training plan; accountability arrangements for training throughout PSNI; and training at districts. PSNI have put plans in place to tackle all these areas and PSNI report to the Human Resources Committee every 4 months on progress against each.

## Police Reform

A tripartite Strategic Working Group, consisting of senior representatives from PSNI, the NIO and the Board was established in September 2005 to consider the Workforce Modernisation Agenda and Police Reform agenda for NI. This working group will ensure that the key recommendations from the Government's policy paper **Building Communities, Beating Crime – A better police service for the 21st century**, which seek to provide a citizen-focused service to the public; improve performance and encourage more robust crime fighting methods are taken forward. The Group is also tasked with ensuring that recommendations from the HMIC report "**Modernising the Police Service**" which aims to ensure that the police reform agenda is supported by a strong, modern workforce are taken forward.

Effectively implementing the Police Reform agenda in NI requires the issues arising from the Government initiatives and legislation to be pulled together with other related key issues such as the Review of Public Administration and staff terms and conditions issues, arising at Police Negotiating Board. The Board is conscious of the need to keep focused on the longer term policing picture, and will work towards helping PSNI deliver a better police service for the 21st Century.

## The Independent Custody Visiting Scheme

Custody visitors are volunteers from the community who make unannounced visits to police custody suites to check on the welfare of people being held in custody and the general condition of custody suites. As such representatives of the local community, unconnected to the PSNI can inspect and report on the condition of custody suites. With the permission of detainees custody visitors may also see and speak to them. This includes detained terrorist suspects.



There are currently 5 custody visiting teams covering Northern Ireland. They are based in Belfast, Antrim, Down/Armagh, the North West and Tyrone/Fermanagh. The Board sets targets for the number of visits each team should make to the custody suites within their area. These targets are based on the number of detainees held in the custody suites – the busier the custody suite, the more visits it should receive from custody visitors.

During 2005/06 custody visitors made a total of 1178 visits to custody suites throughout Northern Ireland. This exceeded the target set by the Policing Board. These visits are to detainees held in custody under Code C of the Police and Criminal Evidence (NI) Order 1989 or the Terrorism Act 2000. The 1178 visits included 63 to the Antrim Serious Crime Suite where detainees held under the Terrorism Act are in custody.

There were 1370 detainees in custody at the time of these visits and custody visitors saw and spoke to 702 detainees in total. Custody visiting is based on gaining the consent of the detainee to a custody visit, and 314 detainees did not wish to see the custody visitors. The remaining 354 were not seen because they were unavailable for other reasons such as being with their solicitor or because they were being interviewed by the police.

The Board supports and administers the Custody Visiting Scheme. Each month the Community Involvement Committee received a report on the work of the custody visiting teams and highlighted any issues raised. The report looks at the treatment of detainees in terms of Code C of the Police and Criminal Evidence (Northern Ireland) Order 1989 and the PSNI Code of Ethics with particular reference to the treatment of people held in custody and their human rights provisions.

Custody visitors classified 926 (79%) of their visits as being entirely satisfactory, that is, neither they nor the detainees raised any issues to do with treatment or conditions in the custody suite. Most of the visits which they found unsatisfactory were to do with cleanliness (73), faulty equipment (69) and safety / security issues (45). Such matters are brought to the attention of the PSNI and the Policing Board so that they can be addressed as soon as possible. If a complaint is made to a custody visitor in relation to the treatment of a detainee, the custody visitor's role is to make sure that they have been referred to the Office of the Police Ombudsman for investigation.

In September 1999 the Patten Report recommended that custody visitors should also be empowered to observe interviews on camera, subject to the consent of the detainee. During September 2005 members of the Belfast and Antrim custody visiting teams were trained in preparation to begin their new role. The training included detention, treatment and professional interviewing practice in relation to detained terrorist suspects with particular emphasis on human rights issues. The custody visitors then began to conduct visits in line with this recommendation on 1 October 2005. Between 1 October 2005 and 31 March 2006 43 visits were made to

the Antrim Serious Crime Suite. During these visits 30 detainees were being held in custody under the Terrorism Act. Of these 30 detainees, 15 had given consent for their interviews to be observed on remote monitor. In achieving the implementation of another of the Patten recommendations, the Board has also made the Northern Ireland Custody Visiting Scheme the first such Scheme in the UK to extend its role in this way.

In administering the Custody Visiting Scheme the Policing Board adheres to guidelines established by ICVA (the Independent Custody Visiting Association) which consolidates good practice from Custody Visiting Schemes in England, Scotland and Northern Ireland. On 5th November 2005 the Policing Board hosted the Annual ICVA conference in Belfast. This brought together 300 custody visitors and police authority representatives from all over the UK to share practice and explore new roles for custody visitors. Conference speakers included Brian Dougherty of the Policing Board, and Assistant Chief Constable, Roy Toner, PSNI, who provided a special insight into the rights and entitlements of terrorist suspects and the Northern Ireland experience of monitoring their treatment while in custody. Other speakers included Alan Brown from the Home Office, Bob Jones, Chair of the Association of Police Authorities and John Bennett an Independent Custody Visitor in Hampshire Police Authority. The conference provided a valuable networking opportunity for the custody visitors.

The custody visitors Annual General Meeting was held in Limavady on the 25th April 2005 and provided the opportunity for custody visitors to discuss relevant issues. This was also an occasion to celebrate the work of custody visiting and express thanks to the volunteers involved in this role.

The Board is grateful to the teams of custody visitors for the valuable contribution in ensuring the transparency of custody arrangements.

## The Independent Community Observer Scheme

In September 1999 the Report from the Independent Commission on Policing recommended that police recruitment be contracted out to an independent agency and that a vital aspect of this process would be a level of community engagement.

Since 2001 the Board has used the services of a team of volunteers known as Independent Community Observers. These individuals observe key aspects of the PSNI recruitment process, including initial selection tests and assessment centres, and report back to the Policing Board.

They are asked to report on whether so far as practicable the same procedures are applied to all candidates and that the facilities and arrangements are adequate.

There are three teams of observers based throughout Northern Ireland. During 2005/06 the Community Observers observed PSNI recruitment campaigns 9 and 10 for Regular officers, making a total of 118 visits to various locations to observe the initial selection tests and the assessment centres run as part of the recruitment campaign.

The Community Observers also observed the recruitment processes for civilian staff where the recruitment was being taken forward on the basis of 50:50. During 2005/06 the Community Observers made 31 visits to observe the recruitment process for Administrative Officers, Finance Administrative Officers, Firearms Instructors, Training Support Officers and Station Enquiry Assistants.

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

On 27 June 2005 the first AGM was held for the Independent Community Observers which provided the opportunity for a discussion on relevant issues with a representative from the Board. This also provided an opportunity for the Board to thank the volunteers for their work.

During 2005/06 the Board undertook a review into the role and operation of the Independent Community Observer Scheme. This review surveyed current and past Community Observers and sought their opinion on how the role was conducted and if there were any areas for improvement. During the incoming year the recommendations from this review will be discussed by the Board and implemented as appropriate in order to improve the effectiveness of the scheme.

In line with requirements under Section 75, during 2004/05, the Board undertook an EQIA on their policy in relation to the recruitment of volunteers to both the Custody Visiting and Community Observer Schemes. This EQIA concluded that under the current recruitment policy more could be done to encourage participation specifically from young people and ethnic minority groups. During the incoming year consultation work will take place to address these issues.

