

**NORTHERN IRELAND POLICING BOARD**

**MINUTES OF A MEETING OF THE NORTHERN IRELAND POLICING BOARD IN PUBLIC HELD ON THURSDAY, 3 NOVEMBER 2011 AT 2:00PM WATERSIDE TOWER, BELFAST**

**PRESENT:**

**MEMBERS:**

Mr Brian Rea, Chairperson  
Mr Gearóid Ó hEára, Vice Chairperson  
Mrs Anne Connolly  
Mr Jonathan Craig  
Mr Ryan Feeney  
Mr Ross Hussey  
Mr Gerry Kelly  
Mr Stuart MacDonnell  
Mr Ian McCrea  
Mr Conall McDevitt  
Mr David McIlveen  
Mr Robin Newton  
Mrs Joan O'Hagan  
Mr Brian Rowntree  
Ms Caitríona Ruane  
Mr Pat Sheehan  
Mr Michael Wardlow  
Ms Deborah Watters

**POLICE SERVICE OF NORTHERN IRELAND IN ATTENDANCE:**

Mr Matt Baggott, Chief Constable  
Mrs Judith Gillespie, Deputy Chief Constable  
Mr Alistair Finlay, ACC Operational Support  
Mr Will Kerr, ACC Urban Region  
Mr David Best, Director of Finance and Support Services  
Mr Joe Stewart, Director of Human Resources  
Ms Liz Young, Head of Media & PR

**OFFICIALS IN ATTENDANCE:**

Mr Edgar Jardine, Interim Chief Executive

**APOLOGIES:**

Mr Trevor Lunn

**Chairperson, Mr Brian Rea:**

Good afternoon and welcome to this meeting in public of the Policing Board. We have an hour for this session and a number of areas to cover.

But before we move to questions, I want to briefly mention what is a symbolic day tomorrow. We meet on the eve of the anniversary of the establishment of the Police Service of Northern Ireland and the Northern Ireland Policing Board.

Ten years ago tomorrow, the Programme of Change for policing arrangements in Northern Ireland officially began, and we embarked on what has been an immense journey of change.

Over the last 10 years many milestones have been reached and there have been many, many symbolic moments. It is hard to believe that so much has been accomplished in what is a relatively short period of time. What has been achieved is, of course, testimony to all those who have played a part and contributed to making that and those changes happen.

The institutions and architecture for policing oversight and accountability are now well established and have acted as key enablers for confidence building across the community.

Confidence that has been achieved by a commitment to a human rights based approach to policing, by a Service that is much more representative of the community and a Service that works with and within communities. A policing service that is actually accountable to the community.

Around the Policing Board table many issues have been dealt with and discussed. Many of those have been difficult and contentious, but the model of governance, scrutiny and oversight has delivered and has provided community confidence in the way that was envisioned for the new policing arrangements.

As a new Board, and you know we are a new Board from June past, we look forward to consolidating and building on the progress and of the last decade and we are doing that

for the next decade. But in looking forward, it is important that we remember the drivers for change and the values and principles that formed the foundations of it.

Ten years ago, when the Board agreed the new emblem for the PSNI, the symbols were designed to reflect diversity, hope and the desire to mutually respect and protect difference through policing. Symbols that reflected an inclusive society where all of our values, common interests and differences are recognised, celebrated and protected and we are moving forward into the next chapter of policing history. The social, political and economic environment we live in has changed and we must change and adjust accordingly. The policing service has also evolved to meet the changing needs of the community, but the ethos of the new policing arrangements in Northern Ireland remain central to policing service delivery.

Policing is a challenging job and we know that there are major challenges faced by officers in every day as they go to work and I would like to record the appreciation to the PSNI for their service to the community over the last decade and may we remember today the police officers who have lost their lives and been injured in that Service.

Chief Constable, I also want to thank you and your predecessors and your senior team colleagues, and those down the years for their leadership in this respect. Central to all of our work is, of course, making our community safer and one of the issues today is the horrendous attacks on older people and we saw that just on our news screens yesterday, and the fear of crime that it generates in others who are fearful of themselves being attacked. I would also like to put on record the work of the police investigation team who were involved in a number of high profile murder cases and none more so than including the successful conviction for the murder of little Jennifer Cardy.

So, I want now to hand over to the Chief Constable and invite him to make some comments before we have a range of questions that we our Members will be asking. Thank you very much.

**Chief Constable, Mr Matt Baggott:**

Firstly Chairperson, thank you very much for those kind words, they are much appreciated. I am very mindful that in 2 weeks time we will have our 2 day conference and I know that is going to be a self-critical, a challenging reflection on how far we have come, but also how far we have got to go still and I am going to limit myself to a few words today because I think the talking needs to be done over those 2 days and that is where we will make, no doubt, some further progress.

I want to congratulate the Board first of all, it's your 10<sup>th</sup> anniversary as well. I know individual Members haven't been on the Board all that time but as a Chief Constable being here just over 2 years, I too must acknowledge the enormous progress that has been made in the holding of policing to account, and also in the Board's role in shaping what I would say is modern policing, and the continual shaping of modern policing because one of the things I am very mindful of is, expectations on policing, the complexity of policing, and the sheer range of responsibilities continue to grow and I think it is very important that the Board evolves in the way that it can scrutinise and hold accountable as well as policing evolving as we face the next decade.

I just would like to say, I think there is a huge amount of common ground, I think that's something that's becoming more and more apparent to me. When I looked at a list earlier on when I was just thinking about what to say this morning, words such as equality, inclusivity, excellence in the quality of service, integrity and particularly as you'll know, the focus on the vulnerable, the most disadvantaged neighbourhoods, the victims of domestic violence, the people traffickers, the children that are suffering abuse, the common ground I think far, far exceeds the areas of contention and the areas where we have work to do. I just say that by way of personal encouragement both to myself and my colleagues and to the Policing Board, because I think the future has enormous potential in shaping the way in which the Policing Plan focuses our efforts on that, the way in which the Board can take the information and use it to ask questions of us, but also in the way in which the justice system will operate over the next 5 to 10 years, the way in which resources will be focused over the next 5 to 10 years, the whole issue of Value for Money over the next 5 to 10 years and the way in which partnerships between ourselves, health, housing, all those agencies will start to have more and more effect.

I think the role of the Board to be frank is broadening. It is broadening from the scrutiny of incidents, events and specific areas of policing into the way in which policing can fulfil its role in a modern society through partnership and I think that is an exciting time to be the Chief Constable, I hope it is an exciting time for Board Members to be here as well. I have no doubt that collectively although we will have those times of conflict and those rubbing points inevitably when the law sometimes butts up against expectation, I actually think the Board and the PSNI will shape the future in a way that is beyond expectation, I genuinely believe that.

So, thank you Chairperson. There is some very encouraging news in terms of performance, that's probably for another meeting, but as we speak there are again thousands of less victims as a result of the Policing Plan focus and what we have been doing. Burglary and robbery continues to fall, road deaths and accidents continue to fall, that must be encouraging news as well.

Thank you Chairperson and again, congratulations to the Policing Board on this the 10<sup>th</sup> anniversary.

**Chairperson, Mr Brian Rea:**

Thank you very much. Now, can we move to the questions then and we have 5 questions for the public session and the first question is relating to punishment assaults and it is going to be asked by Brian Rowntree.

**Mr Brian Rowntree:**

Thank you Chairperson. You are very welcome Chief Constable. Can I just pick up on an unfortunate statistic that is a negative in relation to the 10 years in celebration of the Policing Board and the PSNI in that we still have this continuance of punishment attacks on individuals in society and that negative really does dent confidence in policing because there is a perception in relation to my question that there is a vacuum within policing of how effective policing in the community is. There is a perception of local paramilitary control in certain areas by certain groups or certain individuals who may be are piggy backing on the back of paramilitary issues and there is perceived

legitimisation of local solutions to local crime or perception of local crime and again, that again dents the issue of confidence in policing.

The statistics I'm sure would make for interesting reading and I would be interested in those as to the geography of such crimes in terms of republican and loyalist areas and the perception of which groups are responsible for such attacks. We know from our last engagement with young people, that 50% of the crimes are against young people and young people themselves whose families are stigmatised as a consequence, they themselves as individuals are stigmatised, but most importantly individuals who have other issues in their lives and make them vulnerable even before the crime but more vulnerable as a consequence of the crime. There is a legacy of trauma that exists with this, a huge big displacement of issues but most importantly, possible displacement of individuals or alienation of individuals from communities as a consequence of such crimes.

My questions to you are threefold. Is there a plural joined up response being promoted by PSNI to such attacks? What are the clearance rates for such crimes and what have the clearance rates been for the last 10 years? What convictions have resulted in the last 10 years for such crimes which are not just really an attack on the person, they are a fundamental attack on the Peace Process? Thank you Chairperson.

**Chief Constable, Mr Matt Baggott:**

If I might do some headlines and I will invite Will and Alistair if they want to come in behind on this question.

An incredibly awful situation where we have young people still being subject of punishment shootings. There is a couple of words you could use for this, it is actually called child abuse and maybe that's the way we need to view this rather than an issue of terrorism or paramilitary involvement, it is actually to some degree child abuse and that's a very clear statement. It actually fits within the "every child matters" remit as well as it does within the police.

You kindly asked the question Brian and we'll come onto police performance in a minute in relation to this and some of the great difficulties of investigating these matters.

Am I satisfied that it is joined up, actually I'm not and I'll tell you why, because I still don't think the partnership arrangements address this in terms of the context, the location, the reasons behind why young people and not such young people are still being subject to this. If we look to the geographics spread, I suspect we would find that much of it is located in very specific disadvantaged areas and that again is an open door for the disadvantaged work we're doing at the moment. So, I think there are real issues in the way partnership structures work. The joint responsibilities to tackle this but also how we actually raise it as a priority which I think is the purpose of the question today and it's a very valid one.

