

NORTHERN IRELAND POLICING BOARD BUSINESS PLAN
2008-09

OBJECTIVE 1: POLICE PERFORMANCE				
To enhance and strengthen the Board's oversight role in order to achieve continuous improvement in police performance and service delivery				
Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
1.1 Holding the Chief Constable to account for the exercise of his functions and those of his staff.	1.1.1 To hold at least 8 NIPB meetings in private during 2008/09, for the purpose of receiving a report from the Chief Constable.	S Hagen	Corporate Policy, Planning & Performance	Target achieved. 11 NIPB meetings in private held during Apr 08 – March 09.
	1.1.2 To hold regular Committee meetings at which the Chief Constable and his senior team report and are held to account and to publish minutes of such meetings within agreed timescales.	S Hagen	All	Target achieved. Regular meetings held and minutes published via Board website in accordance within agreed timescales.
1.2 Monitoring the performance of the police in carrying out the general duty under Section 32 of the Police (Northern Ireland Act 2000).	1.2.1 To monitor performance against targets in Part 2 of the Policing Plan 2008-2011 through written reports provided to the Board.	D Wilson	Board	Target achieved. Written reports on performance against Policing Plan targets provided for all Board meetings between June 08 and February 09.

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1.3 Monitoring the performance of the police in complying with the Human Rights Act 1998.	1.3.1 To develop and publish the 2008 Human Rights Annual Report 31 October 2008 and publish an additional thematic report by 31 January 2009	P Gilleece	Human Rights & Professional Standards	Target achieved. Human Rights Annual Report 2008 was published on 21 October 08. The Human Rights Thematic Report published on 24 March 09.
	1.3.2 To monitor the PSNI compliance with the Human Rights legislation, including the implementation of recommendations in the Human Rights Annual Report within the agreed timescale.	P Gilleece	Human Rights & Professional Standards	Target achieved. This was covered in Human Rights Annual Report 2008 and the PSNI published its Human Rights Programme of Action 2008/9 on 21 January 2009.
	1.3.3 To monitor and report on critical incidents and provide legal advice as required.	P Gilleece	Human Rights & Professional Standards	Target achieved. No critical incidents. Legal advice provided as required.
1.4 Monitoring the Code of Ethics issued under Section 52 of the Police (Northern Ireland) Act 2000.	1.4.1 To monitor the PSNI compliance with the Code of Ethics with input from the Board's Human Rights Advisor, and publish in the Human Rights Annual Report.	P Gilleece	Human Rights & Professional Standards	Target achieved. Published on 21 October 2008.

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1.5 Setting objectives and targets for policing and publishing these in an Annual Policing Plan.	1.5.1 To agree objectives, performance indicators and targets for policing and publish an annual policing plan by 31 March 2009.	D Wilson	Corporate Policy, Planning & Performance	Target achieved. The 2009-2012 Policing Plan was published on 25 th March 09.
1.6 Monitoring the performance of the police in delivering the Annual Policing Plan.	1.6.1 To monitor performance against targets in Part 2 of the 2008-11 Policing Plan quarterly at the public sessions of Board meetings.	D Wilson	Board	Target achieved. Quarterly presentations on police performance given at the public sessions of the July and October 08 and February 09 Board meetings.
	1.6.2 To monitor performance against targets in Part 3 of the 2008-2011 Policing Plan as outlined in the monitoring framework.	All	All	All Part 3 reports received and monitored except the 1st 6 monthly report on “providing support to minority and vulnerable groups” and the 2 nd 6 monthly report on the PSNI Business Crime Strategy.
1.7 Securing continuous improvement in the delivery of services by the PSNI.	1.7.1 To agree and publish the agreed approach to Continuous Improvement/Best Value in PSNI for 2009/10 by 31 March 2009.	D Wilson	Resources & Improvement	Target achieved. PSNI Continuous Improvement strategy approved at February 09 R&I meeting and published in the 2009-2012 Policing Plan.