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



## Funding and Resources

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

### 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 laid down in the Policing Plan.

The PSNI monthly Management Accounts are tabled at meetings of the Resources and Improvements Committee throughout the year, and the year end Annual Accounts are presented to Committee for their consideration and comment. Police funding is divided into several different categories, the largest category being for expenditure on salaries and running cost (revenue expenditure) amounting to £676.8 m in the year.

PSNI also receives funding for expenditure on capital items such as land and buildings and vehicles, where benefit will be derived from the expenditure over a number of years. In the last year capital expenditure was £32.1m.

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 £28.8 m Patten voluntary severance funds (to assist with the move towards 7,500 officer number and 50:50 recruitment). The compulsory severance scheme for the Full-Time reserve had a cumulative spend of £27.9 m in relation to 279 officers leaving the service. There is also funding available for Patten non-severance activities which is mainly concentrated on Information Technology changes; recruitment costs and work in relation to the new police college, the total amount spent in year on Patten non-severance activity was £26 m.

The Committee also looked at spending on two small fund accounts – the Police Property Fund (disposal of seized or lost items) and the Police Fund (welfare for police officers and their dependants), as well as (for the first time), being able to question the PSNI on Police Pensions. The Board itself has a role in administering some aspects of police officers' pensions.

The 2005/06 financial year was the second time that PSNI was required to produce Pension Scheme Accounts, and the Committee closely questioned PSNI on the figures contained with the Statements, the balance sheets showed a net liability of over £3 billion relating to current and future pension liabilities. Although this figure is a huge sum, this represents the total liability rather than the annual cost of pensions. It is standard practice for those pension payment liabilities due each year to be provided for from funding made available to PSNI, and there is no threat to or any danger of front line policing being affected by this overall liability nor any risk that pensioners will not receive their payments. The annual pension bill was £137.4 m relating to pension payments and lump sum gratuities.

A large part of the police budget relates to salaries (approx 70%) and consequently, overtime spending has been one of the main areas on which attention has been focused. HMIC set a target of 10% reduction in overtime which will realise savings over the period of approximately £5.5 m. The Board's Resources and Improvement Committee monitor this target on a quarterly basis.

### Monitoring Civil Action and Compensation Claims

The Chief Constable has the responsibility to pay damages and costs awarded against him under Section 29 of the Police (NI) Act 1998. As a consequence, the Board has the statutory duty to approve all settlements involving claims against the Chief Constable, and when appropriate, seek details for the reason for settlement and any remedial action taken. A total of 2,410 claims for compensation were received during the financial year 2005/06.

### Police Negotiating Board

The Police Negotiating Board (PNB) is the body with overall responsibility for the national negotiations of police pay, conditions and pensions. During the past 12 month period, one of the most demanding issues addressed by PNB was the introduction of a new police pension scheme.

This new police pension scheme was introduced with effect from 6 April 2006 and all new entrants to the PSNI after that date will be required to join the new scheme. An issue of concern, which was successfully resolved, related to arrangements to ensure that officers in the existing police pension scheme could transfer to and from the PSNI and another force after the 6 April 2006 and have the option of remaining in that scheme.

## Monitoring the Human Resources Planning Strategy

The Board's Human Resources Committee is responsible for monitoring the implementation of the PSNI's Human Resources Planning Strategy 2005-2008. This strategic plan was agreed by the Board in December 2004 and monitoring is ongoing to ensure that timescales are met. The strategy contains a detailed action plan with 22 targets and timeframes and our Independent Validator reports to the Human Resources Committee every four months to deliver his assessment of PSNI's performance against each of the key actions.

### Appointing Senior Officers

Under the Police (NI) Act 2000, the Board is also responsible for the appointment of the Chief Constable, Deputy Chief Constable and Assistant Chief Constables. The most recent senior police officer to be appointed by the Board was ACC Harris in March 2006. The Board, since its initial constitution in 2001, has now appointed all 7 Members of the PSNI Chief Officer Team.

### Recruitment

Members view recruitment as one of the key successes within the PSNI change management programme and its progress continues to be monitored by the Human Resources Committee in line with their monitoring of the Human Resources Planning Strategy. To date a total of eleven campaigns have been undertaken by the independently appointed recruitment agents – The Consensia Partnership. The eleventh campaign was launched in March 2006. Over 55,000 applications have been received to date; over 20,000 from females, almost 20,000 from Catholics and over 1,000 from ethnic minority applicants. Recruitment to the PSNI continues to be conducted under the principles of 50:50 so as to ensure a police service that is representative of the community it serves. The current composition figures show the percentage of Roman Catholic regular officers at 20%, an increase of 12% since 2001. A more detailed report on compositional figures is presented on page 53.

### Addressing gender imbalance

Under Section 48 of the Police (Northern Ireland) Act 2000 the Board is responsible for developing an action plan to monitor the number of women in PSNI, its support staff, and the Board's staff. In October 2004 the Gender Action Plan (GAP) was developed by PSNI and jointly launched by PSNI and the Board. The plan, designed to address civilian staff as well as police officer issues, has identified six key areas where PSNI intend to focus in order to address gender based retention and promotion issues within PSNI. Progress against each of the recommendations within the GAP is

monitored by the Human Resources Committee every 6 months and progress is monitored by a PSNI led implementation group. The Board is represented on this group by officials. The current % of female officers in PSNI is 20.1% an increase of 7.8% since 2001.

### Civilianisation

Civilianisation is a policy which is designed to ensure that a police service makes the best use of the officers available to them, by releasing officers from roles that could be performed equally effectively by police staff. Within the Human Resources Planning Strategy, PSNI committed to developing a civilianisation programme and to civilianise 300 police posts during the life of the Strategy. During 2005/06 PSNI planned to civilianise 166 posts including Station Enquiry Assistants, Trainers, and Crime Scene Investigators. Achievement of this strand of the strategy not only ensures that more police officers are taken away from administrative jobs to be redeployed to front line duties but also that the balance in terms of religious composition is being redressed where vacancies for six or more civilian posts will have the principles of 50:50 recruitment applied. During April 2005 and March 2006 PSNI recruited 171 civilian staff, 50 of these on a 50:50 basis.

### Monitoring PSNI Absence

For the year 2005/06, the Board set the Chief Constable a target to reduce the average annual level of sickness absence to 12.5 days for police officers and 13 days for civilian staff. The target for police officers was achieved with the figure for the year being 11.65 days. However the target set for civilian staff was not achieved as the figure for the year was 14.92 days.<sup>1</sup>

### Severance

The Patten Commission recommended that the overall size of the police service should be reduced to 7500 full time officers and that generous severance packages be offered to those wishing to leave the service. This recommendation was accepted by Government and a severance scheme was introduced. The Board monitors severance, in conjunction with recruitment, to ensure the overall strength of the service (7500) is being achieved and managed. In the reporting period 303 officers left the Service under Severance.