Forgive me, if I had the IMC report here, the last IMC report, it has a very interesting paragraph which talks about to some degree with neighbourhood policing being established now, another 600 officers, 700 as we speak out in neighbourhoods and as we get better at investigating to a standard. The issue perhaps isn't just one around police performance here, it's also about the acceptance of the justice system where people can come to the police and actually be very clear about who commits the offence, be strong in terms of being prepared to be taken as a witness through the justice system and all of that comes with an incredible difficulty for individual victims and their families. But the great challenge I think as the IMC report identified, was actually the acceptance of policing now and people working with policing as a way of actually resolving problems as opposed to alternative routes. But, that's a bigger issue and I'll get a copy of that IMC report because I think it's quite helpful for the debate. On the specific issues of why it is so difficult and the huge efforts we are putting into this, I am going to ask Will Kerr to give you some of the statistics on that and talk you through that.

**Assistant Chief Constable, Mr Will Kerr:**

Thank you Brian. I think it is a serious issue that deserves wider public debate. The detection rate for paramilitary style assaults at the minute is currently 4.4%, I don't think anybody in this room could argue that's anywhere near high enough and I wouldn't intend to do so. But let me give you some context around numbers and circumstances that might help to flesh out this debate and widen the debate a bit.

We had a peak of paramilitary style assaults between April 2009 and June 2010 when we had 148 people who were subject to such attacks, it averaged about 10 a month. Now since July 2010 to the end of September this year, that peak has gone down, we now average about just over 6 a month, that's still 6 too many I have to say and I don't think anybody in this room would argue otherwise. Why was that peak? Well, the peak was up in the North West, up in Derry and in West Belfast largely linked to the RAD group, they are Republican Action Against Drugs up in the North West and some dissident activity, but loyalist gangs and paramilitary groups are also involved in this activity, this is cross community very much in nature. As to why the detection rate is so low and this isn't in any way an excuse as to why it's low, it's just to put some context around circumstances.

In at least 36% of cases, the victim either declined or refused to co-operate with police, it makes it very difficult in some cases they knew who did it but wouldn't tell us or refused to hand over their clothes it makes it very difficult to get any forensic evidence around it. In quite a few they took place, well they all exclusively took place in dark areas, no CCTV. People in there when we did a normal house to house enquiries didn't see or hear anything, very understandable circumstances, it makes it very difficult to get an investigative lead.

Let me give you some facts around young people. For under 16s between January 2008 and January 2010, there were 8 under 16s who were subject to paramilitary assaults, the youngest was actually 13. Fortunately since January 2010, there have been no under 16s subject to paramilitary attacks. The biggest group tends to be almost exclusively young men between 16 and 24 and to give you some figures around those, between January 2008 and September 2011, 141 mostly young men with a very few exceptions who fell into this age group it represents 43% of the total number of casualties of paramilitary style attacks, most were actually shot in the legs or beaten badly in the legs to the point they would have life changing injuries. So, the trend is going down. We are doing a lot of work around the detection rates. The detail of convictions, I don't have with me but we can certainly write to you and give you those details afterwards. But I think the point the Chief raised and the bit that concerns us is, why do some people still think it is socially and morally acceptable to go to these

groups and ask them to shoot young people in the legs and that is the bit I think needs wider public debate. Thank you.

**Mr Brian Rowntree:**

Thank you.

**Chairperson, Mr Brian Rea:**

Debbie Watters wants to come in on this.

**Ms Debbie Watters:**

Well, can I just come back to you on a few issues? You finished up there by saying why communities support these and I think whether we like it or not and we don't, there still is an appetite for violence within communities and some people still feel that there is a vacuum on policing at a community level and that levels of anti-social behaviour and crime aren't being addressed adequately by the PSNI, so they approach other people to deal with local issues. Could you just comment on that view from within communities and maybe perhaps say a bit more about the joined up approach to community policing and to addressing issues of anti-social behaviour and low level criminality within predominately working class communities where these incidents take place?

**Assistant Chief Constable, Mr Will Kerr:**

Absolutely, I would be very happy to Debbie. What we have to do sometimes is to separate fact from perception around a number of issues. I mean crime is at a 13 year low in Northern Ireland. Anti-social behaviour has been coming down over the last number of years and continues to come down this year despite very low baselines over the last couple of years. You're right, this sometimes comes down to a simple law of supply and demand. When the demand is there, somebody will sadly, sadly go out and engage in this sort of activity. We have been doing an awful lot of work to try and address the causes of anti-social behaviour over the last couple of years and to drive that debate about this is not just a policing issue. Very often we end up dealing with the symptoms of anti-social behaviour and it needs some more joined up responses around the causes and I know we have had this debate with quite a few Members of the Board over the course of the last couple of years.

One of the reasons frankly that we pushed so hard for Clause 34 when it came to the setting up of PCSPs, the amalgam of DPPs and Community Safety Partnerships, was to have exactly that statutory footing for those partnerships, so that when we sat down to do the joint safety community planning, there was a consequence for other public sector bodies outside policing so it wasn't just continued to be seen unilaterally as a policing problem. So absolutely, the only way we can address this is through the partnership approach. We have got some great relationships with some local community groups. We have put 700 more cops out in the last year to work in neighbourhood teams and in response teams, so we have been listening to what communities are telling us, but we do not hold the sole key to anti-social behaviour.

**Chairperson, Mr Brian Rea:**

Gerry Kelly.

**Mr Gerry Kelly:**

Very briefly. I would like to say first of all that I think that the idea that there is some support out there for it is erroneous. On the ground in working class areas I don't think there is support for it, I do agree with Debbie when she says there is a wish for the police to deal with anti-social behaviour, to deal with other low level crime. But there is a worry that part of it is nearly turning a blind eye to the fact that some of the people who are involved in these or who are the victims of these punishments or so called punishment beatings and shootings, deserve it or that it is accepted that it okay, it's just somebody else who would otherwise be in jail and I do think that there is a worry and I would like you to address this that maybe the PSNI are turning a blind eye or even that some of these low level criminal elements are working for the PSNI. Now, I have raised this before with the Chief Constable and others and he has been very adamant, but I think in public what we need to know and what the public need to know, is that there is not an acceptable breaking of the law by anyone who might work for the state agents.

**Chief Constable, Mr Matt Baggott:**

Well, I don't think Gerry there is any evidence of that and I hear what you say and it is a very real perception but people who shoot people in the leg let me be clear, I think all my colleagues would want them put away very quickly and the evidence produced. I

think there is an issue about how we can actually persuade people to support the justice process through witness statements or through the provision of forensics, because even, be frank, even information intelligence by itself as to who is responsible isn't sufficient to bring people before the courts, so it requires much more than simple information. It requires tangible support that can actually bring a case to conviction beyond reasonable doubt.

The system simply doesn't work that way. If there is a concern that someone is being protected who is shooting people in the legs, it would be an incredibly dangerous thing for that individual to try and influence or direct their colleagues not to arrest or unarrest, it doesn't work that way. The SIO is completely separate from the way in which intelligence is handled. This is simply a question of inadequacy of evidence provision and it is something we have to work at. I'm not arguing the point that a 4.4% conviction rate is disappointing to everybody and I would clearly love to bring people to justice, but I think you can be reassured that there's no turning of a blind eye to this, it's simply not in our interest and the people who are involved in this quite frankly are involved in many other acts of the misuse of power and authority as well, it is not simply punishment shootings their criminality spreads into other areas and maybe in time we can bring them to justice for that. So, I think we've got to work hard at this, we have got to look at how we can reassure people that they will be protected through the justice system. There is a big issue here in relation to the protection of witnesses who are prepared to give evidence and maybe it's something we need to look at with greater scrutiny with ourselves and the Policing Board on how we do that. Alistair I think wants to say a few words I think around that.

**Assistant Chief Constable, Mr Alistair Finlay:**

I was just going to say that last year in North Belfast there was a particular episode, a series of episodes of shooting incidents, notwithstanding that many if not all of those people didn't want to make any complaint or statement. That was still pursued on an intelligence based basis and people arrested and are still to come through the criminal justice process. So, I think there is evidence that it is something that we actually take very seriously and will seek to do something about, notwithstanding that certain people might not be co-operating as witnesses. The fact that some people are not co-operating as witnesses doesn't stop investigations in their tracks because we will have

and I am confident we will have convictions in the not too distant future out of investigations that came, but it will come by notwithstanding we don't have complaints from the people who were injured as a result of those attacks because there are other ways of going about our business. We will do that by joining up the investigative process across a range of disciplines because the people involved in this are involved in other things too.

**Chairperson, Mr Brian Rea:**

Pat Sheehan.

**Mr Pat Sheehan:**

Go raibh maith agaibh. I would just like to agree with Will's comments on the need for a joined up approach and the need for partnership with community organisations. One of those organisations has been involved in working with the police and working with other statutory bodies has been the Upper Springfield Community Safety Forum and it is unfortunate to hear that they are now going to have their funding stopped. I am just wondering, is there anything the police can do to bring influence to bear on funders who provide funding for these organisations? Especially given the case of Upper Springfield Community Safety Forum that was praised in a CJI report.

**Assistant Chief Constable, Mr Will Kerr:**

Yes, I am happy and Alistair might be able to flesh it out a wee bit from his background knowledge. We are more than happy to support but we don't control the keys to the money box around this, but if the local affected partnerships are the most effective, we'll provide whatever support we possibly can to do and I know Alistair has been doing an awful lot of good work in that area and we will certainly support it in any way we can, but the funding issue is a separate issue for us sometimes. Alistair, do you want to ...