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	1.7.2 To ensure delivery of the 2008/09 PSNI Continuous Improvement programme and review progress quarterly.	D Wilson	Resources & Improvement	Target achieved. Updates provided at the June, August, September 08 and January 09 Committee meetings.
	1.7.3 To carry out the agreed post implementation review programme to assess the implementation of recommendations contained in PSNI Best Value Reviews.	D Wilson	Resources & Improvement	Target achieved. PIR programme for all relevant PSNI BVR Recommendations completed by March 09 and due to be reported to R&I in May 09.
1.8 Monitoring the development and implementation of key policing strategies.	1.8.1 To monitor the implementation of the PSNI IS Strategy every 6 months.	D Wilson	Resources & Improvement	Target achieved. 2nd NPIA Independent Validation Report presented to the September 08 R&I meeting. 3rd Report presented in February 09.
	1.8.2 To monitor the implementation of the PSNI Estate Strategy every 6 months.	D Wilson	Resources & Improvement	Target achieved. 6 monthly updates of the 2005 Estate Strategy provided to R&I in June 08 and March 09. Draft 2008 Estate Strategy considered in June and August 08.

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	1.8.3 To monitor the implementation of the updated PSNI Human Resources Strategy every 4 months.	D Donnelly	Human Resources	Target achieved. Monitoring report presented to HR Committee in July 08. New Strategic Monitoring Framework agreed in July 08. Draft PSNI People Strategy considered by HRC in Jan. 09. Quality Assurance of HR Strategic Monitoring Framework presented to HRC in Feb.09
	1.8.4 To monitor the implementation of the PSNI Training and Development Strategy every 4 months.	D Donnelly	Human Resources	Target achieved. Report presented to the HR Committee in May 08. Monitoring report presented to HRC in Sept. 09. PSNI Training and Development Strategy endorsed by HRC in March 09.
	1.8.5 To monitor the implementation of the PSNI Policing Shared Future Strategy every 6 months.	D Donnelly	Human Resources	Target achieved. Monitoring report presented to HR Committee in Jun 08. Monitoring report including the Gender Action Plan presented to HRC in November 08.

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	1.8.6 To develop a new framework for the monitoring of the PSNI Human Resources functions for 2009/10 by 31 March 2009.	D Donnelly	Human Resources	Target achieved. New framework for 2008/09 agreed in July 08. External Quality Assurance of framework completed in Feb. 09.
	1.8.7 To monitor the implementation of the PSNI Policing with the Community Strategy including Neighbourhood Policing every 4 months.	D Jackson	Community Engagement	Target achieved. PSNI six monthly reports presented to September 08 and March 09 Community Engagement Committee. CJINI report on headline findings from CJINI/HMIC Inspection of Policing with the community to August 08 CEC. PSNI Report at Public session of Policing Board in September 08. PSNI update on PWC at February 09 CEC DPPs assessments of the implementation of Neighbourhood Policing reported to January and February 09 CEC

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	1.8.8 To monitor the PSNI Financial Strategy through examination of monthly management accounts and monthly reports to committee.	S Hagen	Resources & Improvement	Target achieved.
	1.8.9 To monitor the implementation of PSNI communications strategy every 6 months.	D Donnelly	Corporate Policy, Planning & Performance	Target achieved. Reports presented to CPPPC in May/October 08. Briefing on strategy at Dec. 08 meeting.
1.9 Keeping informed as to trends and patterns in the number and types of crime committed in Northern Ireland	1.9.1 To keep informed about crime trends and patterns quarterly at the public session of Board meetings.	D Wilson	Board	Target achieved. Crime performance monitored at the public sessions of the June, July, October 08 and Feb. 09 Board meetings.
1.10 Keeping informed as to trends and patterns in police complaints	1.10.1 To keep informed about complaints against the police every 6 months, receiving quarterly statistics from OPONI and PSD and bi-annual formal reporting by OPONI and the Deputy Chief Constable.	P Gilleece	Human Rights & Professional Standards	Target achieved. OPONI attended HR&PS Committee in Sept. 08 and April 09. The DCC attended June and August 08 and April 09.
	1.10.2 To advise and guide the Human Rights & Professional Standards Committee in dealing with complaints against the Board within 4 weeks of receipt.	P Gilleece	Human Rights & Professional Standards	Target achieved. All such complaints referred to HR&PS in accordance with Board policy. No complaints to date.

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OBJECTIVE 2: COMMUNITY ENGAGEMENT & CONFIDENCE				
To increase community support and confidence in policing and to increase the responsiveness of the police				
Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
2.1 Developing and delivering a strategy for gaining the co-operation of the public with the police in preventing crime.	2.1.1 By September 2008 to have published the Board's revised Community Engagement Strategy and to monitor the implementation of this strategy on a six monthly basis.	D Jackson	Community Engagement	Target achieved. Publication launched at Public Engagement event in Kings Hall Belfast on 18 September 2008.