### Full Time Reserve

In 2004 the Chief Constable decided to reduce the Full Time Reserve from approximately 1500 officers to 680 officers by October 2006. In making this decision the Chief Constable

<sup>1</sup> We identified the impact of the change in shift patterns on the sickness figures and will continue to work with PSNI to ensure that management information on sickness is produced year on year, allowing for meaningful comparisons.

felt that this staffing level would be sufficient to deliver an effective policing service, when coupled with an ongoing stream of new recruits to make up PSNI's 7,500 regular officers (as recommended in the Patten report). A generous compulsory severance package was negotiated for Full Time Reserve officers that includes financial as well as practical considerations such as retraining opportunities through the Police Rehabilitation & Retraining Trust. The Board played a part in securing this package and 289 Officers left under this scheme during the reporting period. The current number of Full Time Reserve officers deployed in PSNI is 900, with approximately 100 in retraining. PSNI are on track to achieve the goal of 680 by October 2006.

### **Part Time Policing**

Patten 104 recommended an enlarged Part-Time Reserve of up to 2,500 officers, the additional recruits to come from those areas in which there are currently very few reservists, or none at all. In 2003 a Police Officer Part-Time recruitment pilot was completed in four DCU areas and 149 new officers were recruited. Following this exercise an evaluation was completed and changes were made to the role profile and training programme for these officers. Since 2003 the Board has been working on how best to progress this Patten recommendation in conjunction with the Northern Ireland Office and the PSNI. The Board was mindful of new initiatives in policing, such as Police Community Support Officers, and future issues to be considered on how best officers could be used to meet service and community need under the Workforce Modernisation Agenda. Following lengthy discussions and visits to other services on 2 February 2006 the Board agreed:

- First, in principle to the recruitment of PCSOs, subject to:
  - no variation between the vetting criteria for membership of the PCSO and those which govern regular police officers; and
  - confirmation of the contents of the proposed terms of employment of the PCSO and the draft legislation respectively; and
- Second, the rolling out of 4 new areas of recruitment in respect of Part Time Police Officers following a scoping study by the PSNI.

A Police Officers Part Time recruitment campaign seeking 150 POPTs in total across 4 locations; Foyle, South Belfast, Moyle/Ballymoney and Newry and Mourne, will be launched in June 2006. This will bring the current number of Police Officers Part Time to just under 1000.

### **Police Community Support Officers**

PSNI believes that the introduction of PCSOs to Northern Ireland would be of substantial benefit to communities and to the overall policing of NI, a view that the Board supports. Their key role is to provide a high visibility and reassurance to communities using a problem solving approach to tackling quality of life issues, in effect, the bridge between the police and the community envisaged by Patten. The Board, working with PSNI and the NIO, are working on the policy and legislation required to employ Police Community Support Officers. It is anticipated that the legislation will be in place by February 2007.

### **Independent Vetting Panel Member**

Section 12 of the Police (Recruitment) (NI) Regulations 2001 require the Chief Constable to establish a panel to decide, on his behalf, on the suitability of any candidate for appointment as a police trainee. The panel includes a person nominated by the Policing Board known as the "Independent Vetting Panel Member". Maurice Jennings, is the Board's independent panel member since November 2004. He provides an annual report to the Human Resources Committee of the Board summarising the panel's findings and any trends identified in the course of their work. To date the Board is satisfied that this aspect of the recruitment process which, as with the role of the assessor, is critical in securing and demonstrating equality and fairness in the recruitment process. Requests for review on the decisions of the vetting panel are conducted by the Independent Assessor.

### **Independent Assessor**

The Independent Assessor Judge Chambers was reappointed by the Secretary of State in June 2004 for a further two year term until 30 April 2006. The role of the assessor is to review the decisions of the Chief Constable's vetting panel in relation to the suitability of candidates for appointment as police trainees. Judge Chambers submits a concise report to the Board each year summarising all reviews undertaken by him in the previous year. To date the Board is satisfied that this aspect of the vetting process is conducted fairly and equitably.

## Gender and Religious Imbalance

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

### (A) PERCEIVED RELIGIOUS AFFILIATION: 2005 AND 2006 COMPARISON

Employee Group	Perceived Protestant		Perceived Roman Catholic		Not known		Total		% Perceived Protestant		% Perceived Roman Catholic	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006
PSNI	6,025	5,868	1,265	1,427	206	197	7,496	7,492	80.4	78.3	16.9	19.0
FT Reserve	1,233	925	88	59	97	60	1,418	1,004	87.0	89.0	6.2	5.7
PT Reserve	837	765	50	50	11	11	898	826	93.2	93.0	5.6	6.1
<b>Sub Total</b>	<b>8,095</b>	<b>7,558</b>	<b>1,403</b>	<b>1,536</b>	<b>314</b>	<b>268</b>	<b>9,812</b>	<b>9,362</b>	<b>82.5</b>	<b>81.0</b>	<b>14.3</b>	<b>16.4</b>
Civilian direct recruits	1,366	1,362	308	316	73	72	1,747	1,750	78.2	77.9	17.6	18.1
NICS staff on secondment	1,297	1,239	165	155	50	48	1,512	1,442	85.8	86.0	10.9	10.8
<b>Sub Total</b>	<b>2,663</b>	<b>2,601</b>	<b>473</b>	<b>471</b>	<b>123</b>	<b>120</b>	<b>3,259</b>	<b>3,192</b>	<b>81.7</b>	<b>81.5</b>	<b>14.5</b>	<b>14.8</b>
<b>TOTAL</b>	<b>10,758</b>	<b>10,159</b>	<b>1,876</b>	<b>2,007</b>	<b>437</b>	<b>388</b>	<b>13,071</b>	<b>12,554</b>	<b>82.3</b>	<b>81.0</b>	<b>14.4</b>	<b>16.0</b>

### (B) GENDER: 2005 AND 2006 COMPARISON

Employee Group	Male		Female		Total		% Female	
	2005	2006	2005	2006	2005	2006	2005	2006
PSNI	6,111	5,989	1,385	1,503	7,496	7,492	18.5	20.1
FT Reserve	1,296	957	122	87	1,418	1,044	8.6	8.3
PT Reserve	551	500	347	326	898	826	38.6	39.5
<b>Sub Total</b>	<b>7,958</b>	<b>7,446</b>	<b>1,854</b>	<b>1,916</b>	<b>9,812</b>	<b>9,362</b>	<b>18.9</b>	<b>20.5</b>
Civilian direct recruits	664	688	1,083	1,062	1,747	1,750	62.0	60.7
NICS staff on secondment	417	399	1,095	1,043	1,512	1,442	72.4	72.3
<b>Sub Total</b>	<b>1,081</b>	<b>1,087</b>	<b>2,178</b>	<b>2,105</b>	<b>3,259</b>	<b>3,192</b>	<b>66.8</b>	<b>65.9</b>
<b>TOTAL</b>	<b>9,093</b>	<b>8,533</b>	<b>4,032</b>	<b>4,021</b>	<b>13,071</b>	<b>12,554</b>	<b>30.8</b>	<b>32.0</b>

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

#### Note

The statistics in tables (a) and (b) show the staffing diversity of both PSNI officers and civilian support staff as at 1 January 2005 and 1 January 2006. They clearly show that the PSNI as a whole does not adequately reflect the demography of the population of Northern Ireland either in terms of religion or gender. However the perceived Roman Catholic figure for regular officers in the PSNI has increased from 16.9% to 19.0% and the percentage of females employed has increased from 18.5% to 20.1%.