**Assistant Chief Constable, Mr Alistair Finlay:**

Clearly, and it was commented on as a model by the Criminal Justice Inspectorate, it has had success, it has had its critics as well roundabout that, but the fact of the matter is, we work with partnership with whoever in the community actually comes together to do good and if we can influence funding roundabout that then we do that, but we are not the core funders and decisions have to be made elsewhere.

**Chief Constable, Mr Matt Baggott:**

But your concerns Pat are noted in terms of any influence.

**Chairperson, Mr Brian Rea:**

I think that concludes on that one. We are still talking about funding Chief Constable for HET and Jonathan Craig asked and we had some information about this in the private session but Jonathan also wished to raise it in the public session as well. So, Jonathan Craig.

**Mr Jonathan Craig:**

Thank you. The Chairperson referred to confidence building measures within our community Chief Constable. Obviously, one of the chief confidence building measures was the whole Historical Enquiries Team and I take note that so far they have investigated over 1,400 cases but unfortunately there is still almost 1,200 cases to be investigated. Can you give us first of all an assurance that you will do everything within your power to ensure that those 1,200 outstanding cases are properly investigated and will you also give a clear assurance that when cases are handed over to the Serious Crime Squad, such as that of your former Inspector Elliott and when that goes forward for a file to be passed onto the DPP, there will be no recognition taken of the position a person now holds as opposed to when they did when the crime was committed?

**Chief Constable, Mr Matt Baggott:**

Firstly, the reassurance around the latter part. We operate impartially and independently and our job is simply to present facts to the PPS and the PPS will ultimately make decisions around public interest and evidential test and I think sometimes there's a public confusion that somehow the Police Service is somehow the beginning and the end of the justice system. There are a number of checks and balances which start with the police role. Sometimes we have to work alongside the Ombudsman's Office in those when there may be some concerns around policing itself, but ordinarily that overseen of course by the Public Prosecution Service and there are an independent body and their new lead I think gets appointed this month, so there's another phase of their life as well and it then of course goes through the court process

to prove the case beyond reasonable doubt. So, there are 3 sets of checks and balances into that process itself.

When cases come they are handed over by the HET on a sort of protocol which is basically, the HET is a Cold Case Review Team, it exists and looks at opportunities and clearly because they are that review team, they don't have the expertise and the continuity to carry that on and in a limited number of cases they'll come to our own Crime Branch to take forward. That's as I say is a matter of protocol, that's and we have this discussion before, that's because of the expertise and the qualification and everything else that's required in those matters.

The HET itself is half way through now, just over half way through the cases. They take a very strong victim orientated approach as I know you will be aware. A very good feedback from victims who have engaged with the HET. I suspect looking ahead in terms of the next 2 years or a year and a half now, there may be a requirement to come back through the Resources Committee of the Policing Board to the Justice Minister, possibly for an extension of that funding. Two years ago we identified that need ourselves and we were able to secure that money with the support of the Justice Department. I can't predict to be honest, with I think it is a 1,000 or so cases still to go how long that will take. I can give an estimate of that but clearly if you are taking a victim focused approach, you don't want to rush, you don't want to curtail the investigation, it is important that we do the job as thoroughly as possible. So, it may be that we might need an extension of funding to 2014, but as I say that's still being worked up at the moment and I wouldn't want to commit myself to a definitive picture on that because it is very much a moving feast.

**Mr Jonathan Craig:**

I would thank the Chief Constable for those reassurances. Can he also give us a clear assurance that now that the Historical Enquiries Team is getting into what I would call recent terrorist activities that occurred, there may well be a higher degree of those actually is handed over for the Serious Crime Squad to investigate? Will all of that be taken into account when you put a package together? I assume you are putting a financial package together for the Executive and the Department of Justice to look at

with regard to any potential extension because I think we are possibly looking at the last bite of the cherry with regard to seeing this work carried through.

**Chief Constable, Mr Matt Baggott:**

Yes, I shall ask Dave Cox and the colleagues who work in the HET to give us a professional judgement of how long this is going to take and clearly if the money isn't required it will be given back to the Justice Department. But the job that will be done will be as thorough as the jobs that have gone before. As we move into the 80s, clearly the quality of investigation also rises because over time more resources were put in, there is a higher degree of expertise and many of those investigations I suspect were done pretty thoroughly at the time. We just have to wait and see what's required, but I have no doubt that if there is an extension of funding required, those discussions will be had with the Policing Board, we will make a rational bid for the extra money in 2014.

**Chairperson, Mr Brian Rea:**

Thank you very much. Chief Constable, there is another question on funding but we will go away from it just for a minute or two to let things settle.

Road Safety, Anne Connolly has a question in relation to road safety and I take it to the report. Thank you Anne.

**Mrs Anne Connolly:**

Thank you Chief Constable for the report on Part 2 of the Policing Plan and particularly the piece on the road safety which you have already alluded to. It's fabulous to see the reduction in statistics and you are to be commended for that, I think it's super.

The report came also with a list of interventions which some in partnership which you have put in place to try and bring about these results. The thing that really fascinated me was the decision to amalgamate 2 very disparate groups, the Roads Policing Unit and Armed Response in fact the mind boggled as to what that might look like. But what I really want to know is, could you tell me first of all what was the rationale behind the decision to amalgamate these 2 groups? How have you managed to maintain the separate integrities and identities within the Units, if that's what indeed the intention is and to date, what have been the outcomes for taking this action? Now, I know that it's

only been on the go for 4 months but it would be interesting to note if there has been any benefits or any regrets about amalgamating the 2 Units. Thank you.

**Chief Constable, Mr Matt Baggott:**

Just a couple of high level points from me and then Alistair will come in and give the specifics.

Firstly, I should actually pay credit to a whole range of partners who have helped us and worked with us on the road safety work. The GAA in terms of the work we have done with young people. The Department of Environment in relation to some of those very hard hitting adverts and messages that have gone out there. The way in which roads itself are being designed and the safety and prevention measures gone into them and now the massive work we are trying to do and will do with partners about this great big Road Safety Centre which will be funded hopefully in the next year or so. There is a massive amount going on which I just wanted to pay credit to others on because I think this is one of the best examples of partnership working we can possibly have.

I think it would be a mistake before Alistair comes in, to see Roads Policing as just dealing with road traffic accidents. Their remit is hugely larger than that. Their job is to deny criminals use of the roads. Their job is to do with offending on the roads and beyond the roads and it is this sort of criteria effectiveness that we choose when we decide to amalgamate units rather than seeing people as Traffic or Armed Response Vehicles. The idea is, we do everything and if there is a better way of doing that by amalgamating so that we can deal with the crime on the roads, the roads safety, the incident response in a better way, then I think we're fulfilling a better public need. But the detail in the first 4 months perhaps I can ask Alistair to comment on that.

**Assistant Chief Constable, Mr Alistair Finlay:**

Thank you. I think the first thing building on what the Chief Constable was saying is, that the Units are not as disparate as probably you would anticipate and of course anyone from the Board we welcome to come and visit them and see them in operation.

In essence, one of the commonalities is, they both use high powered vehicles and their principal aim is to deny criminals who use the road, to catch people who are dangerous

on the road as well as other aspects that you would usually expect with crash reduction and prevention measures. So, there are synergies between their operations and the Armed Response Unit is police officers who are trained in firearms to a higher degree and carry a different range of weapon. They are designed to be the first interdiction in an armed incident that goes beyond the norm. They're available to deploy across the province so they travel in these high performance vehicles so that they can get there and provide that level of protection and security as quickly as they possibly can.

When they're not doing that, what do they do? Well, they do a variety of different tasks and one of the things we found as the most effective way is linking them in with Roads Policing so they're in joint briefings, so they understand how they can position their vehicles in particular sectors of the province so as to enhance visibility, provide reassurance and also provide the opportunities to interdict with crime and we have seen that growing as the Units have come together over the past number of weeks. As people have got used to working together as a different team, then we have seen them interacting in a couple of very successful operations where there has been information that they have got roundabout vehicles moving on the road and in a couple of incidents, transporting counterfeit goods and those vehicles have been seen by Roads Policing. There's been information about those people having access to firearms and therefore, very quickly because they're working in the same Unit, a spontaneous operation has been put together that involved people with the right degree of skills to allow that operation to happen safely. We arrest people involved, we secure the goods and it makes it a very effective policing operation.

Bringing 2 Units together is never an easy thing so there are issues of identity and culture that had to be worked through. They work under a common leadership and that's the key thing and common briefing and common aims and the experience so far is good and it will grow. But I would invite any Member of the Board to come along and just see exactly how this fit close together and the evidence is, it is pretty seamless when it comes to the end of the day.

**Chairperson, Mr Brian Rea:**

Okay, I have got 2 supplementaries to that if that's okay. Ian McCrea and then Debbie Watters in that order please.

**Mr Ian McCrea:**

Thank you Chairperson. In the first instance I would like to commend for the work that Muir Clarke does with the Police Service in trying to deal with what obviously is a difficult issue and sometimes doesn't gain a lot of love for the police if you're on the receiving end of some of this, but nonetheless, it is a necessary job and I commend him as I do in the other agencies that the Chief referred to earlier. I think it's important that we work to try and work with other supporting organisations as well because I think the work that was carried out, even that joint work with the GAA and the police, can roll itself out across other sporting bodies.