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<p>2.2 Supporting a DPP in each District Council area & assessing their effectiveness in performing their functions.</p>	<p>2.2.1 To maintain and support DPPs in carrying out their statutory functions through agreed programmes of work and in line with agreed timescales.</p>	<p>All</p>	<p>Community Engagement</p>	<p>Target Achieved.</p> <ul style="list-style-type: none"> • DPP Budgets agreed and grant payments made. • Regional Induction Briefings and support provided for local Inductions April/June 08 • Support for All Island Local Authority Forum Community Policing Seminar May 2008 • Human Rts Briefings June 08 • Briefings on PSNI Estate Strategy and Local Policing Plans September 08. • NISRA briefings Aug– Oct 08 • Briefings on Neighbourhood Policing Sep/Oct 08 • DPP Annual Conference November 08 • Briefings on PSNI Policing with the Community Strategy February and March 09. • Ongoing Media and PR support for DPPs • Publication of 4 editions of DPP News including special conference edition.
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	2.2.2 To deliver the DPP development programme (funded by IFI) in accordance with the agreed programme by 31 March 2009.	D Jackson	Community Engagement	The original Programme as agreed with IFI has been extended, by agreement, to include a more detailed final phase with extended consultation. The revised end date for this programme is 31 August 2009
	2.2.3 To assess and report on the effectiveness of DPPs every 6 months.	D Donnelly	Community Engagement	Target achieved. DPP six month assessment reports presented to CE Committee in October 08. DPP attendance presented to CE Committee in Nov. 08. DPP assessment of neighbourhood policing presented January 09. Belfast DPP six month assessment report presented to CE Committee in February 09.

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2.3 Ensuring the development and implementation of a Communications Strategy which will enhance the understanding of the public and inform them of the Board's work.	2.3.1 To develop and deliver a programme of work in support of the agreed communications strategy including advertising, events management, production of publications and media relations by 31 March 2008.	D Donnelly	Corporate Policy Planning & Performance	Target achieved. Monitored through the Communications Strategy. Reports presented to May and December 08 CPPPC meetings.
2.4 Monitoring the effectiveness of the NIPB communication strategy.	2.4.1 To monitor the delivery of the Board's communications strategy every 6 months.	D Donnelly	Corporate Policy Planning & Performance	Target achieved. Reports presented to May and November 08 CPPPC meetings and discussed at Dec. 08 CPPPC meeting.
2.5 Assessing the level of public awareness and satisfaction with the performance of the police, NIPB and DPPs.	2.5.1 To commission and publish at least 2 public surveys per annum and publish the results of all public surveys and research within 2 months of receiving data.	D Wilson	Corporate Policy, Planning & Performance	Target Achieved. April and September 08 Omnibus surveys and DPP Public Consultation Survey commissioned and published within given deadline.
2.6 Holding meetings in public each year to receive reports on policing from the Chief Constable.	2.6.1 To hold at least 8 NIPB meetings in public during 2008/09, for the purpose of receiving a report from the Chief Constable.	S Hagen	Corporate Policy, Planning & Performance	Target achieved. 10 NIPB meetings in public held during Apr 08 – March 09.

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	2.6.2 To hold two public meetings per year for the purpose of the Policing Board engaging with the public.	D Jackson	Community Engagement	Target achieved. First meeting held on 18 September 08 in Belfast with second held in Derry on 18 February 09.
2.7 Maintaining community oversight of police custody and recruitment arrangements through the Independent Custody Visiting Scheme and the Independent Community Observer Scheme.	2.7.1 To deliver all aspects of the operation of the schemes and report quarterly on Custody Visitors and bi-annually on Community Observers.	D Wilson	Human Rights & Professional Standards / Human Resources	Target Achieved.
2.8 Considering external inspection reports on the PSNI.	2.8.1 To refer to committee and monitor PSNI implementation of recommendations from external inspection reports: <ul style="list-style-type: none"> ▪ CJINI ▪ HMIC 	All (D Wilson to co-ordinate) (P Gilleece to co-ordinate)	All	Target Achieved.
2.9 Monitoring the Implementation of the outstanding Patten Recommendations.	2.9.1 To publish a progress report on the outstanding Patten recommendations by 30 June 2008.	P Gilleece	Corporate Policy, Planning & Performance	Target achieved. Patten progress report submitted 26 June 08, and considered at the July 08 Board Further paper to September 08 CPPPC.