## Monitoring and Approving Medical Retirements

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

### Medical Retirements

The RUC Pension Regulations 1998 is the legislative authority for enabling serving police officers to be retired from the PSNI if they are medically unable to perform their duties. The Policing Board makes the determination following full consideration of the medical advice in each individual's case. Statutory legislation enacted in October 2004 ensures that the provisions of the Disability Discrimination Act are considered in the process for medical retirements and injury on duty awards. Advice and guidance is provided to the Policing Board by an independent Selected Medical Practitioner (SMP) who undertakes an assessment of every police officer being considered for a medical retirement and/or injury on duty award. During the reporting period a total of 60 medical retirements were approved and 58 injury pensions.

### Appeals

If an officer, serving or retired, disagrees with the decision of the SMP, he / she has the right of appeal under H2 (2) of the RUC Pension Regulations 1988. Appeal cases are referred to the Northern Ireland Office who appoints an independent Medical Referee to determine whether the SMP's decision should be upheld or overturned. During the reporting period 102 new appeals were received and 119 appeals were settled. Of the appeals that were settled, 52 were upheld, 47 overturned and 20 were withdrawn.

### Extensions of Service

Under regulation A16 of the RUC Pensions Regulations 1988, a police officer's period of service can be extended on a yearly basis for up to 5 years beyond the normal retirement age by the Chief Constable with the approval of the Policing Board. During the reporting period the Board approved extensions of service for 63 Regular officers and 90 Full-Time Reserve officers.

## Monitoring the PSNI Training, Education and Development Strategy (TED)

The PSNI Training, Education and Development Strategy is now in its 4th year of implementation having been approved by the Board in 2002. The strategy sets out what the PSNI will do to ensure that their officers and civilian staff have the necessary skills to do their job and that skills are maintained and developed.

The Board monitors implementation of the TED Strategy through reports every 4 months against an agreed set of key performance indicators. These indicators analyse:

- how effectively human resources is threaded through all training;
- how training needs are identified and met;
- the openness and transparency of the college;
- the effectiveness of local training at district level; and
- the budget through the costed training plan. PSNI's costed training plan confirms how important investment in training is within the overall PSNI budget with the activities throughout the coming year estimated at £20 mn, this represents 3% of PSNI's total budget.

A new Training, Education and Development Strategy which was developed by PSNI in March 2006, will be submitted to the new Board in May 2006. The Strategy will continue to be monitored every 4 months through a revised monitoring framework.

## Monitoring the PSNI Estates Strategy

PSNI resources, including the buildings from which people operate, must be used to maximum benefit and meet operational policing demands; and at the request of the Board the PSNI developed an Estates Strategy to compliment and enhance operational policing strategies. The Strategy, which is a 10 year programme of work, represents a £200 mn investment in the construction of new stations, maintenance and upgrade programmes, running costs and security review measures to make stations more accessible. Patten recommendations 52 & 53 proposed that police stations should have the appearance of ordinary buildings and that they should be more accessible to the public and a core element of this strategy aims to achieve this.



Another key aspect of the strategy is the review of the police estate. The PSNI is reviewing its estate to consider the need for identified stations and seeking alternative means of providing a policing service in communities. The Board understands how emotive this subject can be and in reviewing proposals from District Commanders, needs to be satisfied that full consultation has taken place, including with the local District Policing Partnership, and that District Commanders have given commitments to set out how, in the absence of a station, local policing will be delivered to ensure no deterioration in the level of service provided.

The Board approved the Estates Strategy and monitored implementation in 2005/06 through the Finance and General Purposes Committee. Core elements monitored by the Committee included; an update on the new builds and maintenance programme; progress on the Police College project, for which the specification was agreed in November 2005 and which is due for completion in 2009 and an update on the review of police stations and an analysis of the budget.

#### **Development of the New Police College**

Patten recommendation 131 envisaged a new purpose built police college. An initial specification for the College was drawn up by, presented to, and agreed by the Board in early 2003. This specification has been reworked and refined to the point

where the Board approved a second Outline Business Case in November 2005. A suitable site for the College has been located at Desertcreat near Cookstown, Co Tyrone with outline planning permission granted for the College at this 210 acre site in July 2005. Securing the necessary funding remains a concern for both the Board and the PSNI, but both remain fully committed to securing the necessary funding required to build the new Police College.

#### **PSNI Information Systems (IS) Strategy 2005-2008**

This £65 million IS strategy aims to move the PSNI to the forefront of law enforcement technology by 2008 was approved by the Policing Board in October 2004. The IS Strategy fulfills Patten Recommendation 93 which stated that "There should be an urgent, independent and in-depth strategic review of the use of information technology in policing. It should benchmark the Northern Ireland police against police services in the rest of the world and devise a properly resourced strategy that places them at the forefront of law enforcement technology within 3 to 5 years. It should be validated by independent assessment. The strategy should deliver fully integrated technology systems that are readily accessible to all staff and should take advantage of the best

analytical and communications systems currently available. Users of the technology should play a key part in devising the strategy and in assessing its implementation". The full IS Strategy is available from the PSNI website at [www.psni.police.uk](http://www.psni.police.uk). The IS Strategy covers all aspects of PSNI's work including operational policing, policing and organisational support, systems integration and infrastructure development.

The PSNI IS Strategy was validated as fit for purpose by the Police Information Technology Organisation (PITO) in December 2004. PITO have also been appointed by the Policing Board and PSNI to act as independent assessors for the IS Strategy until December 2006 and PITO reported progress to the Board's Finance and General Purposes Committee three times during 2005/06 – in March, June and December 2005. As well as providing assurance to the Board on the implementation of the IS strategy, the appointment of PITO also fulfills the requirement contained in Patten Recommendation 93 to put in place independent assessment and validation of the IS Strategy.

## Best Value and Continuous Improvement

The Board has a legislative duty to implement and monitor the Board's responsibilities under Part V of the Police (NI) Act 2000 regarding economy, efficiency and effectiveness. This programme of work is detailed in the 2005-2008 Policing Plan. The various Departmental reviews (IS Strategy, FARM Project, Human Resources Planning Strategy and Training, Education and Development Strategy) are monitored through the Board's Committees.

The individual Best Value Reviews in respect of both the Board (External Communication and Public Consultation), and PSNI (Patrolling) were successfully completed, with recommendations being made and taken forward to potentially improve service delivery within both organisations. The PSNI Best Value Review can be found on the PSNI website [www.psni.police.uk](http://www.psni.police.uk) and a summary of the PSNI Best Value Review Programme can be found on the Policing Board website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

### NIPB Best Value Review of External Communication and Public Consultation

A Best Value Review of External Communication and Public Consultation was completed during 2005 / 2006. This review was wide ranging, taking the views of various interested parties through interviews, focus groups and questionnaires.

The interested parties included police, key stakeholders, Section 75 groups, the media and officials from various government departments. The results of the above combined with suggestions from Board officials have led to a number of recommendations which once implemented will potentially improve service delivery within this area and improve awareness of the Board's role and work.

The Best Value Review of External Communication and Public Consultation made twenty – nine recommendations. The recommendations covered a range of issues including: developing a comprehensive communication strategy; development of the Board websites, Board outreach programmes, informing and engaging with key stakeholders, developing performance measures to see how effective the Board is in informing the community about its work.

The full Best Value Review report of External Communication and Public Consultation can be found on the Policing Board website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

### Inspection of Best Value Arrangements

The National Audit Office (NAO), supported by Her Majesty's Inspectorate of Constabulary have a legislative requirement to complete a review of the Board's obligations under Part V of the above Act. The results received are positive and supported by recommendations to improve the Board's delivery in this area. These reports can be found at [www.nao.gov.uk](http://www.nao.gov.uk) and [www.homeoffice.gov.uk/hmic](http://www.homeoffice.gov.uk/hmic).