I suppose 2 things. One, obviously going back to funding and it's more of trying to get a reassurance that given the good work that's been done and given the reduction in numbers of people who have died and who have been seriously injured on our roads over the last few years, I suppose it is the reassurance that the funding, because that good work is happening and the reduction is there, that the funding won't be reduced and the foot off the pedal as it were.

Secondly, which I have raised this with the previous Board, in respect of the detection of people who are under the influence of drugs because I know that was a difficulty. Is there any movement on that and are we far away from getting that into place?

**Assistant Chief Constable, Mr Alistair Finlay:**

In terms of funding, I think again keeping people safe on the roads isn't just as Roads Policing does denying criminals use of the road as well as road safety, keeping people safe on the roads goes much wider than Roads Policing and there is a lot of District work that will take place, roundabout particular hotspots, roundabout particular areas of crash sites in order to moderate driver behaviour and a lot of speed protection work is done in Districts, it's not done by Roads Policing. So, it is an integrated response and what we've got is a small number of highly skilled, specialised trained people. We have been enhancing particularly the skills of crash investigation. Traditionally it was undertaken by District Inspectors, we're moving where there is skilled base within Roads Policing, with additional equipment we will be able to investigate those accidents in the future to a different specification and degree and allow us to have a pool of people who do that. So, we are developing and enhancing the Service.

In terms of drugs detection, we do drugs testing, there is a standardised test for people. An initial roadside assessment of someone who is suspected to be under the influence of drugs, followed up by a procedure that would normally involve the taking of blood or urine for analysis and that's ongoing and we're having detections at this moment on that basis. There is work continues on the specification of roadside equipment which might be able to operate the same way as analysing for alcohol. Part of the issue there is, alcohol is a drug but it is one drug that that machine detects. The range of other drugs that you're asking the equipment to detect is challenging to manufacturers as to what you can come up with that detects one particular drug as opposed to another drug. There is work going on that are trials. We don't have it deployed as yet, it hasn't been Home Office approved as yet, who are the body that would approve that for use in court, but that work continues.

**Chief Constable, Mr Matt Baggott:**

Chairperson, I would just say that I would value the Board's support on this, I think it is something we could discuss further. I think we have to move away from law enforcement as a way of reducing road deaths, important though that is into a much more focused regime of prevention. I am getting increasingly worried that I'm not sure that the priority for this is shared across all Departments although I spoke about the partnership arrangements.

I remember coming here 2 years ago and speaking about the ambition to use fine revenue and speed awareness revenue to establish a genuinely shared facility, world leading for young people to come at the key stage of their education and see all the scenarios around their own personal safety, road safety, railway safety and I'm afraid that's still remains an ambition. I have got a full time team working on this, but it's come up against, how can I put it "the processes of Stormont" which is, you can't do this, we're not sure it's a priority, how are we going to manage the funding, it seems to be obstacles put in the way rather than a few measured risks being taken. I think we can overcome that but while we're doing that, of course people are being knocked down and there seems to be all sorts or hurdles being presented which actually aren't hurdles at all. My view on this is, it is so important in terms of protection of life unless it says specifically you can't it means you probably can. I think we need to take some

measured risks around this. I'll perhaps brief the Board on that a bit more in due course.

**Chairperson, Mr Brian Rea:**

There is another supplementary from Debbie Watters.

**Ms Debbie Watters:**

Alistair, just a very quick question on the amalgamation of Roads Policing Unit and Armed Response. Do you foresee that this may cause any gaps or any perceptions of gaps, because my information is that people in the North Down area are thinking this might cause a diminishing presence of Roads Policing in their area? I don't know if you've heard that or not, but could you comment on any perceived gaps that this may cause?

**Assistant Chief Constable, Mr Alistair Finlay:**

I haven't heard of any diminution of service to North Down. The key feature about this is a service of specialists who supply the whole of the province. They go to where the need is required, whether that be through accident and crash analysis or whether that be intelligence read around interdiction on the road and criminals travelling on the road. There is not an allocation per District, there is an allocation based on threat and how we most effectively use the specialists. So, North Down shouldn't feel that there're being given any less a service than anybody else, they will be prioritised. Indeed, North Down with the average speed detection equipment that's on the dual carriageway from Belfast into Bangor, notwithstanding that we still supply speed detection enforcement and visibility onto that scheme which works very well to enhance it during certain periods and for certain types of vehicles so if there is any particular evidence of people feeling they are not getting their fair share, then I would be interested to hear it. It's done on the information that we actually have it, not on a geographical basis.

**Chairperson, Mr Brian Rea:**

Thank you very much. Debbie mentioned the word 'perception' and the next question is very much around perception in some cases. It is fear of crime in the community especially by attacks on older people and the attacks on the older people and burglaries and break-ins and a range of events, Michael Wardlow.

**Mr Michael Wardlow:**

Thank you again Chief Constable. I guess a sign of a mature society is how we treat the most vulnerable and it's great we're actually talking about policing issues and not legacy of the past. We have dealt with some of those and I'm not trying to diminish it but it is good to address something about a new society.

It saddens me to know that we are still looking at those who are the most marginalised who end up either being shot or out for a walk at night and being abused or a woman for example in an abusive relationship, these are all vulnerable people but the last few days in particular there has been quite a high profile around those who are older. All of us probably have relations, if not parents around who fall into that. I'm quite sure where age starts, it's always 10 years beyond where I am at the minute. But there is something around how do we give older people the assurance that the time they've got now is going to be a good and secure time because this is, first of all, not just a police problem so please I recognise that, this is a society problem and it's about looking after as communities those older people. But when you get older people in Folds having problems and I have a relation in a Fold who they have taken the decision to take the names of the doors in the Fold and I asked why and that particular person said to me that's because people were coming in and saying "oh you're Mrs Brown, we're here to see you about X" because when someone was coming in the door allegedly, someone else was coming in the door.

Now, I'm simply saying when this is the reality even in a Fold and we've heard the tragic circumstances about the older man with dementia being .... I don't even want to go into it. So, there is an issue. How can you first of all today at a public meeting give an assurance that this is something within many of your priorities and could you tell me also practically what you are doing? There is a move now as you know to try and make this a mandatory sentence of 5 years, I don't know how realistic that is so I'm not interested in that. How can you give an assurance and what are you practically doing by trying to pursue convictions in this? Thank you.

**Assistant Chief Constable, Mr Will Kerr:**

Thank you Michael first of all for raising an absolutely critical issue and I am delighted to have an opportunity to talk about it in public as well.

I can give you the absolute assurance that this is a critical issue for the PSNI and something that we take very serious enough, flesh it out in a moment for you. But this is also one of those issues where fact and perception diverge because as far as statistics are concerned, you are far less likely to be a victim of these crimes. Burglary is nearly half of what it was 10 years ago, it's down another 13% this year, there are far less crimes against the elderly than any other part of the population but that's only half the picture and we get that entirely. The whole point about fear of crime against an ageing demographic is something that we are going have to do a lot more work around.

What we're doing practically and operationally to deal with it. A number of years ago when there was a spike, particularly distraction burglaries against older people, people claiming to be from one of the utilities trying to get into the house and stealing money from them when they were in the house, we set up what was called Operation Bullent which was led by Chief Superintendent Alan Todd and it had a number of factors including a very detailed investigative strategy. It dealt with reassurance tactics particularly in rural areas, people who lived in exposed rural areas. It also dealt with the travelling gangs who were involved in this and other crimes and we had a number of successes against those travelling gangs, not necessarily for the burglaries but we were able to take them out of circulation by other means and charge them with other offences and we saw that number starting to drop down but there are sometimes, and I have been a police officer for 22 years, and you get to hear about some of the stories and that one you referred to and even we get shocked sometimes by the callousness of what's involved here.

But your first point, if I could just end with this. This is much more about policing and particularly when it deals with how we reassure our most vulnerable and older people against this rising fear of crime and simple civic responsibility, good neighbourliness, calling in with older people who live close to you to make sure they're safe and they feel safe and sound, is actually a large part of this solution of this problem as well. As far as assurance , this is a priority for us and we do a lot of work on this.

**Chairperson, Mr Brian Rea:**

Caitriona Ruane wishes to ask a supplementary on this.

**Ms Caitriona Ruane:**

Go raibh maith agat, a Chathaoirleach. Just in relation to community safety and we have just come through Halloween and Halloween can be a good time but it can also be a very difficult time for communities, elderly, children, animals. I know there has been some interesting projects. I myself spent the evening at various events, we were helping organise events in the constituency, I'm sure it happened in others and just beacons and alternatives to bonfires, things like taking young people away, working with young people. Things like organising events so that becomes the focal point rather than random events throughout areas. I know from the events that we were at that it had a significant impact and I just wondered if you want to comment on that?

**Assistant Chief Constable, Mr Will Kerr:**

Thank you Caitriona and I welcome the opportunity as well. I can support that with statistics. I don't have the exact figure in front of me but the number of calls, the number of reports of anti-social behaviour this year were down about 7% on last year so whatever we're doing is working, but the most effective intervention is absolutely at community at neighbourhood level and we'll support those interventions in any way we can.

One of the biggest complaints we've had over the last number of years has been around people letting off fireworks. It scares the life out of older people, it scares the life out of their pets and we worked really hard to make sure we took out the illegal supply of those fireworks as well as hopefully people have heard less of them going off in their communities this year than they have in previous years. We have worked really, really hard and we have had some prosecutions around the illegal supply of fireworks as well. But your point is well made, but it's something we need to keep working at year in and year out and providing an alternative safe space for young people around this time of year and around the half term and holiday period is critically important.

**Chairperson, Mr Brian Rea:**

Mr Ross Hussey.

**Mr Ross Hussey:**

Thank you Chairperson. Again, fear of crime in the community older persons. The Chief Constable made reference to focus on the vulnerable and thousands of less victims and statistics.