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	2.9.2 To provide updates on progress of outstanding Patten recommendations every 6 months.	P Gilleece	Corporate Policy, Planning & Performance	Target achieved. Report considered at the July 08 Board meeting. A further update was provided to March 09 CPPPC. Report on the outstanding Patten recommendations relating to HR and Training considered by HR Committee in March 09.
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OBJECTIVE 3: SERVICE DELIVERY				
To ensure the most effective and efficient delivery of services and functions by the Board				
Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
3.1 Reviewing and approving financial estimates and budgets for the police and holding the police to account for their spending.	3.1.1 To review and approve the PSNI's financial estimate for the 2009/10 financial year by 30 December 2008.	S Hagen	Resources & Improvement	Target achieved.
	3.1.2 To scrutinise the PSNI's 2007/08 Annual financial expenditure against budget by 31 July 2008.	S Hagen	Resources & Improvement	Target achieved.
3.2 Securing adequate resources for the police and the Board; scrutinising expenditure and ensuring that the police operate within the financial approvals and baselines set by the NIO.	3.2.1 Secure adequate resources throughout the year by negotiating budget changes with NIO, through the In Year Monitoring Rounds	S Hagen	Resources & Improvement	Target achieved. Reports on the in-year monitoring rounds for PSNI and NIPB were presented to R&I in August and October 08.
	3.2.2 Review the PSNI's monthly Management Accounts and report results	S Hagen	Resources & Improvement	Target achieved.
	3.2.3 Prepare monthly Management Accounts for the Board and monitor financial results against target.	S Hagen	Resources & Improvement	Target Achieved.

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3.3 Appointing, dismissing and dealing with complaints against senior police officers / senior police staff.	3.3.1 To appoint senior police officers within 5 months of being made aware of the vacancy.	S Hagen	Corporate Policy, Planning & Performance	Target achieved. The most recent ACC appointment was completed within 2 months.
	3.3.2 To refer all complaints and recommendations for dismissal to committee within 1 month of receipt.	S Hagen	Corporate Policy, Planning & Performance	Target achieved. There have been no complaints against senior officers within the timeframe of this monitoring exercise.
3.4 Securing continuous improvement in the delivery of services by the Board.	3.4.1 To agree and publish the agreed approach to Continuous Improvement/Best Value in the Board for 2009/10 by 31 March 2009.	D Wilson	Resources & Improvement	Target achieved. 2009/10 approach to CI/BV in NIPB approved at February 09 R&I meeting. NIPB CI approach for 2009/10 published in the 2009-2012 Policing Plan.
	3.4.2 To ensure delivery of the 2008/09 Policing Board Continuous Improvement programme and review progress quarterly.	D Wilson	Resources & Improvement	Target achieved. Updates provided to the R&I Committee in June, August and November 08 and February 09.

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	3.4.3 To carry out the agreed post implementation review programme to assess the implementation of recommendations contained in NIPB Best Value Reviews.			Target achieved. Agreed PIR programme in respect of all relevant NIPB BVR Recommendations completed by March 09 and reported to R&I in May 09.
3.5 Ensuring the discharge of the Board's responsibilities as owner of the police estate.	3.5.1 To discharge the NIPB's legal responsibilities as owner of the police estate within four weeks of receiving requests.	D Wilson	Resources & Improvement	Target achieved.
3.6 Administering injury on duty and medical retirement pension applications from serving and ex police officers.	3.6.1 To manage the Board's contract for medical assessment's through monthly meetings with the selected medical practitioner.	S Hagen	Human Resources	Target achieved.
	3.6.2 To process the application's for pension dependent awards in accordance with the relevant legislation and to refer medical pension and injury on duty decisions made by the SMP, which have been appealed to the NIO.	S Hagen	Human Resources	Target achieved. The work of the Branch is up to date and referrals to the NIO are within specified targets.