During 2005/06, the Audit and Best Value, and Finance and General Purposes Committees have worked with PSNI to focus Best Value on outward facing strategic issues which will potentially deliver an improved service to the public. This selection of the Best Value Review areas for 2006/07 – Partnerships in the case of PSNI and Holding the Chief Constable to account in the case of the Board demonstrate this approach.

The Board continues to use the wealth of experience brought by the membership of the Continuous Improvement Strategic Working Group to advise and deliver Best Value in PSNI and the Board. This group is made up of representatives from the Board, PSNI, NIO, NAO, HMIC, CJINI and APA. It meets generally quarterly, and reviews the progress against the Best Value Performance Plan to date and considers new areas for consideration and development.

# REMUNERATION REPORT

## Remuneration Policy

The Policing Board remunerates three distinct categories of employees and Members.

### Independent Board Members

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

### Political Board Members

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

### Senior Officials

The Chief Executive and all but one of the Directors (a Civil Servant) included in this report are direct recruits of the Policing Board. The Chief Executive post is aligned with the Senior Civil Service and is remunerated accordingly. The Directors are all remunerated in accordance with Civil Service remuneration conditions and pay scales.

## Service Contracts

Policing Board Independent Members are appointed by the Northern Ireland Office for a period of four years in accordance with the Police (NI) Act 2000, Schedule 1, part 3, paragraph 8.

Policing 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 is 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 Policing 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 £43,190 for 2005/06 (£28,170 in total for 2004/05).

Remuneration for Independent Board Members (excluding the Chair and Vice-Chair) is £15,000 per annum with some Members receiving additional responsibility allowances, detailed below.

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

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

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

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

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

Political members do not normally receive remuneration from the Board unless the Assembly is suspended and their salary is reduced. This has been the case during 2005/06 and Political members were paid a level of remuneration based on the amount paid to Independent members. However, the total paid when added to their reduced Assembly salary cannot exceed the maximum salary that they would receive if the Assembly were operational.



Board Members remuneration is disclosed below:

Name and Title Independent Members	2006 Salary £000's	2005 Salary £000's
Professor Sir D. Rea (Chairman)	52	57
Mr. D. Bradley (Vice-Chairman)	38	40
Viscount Brookeborough	15	18
Mr. B. Dougherty	16	18
Mr. B. Gilligan	17	21
Mr. T. Kelly	15	21
Mrs. P. McCabe	20	28
Mrs. R. Moore	16	19
Mr. S. Sharma	15	18

Name and Title Political Members	2006 Salary £000's	2005 Salary £000's
Mr. A. Attwood	10	11
Mr. J. Byrne	15	17
Mr. F. Cobain	10	11
Mr. S. Foster	15	17
Mr. W. Hay	10	11
Lord Kilclooney	10	11
Mr. A. McFarland	10	11
Mr. E. McGrady	17	20
Mr. I. Paisley Jnr.	10	11
Mr S. Wilson	4	11

## 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:

Title	2006		2005	
	Salary £'000	Benefits in kind (to nearest £100)	Salary £'000	Benefits in kind (to nearest £100)
Chief Executive	105 - 110	-	90 - 95	-
Director of Corporate Services	40 - 45	-	40 - 45	-
Director of Policy	50 - 55	-	45 - 50	-
Director of Community Affairs	40 - 45	-	40 - 45	-
Director of Communications (until 30/11/2005)	35 - 40	-	30-35	-
Director of Planning	40 - 45	-	30-35	-

## Pension Benefits

Pension entitlements of the most senior employees are shown below.

Title	Accrued pension at age 60 as at 31/3/06 and related lump sum	Real increase in pension at age 60 and related lump sum at age 60	CETV at 31/03/06	CETV at 31/03/05	Real increase in CETV after adjustment for inflation and changes in market investment factors
	£'000	£'000	£'000	£'000	£'000
Chief Executive	25.0 - 27.5 No automatic lump sum (premium member)	25.0 - 27.5 No automatic lump sum (premium member)	299	21	273
Director of Corporate Services	10.0 - 12.5 Plus lump sum of 32.5 - 35.0	0 - 2.5 Plus lump sum of 0 - 2.5	124	111	6
Director of Policy	7.5 - 10.0 Plus lump sum of 25.0 - 27.5	0 - 2.5 Plus lump sum of 0 - 2.5	87	75	7
Director of Community Affairs	12.5 - 15.0 Plus lump sum of 40.0 - 42.5	0 - 2.5 Plus lump sum of 0 - 2.5	215	191	9
Director of Communications (until 30/11/2005)	2.5 - 5.0 No automatic lump sum (premium member)	0 - 2.5 No automatic lump sum (premium member)	40	31	6
Director of Planning	7.5 - 10.0 Plus lump sum of 22.5 - 25.0	0 - 2.5 Plus lump sum of 2.5 - 5.0	81	59	17

The Chief Executives CETV at 31/03/2006 has increased substantially over last year due to the transfer of previous service to the scheme during 2005/2006.

## Civil Service Pensions

Pension benefits are provided through the Civil Service pension arrangements.

Previously, pension benefits for those staff who were Direct Recruits were provided through the Police Service of Northern Ireland (Civilian) Pension Scheme but legislation

was approved on 8 March 2004 to add Direct Recruits to the Principal Civil Service Pension Scheme (NI) as a Schedule 1 Member. This transfer took place during 2005/06.

Pension benefits for Civil Servants are provided through the Principal Civil Service Pension Scheme (NI) (PCSPS (NI)). From 1st October 2002, civil servants may be in one of three statutory based 'final salary' defined benefit schemes (classic, premium and classic plus). The schemes are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, and classic plus are increased annually in line with changes in the

Retail Prices Index. New entrants after 1st October 2002 may choose between membership of premium or joining a good quality 'money purchase' stakeholder arrangement with a significant employer contribution (partnership pension account).

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

Further details about the Civil Service pension arrangements can be found at the website

[www.civilservicepensions-ni.gov.uk](http://www.civilservicepensions-ni.gov.uk)

### **Cash Equivalent Transfer Values**

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves the scheme and chooses to transfer the pension benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred

to the Civil Service pension arrangement and for which the CS Vote has received a transfer payment commensurate with the additional pension liabilities being assumed. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

### **Real Increase in CETV**

This reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

**T.Reaney**  
**Chief Executive**  
**21 June 2006**

# FINANCIAL STATEMENTS

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

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

In preparing the accounts the Board is required to:

- Observe the accounts direction issued by NIO, including the relevant accounting and disclosure requirements and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards have been followed and disclose and explain any material departures in the financial statements; and
- Prepare the financial statements on a going concern basis, unless it is inappropriate to presume that the Board will continue in operation.

The Permanent Under Secretary of the NIO has appointed the Chief Executive of the Board as the Sub Accounting Officer. His relevant responsibilities as Sub Accounting Officer, including his responsibility for the propriety and regularity of the public finances and for the keeping of proper records, are set out in the Non-Departmental Public Bodies' Accounting Officers Memorandum issued by HM Treasury and published in "Government Accounting".