Statistics mean nothing to the person who is actually the victim of crime. Elderly people are something that everybody here will be concerned about. My mother not for the public record is 83 years of age, and my mother when she sees the advertisement on the television that elderly people are not generally the subject of crime, does not believe that because everybody sees every day a story of an elderly person being attacked. Mention has been made about attacks in sheltered housing and the people that do that are the lowest of the low when they are targeting people. Now, the Chief Constable has already told us there are 700 more officers out and about but they're not necessarily seen and I continually make reference for the use of the Part Time Police Officer who is a community officer, who knows the community probably better than any other officer. What are you actually doing about them and we get comments here that we will support them this, that and the other but what are you actually doing? What sort of partnership is there working with elderly people? What are Community Police Officers doing, for example, to go around housing estates to call in and speak to elderly people because to be honest with you I do not see that, I don't see it happening, I'm not aware of it happening, you only see the police when the incident has occurred. I do believe that there has to be a partnership here somewhere between the police and elderly people and elderly people I'm afraid are not reassured and they will not be reassured until there is something physically there to support them and some form of squad. If somebody was racing around a town, eventually the Traffic Branch or whatever you want to call them nowadays will turn up and stop them. This type of criminal activity will continue until there's some sort of power to stop them. So, what sort of partnership do we have here to stop this?

**Chief Constable, Mr Matt Baggott:**

I think we have to be suitably realistic about what we can achieve. I keep saying this because at the end of the day we're 7,271 people covering everything from the sex offender monitorings through to people trafficking, domestic abuse, meeting the 24/7 needs of the organisation, tackling with serious harm, dealing with drug dealing and the

list is endless and I think we have to be realistic about that. Obviously some of our priorities are shaped very much with the local Policing Plan which comes up from DPPs and others in terms of the areas which people think are of greater concerns. I don't mean that in any sense of a critical sense, but I don't think we will ever get to a point where old aged people squad and young people squads and business people squads, it is not going to work that way. We have to have policing that can do everything as effective as possible, and I have to give a reality check to that.

To repeat what my colleagues have said, you are absolutely right. If you are a single victim of crime or an elderly person, in incredible fear because of what you've read in the media about someone being assaulted or attacked, statistics mean little to you. It is your experience and your own perception that matters and I absolutely understand that. I think we do have structures coming into place where the focus on elderly people can be tightened. There is absolutely no reason why Policing Community Safety Partnerships should not choose together through a Justice Minister priority, to look at the needs of the most vulnerable, such as elderly people.

I have seen some superb schemes run through Safety Partnerships in the past where there has been a statutory responsibility to do that. For example, locking fitting schemes for the over 60s which can be provided by local councils, together with Housing Associations support. But at the moment we don't have apart from policing, a commonality of making sense of the things that matter to the most vulnerable. So, I think there is enormous potential for that, and I think it is something we should discuss and perhaps work out together as a partnership between the Policing Board and the PSNI and I would love to see that priority being set by all Policing Community Safety Partnerships.

Secondly, going through the Justice Committee shortly I hope, will be a sentencing guidelines. A clarity of consistent sentencing across Northern Ireland for the first time. I don't see any reason at all why the abuse of the elderly shouldn't be subject to a significantly enhanced tariff. I think that would be very helpful in terms of the way in which the most vulnerable can be protected. So, I take absolutely the point that we, we have put 700 more out there, I can't give a more tangible demonstration of our commitment to neighbour and district than the enormous amount of hard work that's

gone into challenging the unnecessary bureaucracy, challenging the way we spend our money and putting 700 more police into district policing. They are working on neighbourhood priorities but I think the big issue is, is the collective responsibility through partnership and through justice processes to make sure the elderly are looked after into the long term and not just rely on policing tactics for this.

**Mr Ross Hussey:**

Can I say Chief Constable, I accept exactly what're saying, you're saying we can't have a squad, I don't have a problem with that and I accept that. However, we do have neighbourhood police, we do have the Part Time Police Officer and I continue to bring that back to you and we're told there's a process in place here. Let's use the Part Time Police Officer that you do have because you have nearly 600 officers there that in my opinion are not being used effectively.

**Chief Constable, Mr Matt Baggott:**

I am very happy to have a look at that. As Ross as said, it is a very good challenge in relation to the focus and where people are and how they are patrolling, and clearly if we have got communities where there is an elderly residential home or something and we can do some work on that, then we will certainly take that away and look at our tasking processes on that.

**Chairperson, Mr Brian Rea:**

Thank you. We have got 3 more people lined up to ask supplementary questions on this, this actually indicates to me that there are now 6 or 7 people who have already expressed concern on the initial question and the supplementary. I'm going to call Robin Newtown then Brian Rowntree and I think finally Joan O'Hagan. So, it is Robin Newton.

**Mr Robin Newton:**

Thank you very much Mr Chairperson. I think the Chairperson is quite right, this issue has now raised something like 6 or 7 questions in total and I think that's indication of how strongly the community in general feel about the matter.

Can I just say 3 small points Chief Constable? My experience of being on a DPP quite a number of years ago was that we were talking about the fear of crime at that stage. Certainly my own conversations with police officers did indicate that there was research being done and programmes being developed to address this fear of crime. As a total, all the statistics do indicate that it is a small percentage but it is this very strong perception of the fear of crime. I would think and I know you've mentioned a number of initiatives like council putting locks on or local schools being involved in putting locks on, but those are very localised things and I think we do need to see a Northern Ireland wide initiative or initiatives and work being done on the fear of crime. I do think that society in general in Northern Ireland does expect that some sort of statutory sentencing will be applied, such is the strength of feeling on those who carry out this reprehensible type of activity.

Can I just say, would you be able to share with us any other work that has been done in any forces in the UK on the matter? Can I just in finishing say, I think Ross Hussey is in trouble when he goes home tonight having announced his mother's age in such a public arena, that's for him to sort out.

**Chairperson, Mr Brian Rea:**

Chief, before you do that I wonder in the interest of time could we call on Brian Rowntree and Joan O'Hagan to put their questions in and if they could merge in, please do and then he can answer the whole lot.

**Mr Brian Rowntree:**

Thank you Chairperson. I think it is all very relevant, I think they're all tied together. This issue has been around for a long time because there has been a lot of evidence to say we are very much an ageing society, we all know that. The public sector in general is preparing for what is going to be a time bomb, how do we respond not just around crime, around pensions, around health, huge issues that we have with an ageing society. For the record, we'll have 30% more elderly people in society in 20 years time, but the difficulty is that's 20% of people less active in employment paying for that, big challenge for society to deal with those imbalances.

But I think the word has been mentioned today which is about intervention, that's about citizenship. We have got to promote effective citizenship and I know what the Chief Constable is saying that everybody is talking about it, but I do believe someone has got to take the lead and I think this Board is asking you Chief Constable to taking a lead, to play a leading role in pulling people together even if it's only for that initial dialogue but let's get the debate on the table.

There was a scheme previously run by the NIO and it was a regional scheme, it was all over Northern Ireland and it was a 'lock out crime' initiative scheme. Again, it fell by the wayside because of lack of resources but again I think at a time when we have an ageing society, such initiatives need to come back onto the radar.

The last point I would say is, there is an issue that can be dealt with here by the PSNI in relation to your work with schools because one of the big difficulties we have is the generational gap that exists in society. Because of the regulation of the person in relation to interventions, because we have this demonisation of everybody in society who links with young people, we have actually removed the grandparent figure from society and we need to get back into having this understood that not everyone is bad, not everyone's a threat, not everyone's a danger and therefore that will bring back in my view so sort of safety and wellbeing into society, but we need the PSNI to lead on this in my view.

**Chairperson, Mr Brian Rea:**

Joan.

**Mrs Joan O'Hagan:**

Thank you for that. In the context of everything that has been said and I get the feeling Matt that there's a wee bit of almost thinking on your feet here about maybe how you could take things forward and that's fine. The DPPs and they're pursuing that and that's fine and I was very conscious when you mentioned the age demographic. I think in the context of what's been said about prevention, about effective policing. What horizon scanning is planned as you enter a new Policing Plan era with regard to looking at this in future, because the statistics may not be alarming now and again we have had the perception of individuals regardless of statistics. But given the issues Brian has

raised about society as well, what horizon scanning and planning and demographic analysis will the PSNI do to determine how it does go forward and address things that are going to become increasingly worrying for society and for us as a community.

**Chief Constable, Mr Matt Baggott:**

Thanks so much for those 3 questions and I will take them in order if I might first of all.

Firstly, the evidence on reducing fear of crime is exactly what you brought me here for as Chief Constable to work with my colleagues. That's the Neighbourhood Policing Programme, a 6 year cross UK Government fund initiative that raised confidence by 8 percentage points and we are going to have a question from Gerry later I think around policing with the community and how we are doing that. All of that self-imposed discipline around the Resource to Risk, 700 people more understanding neighbourhoods, makes sure everybody gets a quality of service and has accessible policing while still making sure we have more policing for the most vulnerable is an immense piece of work. Sometime you are going to get the CJI report that has been looking at neighbourhood policing, my understanding is they are quite frankly gobsmacked by the depth of what we're doing.

So, I just give that reassurance because the fear of crime is influenced by excellent policing that's accessible and known even if people don't have to call us all the time.

Secondly, it is influenced by the ability of partnerships to focus on the things that matter and that's a debate we're still having.