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3.7 Performing pension administrator duties in respect of the Police Officer Pension Scheme.	3.7.1 To perform the Board's role as pension administrator for the Police Officer's Pension Scheme in line with relevant legislation and statutory body notifications.	S Hagen	Resources & Improvement	Target achieved. The Pension agreement dated 22 May 2008 was signed by PSNI and NIPB.
3.8 Developing and integrating effective Corporate Governance and Risk Management procedures into the functions of the Board covering objectives 1, 2 and 3.	3.8.1 To keep under review and update where necessary corporate governance and risk management procedures in line with Internal Audit Report recommendations reporting quarterly to the Committee.	D Wilson	Audit and Risk Management	Target achieved. Procedures reviewed at Committee meetings in May, June, September and December 2008 and March 2009.
	3.8.2 To monitor the delivery of the Annual Business Plan 2008/09, reporting to committee 6 monthly.	D Wilson	Corporate Policy, Planning & Performance	Target achieved. Delivery monitored through updates to the October 08 and May 09 CPPPC meetings.
	3.8.3 To develop the Annual Business Plan 2009/10 by 31 March 2009.	All (D Wilson to co-ordinate)	Corporate Policy, Planning & Performance	Target achieved. CPPPC approved 2009/10 Business Plan in March 09 before publication on the NIPB website.
3.9 Fully meeting the Board's statutory obligations as a public body and employer.	3.9.1 To publish an Annual Report by 30 September 2008.	D Donnelly	Corporate Policy Planning & Performance	Target Achieved. Report laid in Parliament on 10 July 08 and published on 12 August 08.

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	3.9.2 To prepare the Policing Board Annual Financial Statements and Remuneration Report to be included in the Annual Report and Accounts. To be produced in line with the NIO timetable to have the Report and Accounts laid before Parliament before the summer recess.	S Hagen	Resources & Improvement	Target achieved. The Accounts were finalised and laid before Parliament on 10 July 2008.
	3.9.3 Ensure the PSNI has adequate funds to pay staff and suppliers by organising the transfer of funds from NIO. All PSNI requests for cash to be processed within two days of the request being received by the Board.	S Hagen	Resources & Improvement	Target achieved. All requests from PSNI were completed on time.

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	3.9.4 To achieve compliance with the introduction of International Financial Reporting Standards to be applied in the public sector from 2008/09.	S Hagen	Resources & Improvement	Target achieved.
	3.9.5 To process all requests for Information under the Freedom of Information Act, Environmental Information Regulations, and the Data Protection Act within the set time limits, and produce the NIPB Equality Annual Progress Report in line with the target date set by the Equality Commission.	S Hagen	Corporate Policy, Planning & Performance	Target achieved. All requests for information were responded to within the agreed time limits. The Equality Annual Progress Report was submitted to the Equality Commission prior to the target date.
	3.9.6 To successfully retain IIP re-accreditation by 31 December 2008.	All	Corporate Policy, Planning & Performance	Agreed IIP Action Plan based on the 2008 Staff Survey results issued to staff in Dec 08. Work in progress to meet a revised target date of May 09 caused by staffing issues within NIPB.

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	3.9.7 To provide the Board on an ongoing basis with a Human Resources service which is compliant with legislation, good practice and within agreed timeframes.	S Hagen	Corporate Policy, Planning & Performance	Target Achieved.
	3.9.8 To implement the outstanding Releases for HR Connect by July 2008	S Hagen	Corporate Policy, Planning & Performance	The Releases have been delayed by significant problems with HR Connect across the NICS. These problems are outside the Board's control. The CEx has instigated a log to record all HR Connect problems. Staff have been given training and briefings to prepare them for the Releases. The outstanding releases will be implemented when available.

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	3.9.9 Corporate, team and individual development including Board Members to be completed in keeping with the Board development plan and budgets by 31 March 2009.	SMT		Target achieved.
	3.9.10 Undertake the Board's statutory responsibilities in relation to Police Officer's Pay, conditions of service and pensions, through attendance at and contributions to the Police Negotiating Board.	S Hagen	Human Resources	Target achieved. Attendance at PNB continues and all action completed within agreed timescales.
	3.9.11 To make arrangements for police appeals against conduct hearing sanctions to be processed in accordance with regulations, including legislative timescales	S Hagen	Human Rights and Professional Standards	Target achieved. Police Appeals Tribunals were processed in accordance with regulations.
	3.9.12 To maintain a Register of Interests of Board Members and to update the register on a 6 monthly basis	S Hagen	Corporate Policy, Planning & Performance	Target achieved. Register compiled and published July 08 and updated and published in January 09.

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