## Statement on Internal Control

### Scope of Responsibility

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

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

### Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Board policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Board for the year ended 31 March 2006 and up to the date of approval of the annual report and accounts, and accords with HM Treasury guidance.

### Capacity to Handle Risk

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

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

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

### The Risk and Control Framework

Risks are identified, evaluated and monitored through regular updates and reviews conducted by the Accounting Officer and his Senior Management Team. The Corporate and Directorate Risk Registers are reviewed at least quarterly or more frequently as determined by the SMT. These areas are discussed and action is agreed at Senior Management Team meetings.

The Accounting Officer provides progress reports through the Audit and Risk Management Committee every three months or as required. Each Director is responsible for providing a stewardship statement on their area of

responsibility. Within this statement they will demonstrate how they have dealt with risk issues during the period and highlight any areas, which might adversely affect their Directorate or the organisation as a whole.

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

### **Review of Effectiveness**

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

The certificate and report of the Comptroller and Auditor General included in last years Annual Report and Accounts contained a qualification in relation to the Policing Board Number Two Bank Account, which was overdrawn at 31 March 2005. This bank account is exclusively used to control the flow of funds between the NIO and the PSNI. I was satisfied that the Board did not deliberately set out to borrow money and that there was no opportunity to rectify the situation before year end, as the transfer of funds which created the overdraft took place on the last day of the financial year. Changes to the request for funding were not communicated to the Board. In this financial year the Board has incorporated additional management controls in relation to its part of the process which have successfully prevented this situation occurring in 2005/06.

Up to 2001-02, Grants were paid by our predecessor body, the Police Authority for Northern Ireland, to various town partnerships in relation to CCTV schemes. In 2005/06, the NIPB CCTV Project Board and Pricewaterhouse Coopers (PWC), the Boards Internal Auditors, continued investigations in to payments made to one partnership. PWC have now reached the position that assurance can be given about a substantial proportion of the monies awarded to the scheme and that there is now a CCTV scheme in place. PWC have

also concluded that concerns which they hold around initial appropriation of funds cannot be substantiated by evidence sufficient to bring this matter to court. It is now recommended, on advice from the Crown Solicitors Office, that any monies unaccounted for, be pursued by means of a meeting between the respective legal counsels who have been instructed in this matter.

During the year PWC provided an Internal Audit Service and submitted regular reports together with recommendations for improvements where appropriate. They have issued an assurance statement on the internal control framework and risk management process within NIPB and on the basis of the systems audit work performed during the year, were able to provide a high assurance in relation to the adequacy of the systems of control in place within the organisation. They have received positive responses from management on all issues raised and acknowledge that improvements and enhancements in controls have already been made.

**T.Reaney**  
**Chief Executive**  
**21 June 2006**

## **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 2006 under the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003. These comprise the Income and Expenditure Account, the Balance Sheet, the Cashflow Statement and Statement of Total Recognised Gains and Losses and the related notes. These financial statements have been prepared under the accounting policies set out within them.

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

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

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

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and directions made thereunder by the Secretary of State for Northern Ireland. I also report whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. I also report to you if, in my opinion, the Annual Report is not consistent with the financial statements, if the Northern Ireland Policing Board has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by relevant authorities regarding remuneration and other transactions is not disclosed.

I review whether the statement on pages 61 to 62 reflects the Northern Ireland Policing Board's compliance with Treasury's guidance on the Statement on Internal Control, and I report if it does not. I am not required to consider whether the Accounting Officers Statement on Internal Control cover all risks and controls, or form an opinion on the effectiveness of the Northern Ireland Policing Board corporate governance procedures or its risk and control procedures.

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

#### **Basis of Audit Opinion**

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgements made by the Northern Ireland Policing Board and Chief Executive in the preparation of the

financial statements, and of whether the accounting policies are most appropriate to the Northern Ireland Policing Board's circumstances, consistently applied and adequately disclosed.

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

#### **Opinion**

In my opinion:

- The financial statements give a true and fair view, in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and directions made thereunder, by the Secretary of State for Northern Ireland, of the state of the Northern Ireland Policing Board's affairs as at 31 March 2006 and of its surplus, total recognised gains and losses and cashflows for the year then ended;
- The financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and the Secretary of State for Northern Ireland directions made thereunder and;
- 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.

I have no observations to make on these financial statements.

**John Bourn**  
**Comptroller and Auditor General**

**National Audit Office**  
**157-197 Buckingham Palace Road**  
**Victoria**  
**London SW1W 9SP**

**July 2006**

## Income and Expenditure Account for the year ended 31 March 2006

	Notes	2006 £000	2005 £000
<b>Income</b>			
Grant from NIO RfR 1 'Police'	2	7,812	7,228
Release from Capital Grant Reserve	11	64	34
<b>Total Income</b>		<b>7,876</b>	<b>7,262</b>
<b>Expenditure</b>			
Staff Costs	3(b)	2,307	2,129
Grant to District Policing Partnerships	4	2,956	2,447
Other Operating Costs	5	2,435	2,438
Depreciation	7	49	34
Permanent Diminution	7	15	0
Notional Cost of Capital	6	(6)	(20)
<b>Total Expenditure</b>		<b>7,756</b>	<b>7,028</b>
<b>Surplus Before Exceptional Item</b>		<b>120</b>	<b>234</b>
<b>Exceptional Credit: Pension Liability</b>		<b>0</b>	<b>459</b>
<b>Surplus for the Year</b>		<b>120</b>	<b>693</b>
Notional Cost of Capital	6	(6)	(20)
<b>Amount Transferred to Reserves</b>		<b>114</b>	<b>673</b>

## Statement of Total Recognised Gains And Losses for the year ended 31 March 2006

<b>Surplus for the Year</b>	114	673
Unrealised surplus on revaluation of fixed assets	0	1
<b>Total Recognised Gains and Losses for the Year</b>	<b>114</b>	<b>674</b>

All amounts above relate to continuing activities and are administrative in nature. The notes on pages 66 to 71 form part of these financial statements.

## Balance Sheet as at 31 March 2006

	Notes	2006		2005	
		£000	£000	£000	£000
<b>Fixed Assets</b>					
Tangible Fixed Assets	7		152		180
<b>Current Assets</b>					
Debtors	8	210		2,728	
Cash at bank and in Hand	9	1		50	
		<b>211</b>		<b>2,778</b>	
<b>Current Liabilities</b>					
Creditors: amounts falling due within one year	10	(487)		(3,168)	
<b>Net Current Liabilities</b>					
			(276)		(390)
<b>Provision for Liabilities and Charges</b>					
			0		0
<b>Net Liabilities</b>					
			(124)		(210)
<b>Financed By:</b>					
General Fund	11		(276)		(390)
Capital Grant Reserve	11		152		180
			<b>(124)</b>		<b>(210)</b>

**T.Reaney,**  
**Chief Executive**  
**21 June 2006**

The notes on pages 66 to 71 form part of these financial statements.

## Cashflow Statement for the year ended 31 March 2006

	Notes	2006 £000	2005 £000
<b>Operating Activities</b>			
Net Cash outflow from Operating Activities	12	(49)	(2,502)
<b>Capital Expenditure and Financial Investment</b>			
Payment to acquire tangible fixed assets	7	(36)	(66)
<b>Financing</b>			
Grant received for capital purposes	11	36	66
<b>Decrease in cash</b>			
		<b>(49)</b>	<b>(2,502)</b>

The notes on pages 66 to 71 form part of these financial statements.