Thirdly, it's the ability to communicate messages which are balanced and truthful and in the next month everyone in Northern Ireland will receive another local derivative of the leaflet we sent out in April which is an update leaflet. It will have a covering letter from myself but it will have an individual tailor made information about what's going on locally, how to access police, how to contact us with a foreword by the District Commander. So, I am very, very anxious that we should not just deal with the elderly as an issue, although clearly we must, but also the whole way in which can provide policing into the long term that will reduce fear of crime.

Second issue is, I'm delighted to take the lead on this although I think, as I said in my introduction today, we've got to the point where with a Justice Minister now and a Policing Board that is very much on the common ground, I think we could influence more on this together. I do genuinely think that Community Safety Partnerships have enormous potential to focus effort on the areas and the things that really matter. We don't actually need others to be held statutory responsible for that, I think we can win that together by the force of argument that we have.

I am particularly concerned that we should work, I say citizenship but what I mean is voluntary participation in the things that matter. We can have a conference next May which I haven't briefed the Board on yet which will be cross denominational, cross faith where we will go into that particular sector and say, *"here are the things you can do to help people in your community, such as follow-up visits to the elderly, look after your elderly, do you know where the elderly are, what are you doing about that? Where are you with the youth initiatives? What about schemes that actually have some degree of voluntary patrol which is about helping young people get home after a night on the drink"* those sort of things that have been tried and tested both in the States and in the UK. I think there is enormous potential for pushing that and as you will be aware, we're trying to create opportunities on this.

Thanks for the challenge Joan on that. I think we are on the front foot with a lot of this actually. I think if you look at the track record since the Strategic Review, we have been genuinely on the front foot in challenging the nature of partnership, the reform process of policing, the outward looking way policing should be delivered and there's more to be done on that. The only reason one is dealing with the question is because clearly we have been a bit unsighted on some of those at the moment and I will deal with those on my feet, but the questions are very valid and they are very intrusive and rightly so, but in relation to what we're doing with that on disadvantaged neighbourhoods, on the most vulnerable, actually we've been bringing people together quietly and privately to have those discussions. If we're in a divided society and we still have got to make the politics work, what can we do to actually push the ideas and I can give you dozens of examples of that privately where we have actually hired rooms in hotels, not rooms but you know what I mean by that, wrong impression, conference rooms ...

**Mrs Joan O'Hagan:**

Meeting rooms.

**Chief Constable, Mr Matt Baggott:**

Meeting rooms, that's the answer, meeting rooms in hotels. But you know we are trying to create the debate privately and that's a great discussion place, so very much on the front foot of reform on that respect. Thank you Chairperson.

**Chairperson, Mr Brian Rea:**

All 3 questions have been answered. Are you satisfied Brian. We have 2 questions left, the main (*tape unclear*) .... we have facilitated 80 questions and interventions from we commenced this morning, so there's a statistic for you if you think that we don't do enough.

**Chief Constable, Mr Matt Baggott:**

Sorry Chairperson, forgive me, we do have a forward looking plan in group, it looks at planning in the medium and long term. As you know, we have moved from one year planning to 4 year planning now in a number of areas with the Efficiency Plan. I mean it would be great if the Board or Members of the Board would come and join us on that. I think that was a great place for discussion, what's the world going to look like in the future and I know that colleagues would very much welcome participation on that, so thanks for that.

**Chairperson, Mr Brian Rea:**

Gerry Kelly is going to ask a question, maybe it's already around some of the stuff that's already in there Gerry, but go ahead.

**Mr Gerry Kelly:**

Go raibh maith agat. I know that the Chief Constable has said publicly on a number of occasions, that he is very much for community policing and the questions sort of centre around that and there may be 2 or 3 which are connected.

Part of it is. I know there are 10 commitments and on that basis it is the issue of monitoring the arrangements. How do you monitor the implementation, how do you put the milestones in? In connection to that as well, there has been a lot of talk over the last while, led quite substantially I think by yourselves, over the police discretion, over officers discretion. In the one hand it makes some people nervous and on the other hand people are delighted that's happening because especially at low level, especially dealing with young people and all of that where discretion is needed. So, I suppose the question on that is what is the quality assurance in terms of discretion and how is it working up till now.

The third part of it is about anti-social behaviour and then it's come up to do with older people but also effects communities throughout. I know there is a survey, you've done a survey on anti-social behaviour which is done by an outside body and you have got back word. My understanding is we have asked for the results to be able to look at them as part of our job is accountability and I think we have been refused it. So maybe you could deal with that as well.

**Chief Constable, Mr Matt Baggott:**

I will let Will deal with the difficult one at the end Gerry if I might. Just to say, Will can give you the details of what we're collecting and how we're collecting it as part of the Policing with the Community Strategy and I am very happy to do that.

I really want to be transparent on this. We are ringing people back. The only reason why we are not bringing that to the Board yet is because it is fairly new and we have got to get sufficient amount of data to actually give you an idea of trends and that's planned for the New Year, but we will be very transparent on that. At the moment there are some good things and some not so good things, but I will let Will talk about what we're measuring and how.

**Assistant Chief Constable, Mr Will Kerr:**

The policing commitments, the Policing with the Community commitments you talked about Gerry, if I could deal with each of these issues in turn. You know that effectively they were the result of a number of engagements through, when your predecessor Alex Maskey chaired the Community Engagement Committee, about what was important to

local communities as far as the Policing with the Community 2020 Strategy was concerned. So, there was a reflection that made it a lovely document 8 or 9 years ago that talked about lots of great aspirations and intentions, but when it met contact with either an operational officer in the community or the community member, they looked at it and went “well so what, what difference does that make to me”. We went out and asked a lot of questions about well what is important to you that we need to address and we need to try and fix and it came down, and you’ve heard me say this before, the 4 basic things about being able to contact us, get hold of us quickly, getting a more flexible tailored service particularly around anti-social behaviour, seeing us visibly preferably on foot in their communities to make them feel safe and to phone them back afterwards and tell them what we have done and we referred to those as the DPP points and we have been working very closely and they were the basic foundation for the 10 Policing with the Community commitments.

How we measure those and to provide you with some context as to why we were reluctant to hand the information over now was, that we do from January this year we’ve been asking, we’ve been doing 200 crime surveys against 5 different crime types per area, 29 areas in Northern Ireland under the 8 Districts per month and 100 for anti-social behaviour per 29 areas per month which ended up just under 9,000 surveys per year to say “what are we getting right and what are we getting wrong”. Now, those aren’t statistically relevant until we have got 12 months data and then we can start to compare back with the previous 12 months and we do have a concern I will be quite frank with this that the data could be used inappropriately up until a point where we have got the full 12 months data.

A flavour of what it’s saying so far. It is saying in some areas we’re doing very well. The vast majority of people think they have been treated fairly when police officers deal with them but we know we need to improve in another couple of areas as well, particularly around victim call back, phoning people and telling them what’s happened afterwards and around this additional question that the Chief has been challenging our organisation on very firmly over the last year, that question about “what else can we do to help you”? So, it’s not just a case we go to the call, we deal with that call, we drive away or walk away again. What else is there we can do to help you with a local

community problem? So, that's why we were reluctant to talk about presentational issues until January next year until we got 12 months rolling data.

The second issue around discretion. You asked about the equality assurance mechanisms, particularly around the equality and diversity issue. Let me give you some details on this.

Discretion has been about since the times of Sir Robert Peel going back nearly 200 years. This is not something new, we have just tried to reintroduce it and to give police officers the confidence to renew discretion which is really only about a bit of structured common sense because we didn't want to criminalise, particularly young people, but anybody unnecessarily. One of the key recommendations in the Strategic Review 2 years ago was that we had went through a process of change that had lasted 8 or 9 years, we had become incredibly codified and we had actually lost sight of the fact and there were lots of members of the public who just said, "use a bit of common sense, apply a wee bit of discretion and deal with things without recourse to the formal criminal justice system". So, from the 1 April this year to give you some figures, for crime and anti-social behaviour we've used this discretionary disposal in over 3,000 cases. For minor traffic offences we used it in over 5,000 cases so those are 8,000 people in Northern Ireland who don't unnecessarily now have a criminal record or some sort of police or justice record.

The equality assurance process is in 3 different levels. First of all it is included as part of our Equality and Diversity Strategy as a specific action to make sure it's fully Section 75 compliant. Secondly, for the first year the Public Prosecution Service equality assured every single discretionary disposal to make sure it actually met the criteria that we had set, now there's a bi-monthly meeting with them because we're into the second year of it and the dip sample, and thirdly we actually got Victim Support in after the first year to say, "look, victims would tell us that there's a 95% satisfaction rate with discretionary disposals, that's what they want us to do, is this right, are we missing the point if we ask the question in the wrong way and Victim Support came back and independently validated that and said "no, you're right on the button, this is what the public want you to actually deliver.

I'm trying to remember, the third question was around anti-social behaviour. Hopefully I have dealt with that under the commitments data, but we would welcome discussion....

**Mr Gerry Kelly:**

I would just ask, you're saying you need 12 months that's up in January ....

**Assistant Chief Constable, Mr Will Kerr:**

Yes it is.

**Mr Gerry Kelly:**

Will it take another 12 months to look at it or will we get it straightaway?

**Assistant Chief Constable, Mr Will Kerr:**

No it won't. Come January we will be able to start and I would like to have that discussion with you now about how we present the data, I just don't want to use it until January because it could be misused.

**Chairperson, Mr Brian Rea:**

David McIlveen.

**Mr David McIlveen:**

Thank you very much Chairperson. I wonder Chief Constable if I can just ask, I'm guessing that community engagement, community perception continues to be a challenge for the PSNI moving forward. I wonder would you agree though that one of the hindrances to this happening may be the use of unsubstantiated accusations that sometimes are made against the PSNI? For example, earlier today in public session, with no evidence whatsoever, we heard an accusation made that some of the people involved in quite frankly shooting teenagers, may have connections to the PSNI. Surely that cannot be doing anything for improving relations within the community and surely we all, as public representatives, would have responsibility to ensure that we're doing whatever we can to improve confidence within the community towards the PSNI.