## Notes to the Financial Statements

### 1. Statement of accounting policies

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

#### 1.1 Accounting convention

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

#### 1.2 Tangible Fixed Assets

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

Surpluses on revaluation are taken to the capital grant reserve. Deficits on revaluation are charged to the reserve until the asset's depreciated historic cost is reached; any further deficit is charged to the Income and Expenditure Account.

The minimum level of capitalisation as an individual or grouped fixed asset is £500.

The Board does not own any land or buildings. A charge for accommodation costs is included in the Income and Expenditure Account.

#### 1.3 Depreciation

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

The estimated useful lives of all assets are as follows:

Furniture & kitchen equipment	8 - 12 years
IT equipment	5 years

#### 1.4 Capital Grant Reserve

Grants for capital purposes are credited to the Capital Grant Reserve and released to the Income and Expenditure Account over the expected useful lives of the assets.

#### 1.5 Early Departure Costs

The Board is required to account for the cost of paying pensions of employees who retire early from the date of their retirement until they reach normal pensionable age.

The NIPB provides in full for the cost of meeting pensions up to normal retirement age in respect of early retirement programmes in the period. The total costs of these programmes are recognised in the year the announcement is made. There were no early departures during the period.

#### 1.6 Pension Costs

Past and present employees are covered by the provisions of the Principal Civil Service Pension Schemes (PCSPS)(NI). The defined benefit elements of the schemes are unfunded and are non-contributory except in respect of dependants benefits. NIPB 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, NIPB recognises the contributions payable for the year.

#### 1.7 Value Added Tax (VAT)

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

#### 1.8 Notional Charges

(i) Notional amounts are charged to the Income and Expenditure Account in respect of services provided by Government Bodies in order to reflect the full cost of these services. However there have been no such notional amounts charged to the Income and Expenditure Account.

(ii) A notional charge for interest on capital is included in the Income and Expenditure Account. This is calculated at 3.5% (3.5% in 2004/05) of the average value of total assets less total liabilities.

#### 1.9 Provision for Pension Liability

The PSNI (Civilian) Pension Scheme was 'wound up' during the year and was transferred to the PCSPS(NI) as a Schedule 1 Member. This is in keeping with current HM Government Policy to close all 'by analogy' schemes and transfer them into the main PCSPS schemes. The present value of the scheme liabilities in relation to NIPB direct recruits was provided for as an exceptional item in previous years.

The Accounting treatment in 2004/05 for this liability was changed to reflect the fact that the liability more appropriately lies with the PSNI. This resulted in the release of £459k of the Provision to the Income and Expenditure Account, as an Exceptional Item, in 2004/05.

Additionally, an amount of £46k due to the PSNI for Employers Superannuation Costs in relation to Board Direct Recruits who were members of the PSNI (Civilian) Pension Scheme, was transferred to Creditors and was paid over to the PSNI during 2005/06.

### 1.10 Leases

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

### 1.11 Insurance

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

## 2. Reconciliation of grant

	2006 £000's	2005 £000's
Grant from Northern Ireland Office	7,848	7,294
Less transfer to capital grant reserve	(36)	(66)
	<b>7,812</b>	<b>7,228</b>

## 3. Staff numbers and related costs

### (a) Board Members

The average number of Members during the year was 19 and in 2004/05 was also 19.

### (b) Staff costs and numbers

	2006 £000's	2005 £000's
Wages and Salaries	1,788	1,690
Social Security Costs	145	140
Other Pension Costs	262	177
Secondments/Agency	112	122
Total Cost	<b>2,307</b>	<b>2,129</b>

The average number of employees during the year was:

	2006 Number	2005 Number
Senior Management	6	5
Other directly employed staff	53	52
Secondments/Agency	4	6
	<b>63</b>	<b>63</b>

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

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

For 2005/06, employers' contributions of £262,413 were payable to the PCSPS(NI) (2004/05, £176,955) at one of four rates in the range 16.5 to 23.5 per cent of pensionable pay, based on the salary bands (the rates in 2004/05 were between 12% to 18%). These rates have increased from 1 April 2005 as a result of the latest actuarial valuation. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

Further information on pensions can be found in the Remuneration Report and in the Statement of Accounting Policies notes 1.6 and 1.9.

#### 4. Grant District Policing Partnerships (DPPs)

District Policing Partnership	2006 £000	2005 £000
Antrim	100	75
Ards	106	104
Armagh	111	92
Ballymena	107	86
Ballymoney	107	89
Banbridge	116	96
Belfast	279	205
Carrickfergus	93	75
Castlereagh	117	97
Coleraine	113	96
Cookstown	93	85
Craigavon	115	90
Derry	112	99
Down	103	91
Dungannon	111	54
Fermanagh	109	93
Larne	92	82
Limavady	103	93
Lisburn	128	112
Magherafelt	72	67
Moyle	101	85
Newry and Mourne	121	98
Newtownabbey	123	113
North Down	118	99
Omagh	106	86
Strabane	100	85
<b>Total</b>	<b>2,956</b>	<b>2,447</b>

Funding of the DPPs is by way of the payment of a grant by the Policing Board to each of the District Councils. The amount of grant is 75% of the total cost of operating the DPPs, including salaries, travel and allowances and accommodation costs, with the remaining 25% funded by the District Councils. The grant is recognised on an accruals basis in Board's financial statements. A comparison of amounts paid against actual costs incurred for the year to the final amount due, gives rise to a Creditor balance, representing the final payment due to the DPPs from the Policing Board for 2005/06 expenditure.

#### 5. Other operating Costs

	2006 £000	2005 £000
Travel & Subsistence	141	121
Course Fees	51	67
Hospitality	36	23
Press & Public Relations	313	274
Custody Visitors	71	54
Independent Observers	13	11
Policing in the Community Awards	10	10
Crown Solicitor's Office	68	51
Public Attitude Survey	94	184
Human Rights	143	131
Running Costs	455	492
Accommodation Costs	682	681
External Audit Fees	14	14
Pension Medical Services and Appeals	253	193
DPP Website	29	114
District Policing Partnership Review Costs	0	18
Neighbourhood Watch	18	0
Independent Review Costs	44	0
<b>Total Other Operating Costs</b>	<b>2,435</b>	<b>2,438</b>

External Audit fees are included in other operating costs, above. The financial statements are audited by the Comptroller and Auditor General. The audit fee this year is £14,000 (2004/05 - £14,000)

#### 6. Notional cost of capital

	2006 £000	2005 £000
The notional cost of capital is calculated as 3.5% of the average value of total assets less total liabilities.	(6)	(20)
	<b>(6)</b>	<b>(20)</b>

## 7. Tangible fixed assets

	Computer Equipment £000	Furniture & Kitchen Equipment £000	Total £000
<b>Cost or Valuation</b>			
At 1 April 2005	156	129	285
Additions	10	26	36
Disposals	(26)	0	(26)
Revaluation	(20)	(1)	(21)
At 31 March 2006	120	154	274
<b>Accumulated Depreciation</b>			
At 1 April 2005	57	48	105
Provided in Period	22	18	40
Disposals	(17)	0	(17)
Backlog Depreciation	(6)	0	(6)
At 31 March 2006	56	66	122
<b>Net Book Value</b>			
At 1 April 2005	99	81	180
<b>At 31 March 2006</b>	<b>64</b>	<b>88</b>	<b>152</b>

## 8. Debtors

Amounts due within one year	2006 £000	2005 £000
Trade Debtors	0	0
Prepayments and Accrued Income	192	169
Debtor balances with other central government bodies	5	2,551
Debtor balances with local authorities	13	8
	<b>210</b>	<b>2,728</b>

### Note to Debtors

Debtor balances with other central government bodies for 2005/06 are with the NIO. Balances with local authorities are with the District Councils and relate to the DPPs.

## 9. Cash at bank and in hand

	2006 £000	2005 £000
Commercial Banks and Cash in Hand NIPB Number 1 Account	1	50

## 10. Creditors

Amounts due within one year	2006 £000	2005 £000
Bank Loans and Overdrafts	0	2,551
Trade Creditors	106	196
Payroll Accrual	0	7
Creditor balances with other central government bodies	92	36
Creditor balances with local authorities	289	332
Amount payable to settle pension liability	0	46
	<b>487</b>	<b>3,168</b>

### Note to Creditors

The primary balances with other central government bodies are with the Inland Revenue, the NIAO and the Crown Solicitors Office.

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

## 11. Reconciliation of government funds and movement on capital and reserves

	Notes	General Fund £000	Capital Grant Reserve £000	Total £000
At 1 April 2005		(390)	180	(210)
Grant received for capital purchases	7		36	36
Depreciation of assets released	7		(49)	(49)
Permanent diminution released	7		(15)	(15)
Transfer from Income and Expenditure Account		114		114
At 31 March 2006		(276)	152	(124)

## 12. Reconciliation of operating surplus/ (deficit) to net cash inflow/(outflow) from operating activities

	2006 £000	2005 £000
Surplus for the year	120	693
<b>Adjustment for non-cash Transactions</b>		
Depreciation	49	34
Permanent diminution	15	0
Release from Capital Grant Reserve	(64)	(34)
Notional cost of Capital	(6)	(20)
<b>Adjustments for movements in Working Capital:</b>		
Decrease/(Increase) in Debtors	2,518	(2,250)
(Decrease)/Increase in Creditors	(2,681)	(420)
(Decrease)/Increase in provisions	0	(505)
<b>Net Cash outflow from Operating Activities</b>	<b>(49)</b>	<b>(2,502)</b>

The depreciation charge of £49k includes a loss of £9k on the disposal of computer equipment. No proceeds were received for this transaction as all obsolete computer equipment is destroyed and not sold.

## 13. Capital Commitments

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

## 14. Obligations under leases

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

Annual commitments under non-cancellable operating leases are as follows:	Land and Buildings		Other	
	2006 £000	2005 £000	2006 £000	2005 £000
Operating Leases which expire:				
Within one year	-	-	2	-
In two to five years	-	-	6	8
In over five years	286	286	-	-
	286	286	8	8

## 15. Related Party Transactions

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

The NIO is regarded as a related party. During the year the Board has had a number of material transactions with the Department and with other Government Departments and central government bodies. Most of these transactions have

been with the Department of Finance and Personnel, the Crown Solicitor's Office, the Government Purchasing Agency, the Construction Service, the Rate Collection Agency and the Northern Ireland Statistics and Research Agency (the last two are executive agencies of the Department of Finance and Personnel), Local Councils, through the DPPs and the PSNI.

One Board member is the Chairman of a newspaper Group in which the NIPB may have placed advertisements.

None of the other Board members, members of the key management staff or other related parties has undertaken any material transactions with the NIPB during the year.

## 16. Contingent Liabilities

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

## 17. Post balance sheet events

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





THE NORTHERN IRELAND POLICING BOARD

# GLOSSARY AND EXPLANATORY NOTES



# GLOSSARY

<b>ACPO</b>	Association of Chief Police Officers
<b>ADH</b>	Average Daily Hours
<b>AEP</b>	Attenuated Energy Projectile
<b>APA</b>	Association of Police Authorities
<b>CAS</b>	Community Attitude Survey
<b>CSO</b>	Crown Solicitors Office
<b>DCU</b>	District Command Unit
<b>DPP</b>	District Policing Partnership
<b>DUP</b>	Democratic Unionist Party
<b>GAP</b>	Gender Action Plan
<b>HMIC</b>	Her Majesty's Inspector of Constabulary
<b>MLA</b>	Member of the Legislative Assembly
<b>NDPB</b>	Non-Departmental Public Body
<b>NI</b>	Northern Ireland
<b>NAO</b>	National Audit Office
<b>NIO</b>	Northern Ireland Office
<b>NIPB</b>	Northern Ireland Policing Board
<b>OCPA</b>	Office of the Commissioner for Public Appointments
<b>PACE</b>	Police and Criminal Evidence (Northern Ireland) Order 1989
<b>PCSO</b>	Police Community Support Officer
<b>PCSPS</b>	Principal Civil Service Pension Scheme
<b>PITO</b>	Police Information Technology Organisation
<b>PONI</b>	Police Ombudsman for Northern Ireland
<b>POPT</b>	Police Officer Part Time
<b>PSNI</b>	Police Service of Northern Ireland
<b>PTSD</b>	Post Traumatic Stress Disorder
<b>QC</b>	Queen's Counsel
<b>RUC</b>	Royal Ulster Constabulary
<b>SDLP</b>	Social Democratic & Labour Party
<b>TED</b>	Training Education & Development
<b>UUP</b>	Ulster Unionist Party

# EXPLANATORY NOTES

## **Bichard Report**

In December 2003 Sir Michael Bichard was asked to urgently examine child protection procedures in light of the trial and conviction of Ian Huntley. The inquiry reported on 22 June 2004 and the Government accepted all the proposed recommendations and published its report in January 2005 in response. The original report is known as 'The Bichard Report'. In response to the Government Sir Michael Bichard then reconvened his inquiry to establish progress on delivering the recommendations made in his original report. He responded with his final report on 15 March 2005.

## **Crompton Report**

The Northern Ireland Policing Board requested former Her Majesty's Inspector of Constabulary, Sir Dan Crompton, to complete a focused review into the handling of information between Special Branch and other parts of the Police Service following its consideration of the Police Ombudsman's Report in February 2002. This Report was presented to the Board in November 2002 and produced 11 Recommendations.

## **Stevens Report**

Sir John Stevens was commissioned in 1999 by the former Chief Constable, Sir Ronnie Flanagan, to conduct an independent investigation into the murder of Belfast Solicitor, Mr Pat Finucane, and associated matters raised by the British Irish Rights Watch Organisation and the Report of the UN Rapporteur, Mr Param Cumwaraswamy. The Steven's Report was published by Sir John Stevens on 17 April 2003 and was presented by Sir John to the Board on the same date. This report produced 21 recommendations.

## **Blakey Report**

The Report on Murder Investigation in Northern Ireland' was commissioned by former Acting Chief Constable Colin Cramphorn following the Board's Statement on the Omagh Reports and was completed by Her Majesty's Inspector of Constabulary (HMI) David Blakey. The terms of reference for the review completed were 'The HMIC will undertake a review of the current structures, resources, strategies and processes in relation to the investigation of murders in the particular circumstances of Northern Ireland'. HMIC Blakey's Report presented 10 key recommendations which were considered by the Board at its June 2003 meeting.