**Chief Constable, Mr Matt Baggott:**

You know I don't think I should worry too much about answers and delegations or hide behind them. I think challenge is a good thing actually and I think answering questions, whether they are right or wrong in terms of what I say, is a good thing. I welcome challenge and I welcome the hard challenge both in terms of the private session and in relation to the individual meetings I have with people around the table and you know that is something that I very much embrace. I may disagree, and I may deal with perception in a straightforward way, but actually let me be very clear, I have no problems in receiving challenge and giving challenge back when necessary.

I think we have got work to do on improving policing and it would be a mistake of me to say, even if I disagree with those perceptions, there isn't more work to be done in improving policing. We know that because I've seen the results up until 9 months of what we are doing in terms of the commitments. I know that some of the things we have asked people to do they are still not doing. There may be good reasons behind that, but they are still not happening. So, I'm not going to worry about unsubstantiated allegations or perceptions when I know I've got work to do in terms of improving policing and that's my priority.

**Chairperson, Mr Brian Rea:**

Okay, could I just say there are 2 more supplementaries and I want to finish it at that and then there is one final question from Conall McDevitt. But Ryan Feeney wished to come in on this from a community basis and then Debbie Watters I think wants to make some further comments and then if we can leave that at that then and we will go to the last question. Ryan.

**Mr Ryan Feeney:**

Go raibh maith agat, a Chathaoirleach. My question has been answered by Will, so I'm fine.

**Chairperson, Mr Brian Rea:**

Thank you. Debbie.

**Ms Debbie Watters:**

Well just a comment and you may not be able to supply the information today, but it is information I think it would be good for the Board to have.

On discretion you said that there were 3,000 discretionary disposals have been handed out in the past 12 months because it has been going just over a year. I would like to have a sense of what issues they are dealing with so that we can see how discretionary disposals are being used and maybe just have a look at where they are being used, so the areas that they are being used in I think that information would be incredibly useful for the Board, and in particular, the Community Engagement Committee.

**Assistant Chief Constable, Mr Will Kerr:**

I would be delighted to do that and if I could suggest perhaps bringing Superintendent Andrew McMullan down perhaps to the Community Engagement Committee to have that discussion.

I know you are aware Debbie and Alan Todd raised this point a couple of weeks ago, that we have still this hump of officer confidence to get over, it is really important and we don't want to look as if we are creating a whole new bureaucracy around this and actually missing the point of what we are trying to achieve. So, we are trying to address this slowly but I'm sure Andrew would welcome the chance to come down.

**Ms Debbie Watters:**

Chairperson sorry, can I just come back on that and say the information for me wouldn't be a stick to beat you with. I just think it's useful for us to have the information to look at trends and to begin building community confidence in this style of doing policing.

**Assistant Chief Constable, Mr Will Kerr:**

I'm glad you've clarified that, thank you. We'll get Andrew down to do the briefing.

**Chairperson, Mr Brian Rea:**

Thank you very much. Final question, we're back to money again. HMIC Value for Money Profiles, Conall McDevitt and this is for the final question today. Thank you.

**Mr Conall McDevitt:**

Thank you Chairperson. As you know Chief Constable, the HMIC benchmarks you against Nottinghamshire, West Midlands, Northumbria, West Yorkshire and Greater Manchester and they have recently produced reports which seek to look at the trends over the past 5 years. I note in that report that the trends, for example, in the change in different types of crime for example, the change in violent crime shows West Yorkshire reducing by 35% and us by 3%. The performance of PSNI is by far by a long way the worst amongst all those groups. The average reduction across all the other Police Services is 18% and we've achieved 3%.

It's a simple performance in acquisitive crime, the average reduction across all the other Police Services is 23% and ours is 8%. Or for example, in violence against the person with injury, the average reduction across the other Police Services is 26% and ours is 12%. In fact, the stats for violence against the person without injury and sexual offences are even more depressing because ours have gone up and everyone else have gone down. Then the other thing that comes out of this report is that when you look at the cost per police officer to the person on the street in the North of Ireland, that we are by far nearly £150 the most expensive Police Service amongst that group. Is that value for money?

**Chairperson, Mr Brian Rea:**

Chief Constable.

**Chief Constable, Mr Matt Baggott:**

Great question, discuss.

**Chairperson, Mr Brian Rea:**

Please discuss.

**Chief Constable, Mr Matt Baggott:**

The report itself is a report produced I think some 8 months ago, it is based on data that's probably 18 months old now, but it has great validity still and I'm not going to pretend. It is a report that asks questions as opposed to giving definite answers and I

think if I recall, the report actually says there are a number of huge differences between the PSNI and comparative forces. So, we have to take all of that with a degree of caution in terms of its findings.

I may be privileged having worked in 3 other forces in the UK to say, firstly their crime started at a higher level so the reductions they've achieved probably are signs of them catching up in terms of efficiency. Secondly, there is all space and their ability to precept and borrow and plan into the long term has been significantly different to the sort of one year cycle that the PSNI has had to work with. None of that is meant to be over defensive, but there are significant differences and I think the report also prefaces it by saying there are probably 3 major differences between the PSNI and elsewhere. One is the security situation which we could go through line by line but even air support, armoured fleets, systems to manage, intelligence and information that costs multi millions of pounds, firearms, the list is endless and all of that of course doesn't apply to Manchester, Nottingham and elsewhere but it does apply in relation to our own figures. So, the security situation officers unfortunately having to deal with that still and serious harm, significantly different scenario.

Secondly, I think and it would be fair to say on our 10<sup>th</sup> anniversary, I mean it has been a massive achievement in Patten and the PSNI but a lot of that has been achieved by very rigid compliance and regulatory structures. One example, which I know we've spoken about many times, is the full frontal assault we made on the justice system when we realised we were doing 57,000 files that tell off children, 160 lawyers, millions of pounds being spent on administrative processes which are a result of transformation that was both necessary but was done through a regulatory framework. There are huge costs built into the way we do business in Northern Ireland. I could give you lots of examples but one would be for example, the business case process the dozens and dozens that we have to produce, linear processes to get approval. When I commissioned the Transport Review it took me 15 months to get them in place just to do the review because of procurement. None of that applies elsewhere, so I think what we have to say is, the consequence of reform has been a regulatory framework that has added millions of pounds to administrative processes which we are currently unpicking together with the Board.

Thirdly, without by any means wanting to take us away from our responsibilities, we spend a lot of time investigating legacy. That's necessary, that's our job and I don't walk away from that but you don't have 40+ inquests being faced by Manchester where you have to provide million pound computer systems and all of that again is a consequence of the Troubles and the past and we are moving on from that.

So, I think what I would say is, there are huge differences. What we have seen since the last Strategic Review and since we changed our governance we have a new Policing Plan together, we have Programme Boards, we've streamlined everything we do, we have the Processes Improvement Unit working with us, we have 4 Year Efficiency Plan overseen by the Deputy and I think what you can be reassured is that the business focus and the way we manage the money has been step changed and as a result of that you're seeing the outcomes in terms of crime and the increase of police officers on the streets. It's quite a significant change in the last 18 months as a result of a lot of hard work done before I arrived so I do believe that the report is necessary, it's being used by colleagues in relation to challenging our own internal processes and reviews, but I think you just have to take it as an ability to question rather than giving a definite judgement because Manchester is not the PSNI and neither is the West Midlands and neither is Nottingham.

**Mr Conall McDevitt:**

Maybe if I could just question a little further because, what's interesting about this is we can actually take out those extra security costs that the report allows us to do this. If we look at some costs such as the amounts that's been spent on supplies and services, the percentage of your workforce costs and we don't look at things that can be counted separately which are counted separately, so just the extra security costs, the best performing force in this report is West Yorkshire. They're the ones achieving the highest levels of crime reduction consistently and interestingly enough they're also the ones investing most in investigation expenses and you're investing the second lowest. In fact you're investing less than a quarter of what West Yorkshire is investing and yet okay we're investing a huge amount in computers and an awful lot in telecoms we are not even investing most in forensics, so what I want to know Chief is this just a security thing or is it maybe not time to face up to the fact that there is actually a big job of work still to be done and it's a performance related job of what.

**Chief Constable, Mr Matt Baggott:**

Thanks for the challenge, but the idea that you should suddenly say “are you going to face up to the challenge” ignores the past 2½ years and I will be very clear on this. The approach we have taken with the Policing Board is to be ruthless on Value for Money. You have just received sight of a report that gives you data which is exactly why we’ve done the things we’ve done which is to streamline the Policing Plan away from 50+ random objectives to being very much focused on serious harm, local concerns and quality of service to move where we don’t rigidly stick to 7,500 police officers by a political decision to one where I can spend the money over 4 years rather than in a one year framework, to have 5 Programme Boards with long term plans measured and overseen by independent people through the Audit and Risk Committee and with an Efficiency Plan which will take £135m off the budget backed up by some serious reviews into ICT, transport and every other major area backed up by a revised Contract Management Department. So, you’ve brought me here to manage Value for Money and that’s exactly what I’m doing. This report is an indication of difference but it’s also an indication of the fact that we’ve got a long way to go. I’m glad you raised it because I think we’re getting into the hub of some of the issues here now which is how you spend money effectively and some of the massive reforms that we have brought about. But it isn’t suddenly starting today, this is something we’ve been at for the last 2½ years.

**Chairperson, Mr Brian Rea:**

David.

**Mr David Best:**

Just in the context if you would go back to the start of the Patten period, and I had joined around that stage. The cost of policing in Northern Ireland was over 3 times per 1,000 population and if you look at those figures there, they’re down to about 1¾ or less than that. Also 10 years ago we had over 11,000 police officers, today we are down to 7,000 so there has been big progress and this is a road we are going on and there is a lot more work to go but we have made massive progress over the last number of years.

**Chief Constable, Mr Matt Baggott:**

And the challenge is really welcome because it's something I think we talked about 10 years but we you know we are into a different place here now in efficiency and value for money and the scrutiny that can be applied by the use of information which I think was presented to the Board 8 months ago initially is very, very welcome because it opens up a whole raft of debates. But I'm pleased, because the focus of what we have got to do has been to cut out the stuff that doesn't matter any more to concentrate on the things that really matter and make sure that we take the waste out of the system in every way possible. It was a frustration to me although I had to wait 15 months through Central Procurement in order to get the Transport Review in place. It is a frustration to me that in relation to the Central Procurement Department we are now experiencing 15 months delays which is why I'm signing direct to all contracts where that money should be negotiated downwards simply because the Centre can't cope with the processes that it has in place. So, I think there is a big issue here about the use of money by the PSNI but there is also a big issue about the way in which the administrative processes on checks and balances work up hill and downstream of what we are trying to do.

**Chairperson, Mr Brian Rea:**

Conall, will you make it small.

**Mr Conall McDevitt:**

What I would say Chairperson and I appreciate the Chief's robust replies, I think this does need us to spend some time on it because just to make a further point. We have the highest proportion of police officers not available for duty of any of the Police Services and it's not marginally higher, it's twice as many not available for duty as any other Police Service in the benchmark. So, there are issues all over this report that I think this Board needs to return to Chairperson.

**Deputy Chief Constable, Mrs Judith Gillespie:**

Chairperson if I may, there is a very simple explanation for that particular figure and it is the number of Student Officers in initial training accounts for those officers being unavailable. We no longer have Student Officers in initial training, so that's no longer an issue.

**Chairperson, Mr Brian Rea:**

I have to say that down through the years that I've been here, there is always a legitimate explanation somewhere or other for what appears to be and I commend you for that, but we also ought to bear in mind and double check on the facts or the figures that we are looking at when the survey was done, how long ago it was done, how valid it is and all the rest of it. The Chief Constable has accepted the challenge and who am I to withdraw that challenge.

Gerry Kelly and then, I thought Gerry was going to be the last but I think Brian Rowntree wants to be the last. Gerry Kelly.

**Mr Gerry Kelly:**

I won't challenge it either, I'm glad you're glad you were asked those questions so you will be delighted with this one.

There is a huge amount of information in here and I do think there is a conversation which needs to be which Conall has started off and I agree with him that we need to dig into that. I am just going to hone in on one, it's on page 18 because I notice you have these things in front of you. It's on page 18 and it's under "National Functions" and it says "751 officers which is about 10% of the workforce or the officers". Can you explain what that is and what that actually means? It is actually just above the point that Conall made "not available for duty". Have you got it?

**Chief Constable, Mr Matt Baggott:**

Yes I've got Gerry, thanks. I don't know what that might be. That might be in relation to C3 and the Terrorist Investigation Unit, but I'm taking a guess at that in relation to national security requirements but I'll certainly explore that unless colleagues can fill that one in for me.

**Mr Gerry Kelly:**

I mean it is 10% of the workforce.

**Chief Constable, Mr Matt Baggott:**

That would be about right actually, I mean that would feel about right to me in terms of serious crime and serious harm.

**Mr Gerry Kelly:**

Could you send us a .....

**Chief Constable, Mr Matt Baggott:**

Yes, I will do Gerry.

**Chairperson, Mr Brian Rea:**

Can I suggest that there's been so much interest in this and so much challenge around this that we could make a separate issue out of this or a separate session some time in between with the appropriate Committee.

**Chief Constable, Mr Matt Baggott:**

I think it is a great challenge and really appreciate Conall raising it. I think the Resources Committee and even a debate in public like this is a very valuable one. There is information in here which quite rightly the Board need to use the challenge and there will be reasons but there will also be room for improvement. A point I think I was making was that the whole approach on Value for Money isn't new, this is exactly why we've been doing what we've been doing.

**Chairperson, Mr Brian Rea:**

Brian Rowntree to round it off.

**Mr Brian Rowntree:**

I will sum up and I know it will be short on this one. This is about process and procedure and I acknowledge the emotion and sensitivity of the Chief Constable around the questioning but there is a lot of emotion around this side of the table as well because we're the custodians of the accountability framework as much as you're the custodian of the spend, you in your role as Chief Constable but also the accounting officer. There is a duel process here which we understand and that does lead to

sensitive negotiations and it also leads to sensitivity around us questioning as much as you supplying the answers and we actually must acknowledge that.

But this is a new Board. This is a Board that is full of a whole series of new dynamics and the dynamics in this room and I've witnessed them over the last few months, are such that they will add value to what you are trying to achieve. They will add value to the Efficiency Plan that we saw at the Resources and Improvement Committee and you also know that the work we are doing at the Audit and Risk Assurance Committee around what we are trying to achieve in terms of going forward together, and it is partnership. It is our job to make you as efficient and effective as much as it is your job and therefore we are all in this together and we are all sharing the pain. The good news is there will be gain because this Board is not going away unless it gets results. This Board will get results and that's a big statement for this Board today. It may be the 10<sup>th</sup> anniversary but we are now really getting teeth as a Board and we're now going to seriously ask questions.

This document really is the bible going forward in the future. We will build all our questioning around what's contained in this report. We will demand improvement, we will see improvements as a consequence. But I think the big critical factor here is, it's got to be an improvement not just to meet targets, it's got to be an improvement to make you a more effective and efficient force as a consequence and the challenge of the Board in terms of our Strategic Planning Framework and I think that is the big, big exercise for us is to get the Policing Plan right this year. I think that is the huge big challenge. The 4 years ahead your Plan must contain opportunity both for us, for the community and for PSNI.

**Chairperson, Mr Brian Rea:**

Can I ask, is that a statement or a question?

**Mr Brian Rowntree:**

That's a statement.

**Chairperson, Mr Brian Rea:**

Right, well then there is just to demonstrate my generosity on the eve of the 10<sup>th</sup> anniversary, I'm succumbed to pressure from my left. Jonathan Craig wants to ask something. I hope it's brief Jonathan.

**Mr Jonathan Craig:**

I'll try and be very brief Chairperson. I think all of those who have raised the whole issue Chief Constable around the finances and how much we intend scrutinising you, one of the things the previous Board was heavily criticised for was its lack of commitment with regard to the finances of the PSNI. The one thing I must say Chief Constable raised some concern at our last R&I Committee meeting was what seemed to be a number of people coming with presentations over separate issues within the force. One thing I learnt from private industry in my 20 years experience is that, continuous improvement needs to be at the very centre of any organisation if it is to become ultimately more efficient and that in effect drives forward cost savings for any firm or any public delivery service. Can you give us all an assurance that in your mind continuous improvement is going to be central and key to the way the force moves forward?

**Chief Constable, Mr Matt Baggott:**

I feel like we have had a cathartic moment here which actually has been very helpful. I actually welcome what Brian said. I think it is absolutely critical we spoke about the 10 years. The sadness of the last year was we spent a couple of hours on the Policing Plan actually and the Policing Plan should be the driver.

When I came here we had a meeting in November and I said "well how have you decided what the target focus is" and it was a political decision of consensus as opposed to targeting the things that really mattered amongst the vulnerable and this year's Policing Plan is a fabulous opportunity to take that work forward.

Secondly, for colleagues that weren't here, we were very keen that Part 2 of the Policing Plan shouldn't be a wish list, it should be linked into the work of the Programme Boards over the 4 year cycle linked into the portfolios of the Chief Officers and each one producing a series of outcomes and again the reason why I'm really

grateful for this discussion is I think that we have actually joined up on this after 2 years and I'm really grateful for that and the scrutiny that comes from that intervention is exactly what we need and what we require.

So, I think the reassurance Jonathan comes from the fact that we have already reshaped the Policing Plan to do this, the governance of the PSNI is very, very different. Before I arrived the Strategic Review was probably one of the most self-critical pieces of work I had ever seen in relation to where is cost and how can we spend it. I think the last 10 years as a Chief Constable working alongside private industry and I welcome private industry, my mentor is someone with an international company who has sat alongside me. I brought him to Leicestershire and the West Midlands external scrutiny from the private sector and many of the things I hope you'll see in terms of outcomes which I have had fantastic support and encouragement and ideas coming from the team are all about trying to introduce private sector efficiency and effectiveness into public sector practices that for everyone sitting round the table can be a frustrating thing because reshaping that is often very difficult for good reasons.

We are determined Chairperson and welcome the challenge, I do, I welcome everyone challenging us. We have to find £135m of the budget in the next 4 years and deliver better policing. I do hope the encouragement to you is the fact that when you look at the outcomes at the moment, which are catching up with some elsewhere, we've probably seen the most significant reductions in crime this year and higher detections across the whole piece than for a long time. I think that's a far better focus and better scrutiny. And as we go forward now to the planning day, you know something I would very much value is to feel the edge of why is this or why is that because I should feel that edge because if you want more policing we've got to be anything other than comfortable with where we are. But my reassurance is, this is exactly what we've done and why we have been at the front of reform and I think that is a very, very good place to be.

**Chairperson, Mr Brian Rea:**

Thank you all very much for your presence.