

NORTHERN IRELAND POLICING BOARD CORPORATE BUSINESS PLAN 2009-2010

End of Year Assessment

OBJECTIVE 1: POLICE PERFORMANCE

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

Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
1.1 Holding the Chief Constable to account for the exercise of his functions and those of his staff.	1.1.1 To hold at least 8 NIPB meetings in private during 2009/10, for the purpose of receiving a report from the Chief Constable.	S Hagen	Board	Achieved 12 NIPB meetings in private held during 2009/10, for the purpose of receiving a report from the Chief Constable.
	1.1.2 To arrange regular Committee meetings at which the Chief Constable and his senior team report and are held to account and to publish minutes of such meetings within agreed timescales.	S Hagen	All	Achieved Regular meetings were held during 2009/10 and the minutes were published via the Board's website in accordance with agreed timescales.
1.2 Monitoring the performance of the police in carrying out the general duty under Section 32 of the Police (Northern Ireland Act 2000).	1.2.1 To monitor performance against targets in Part 2 of the 2009-2012 Policing Plan through reports provided to the Board.	D Wilson	Board	Achieved Written reports detailing performance against Policing Plan targets provided for all Board meetings between July and December 2009 and February/March 2010. No reports in May and June 2009 due to the publication of the 2008/09 statistics.

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
1.3 Monitoring the performance of the police in complying with the Human Rights Act 1998.	1.3.1 To develop and publish the 2009 Human Rights Annual Report by 31 December 2009 and publish 2 additional thematic reports in 2009/10.	P Gilleece	Human Rights & Professional Standards	Partially Achieved The Human Rights Annual Report 2009 was published on 21 Jan 2010. The thematic report on Children & Young People is scheduled for publication in June. The LGBT thematic is progressing and will be published in the autumn. These thematic reports are additional output to last year's target of producing an annual report. Additional pressures that arose included the provision of advice on Operation Stafford; the commencement of a thematic inquiry on stop & search; and ongoing difficulties securing appropriate support for the human rights advisor.
	1.3.2 To monitor the PSNI compliance with the Human Rights Act 1998 including the implementation of recommendations in the Human Rights Annual Report within the agreed timescale.	P Gilleece	Human Rights & Professional Standards	Achieved The Human Rights Annual Report 2009 includes an assessment of the implementation status of outstanding recommendations made since 2005.

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
	1.3.3 To monitor and report on critical incidents and provide legal advice as required.	P Gilleece	Human Rights & Professional Standards	Achieved There have not been any critical incidents during the reporting period. Legal advice has been provided as and when required eg. Human Rights Advisor prepared advice in respect of the Chief Constable's decision to transfer Operation Stafford to the PSNI; and Advisor has taken forward a new thematic inquiry on stop & search.
1.4 Monitoring the Code of Ethics issued under Section 52 of the Police (Northern Ireland) Act 2000.	1.4.1 To monitor the PSNI compliance with the Code of Ethics with input from the Board's Human Rights Advisor, and publish in the Human Rights Annual Report.	P Gilleece	Human Rights & Professional Standards	Achieved This assessment was included in the Human Rights Annual Report 2009 published 21 January 2010.
1.5 Setting objectives and targets for policing and publishing these in an Annual Policing Plan.	1.5.1 To agree objectives, performance indicators and targets for policing and publish the 2010-2013 Policing Plan by 31 March 2010.	D Wilson	Corporate Policy, Planning & Performance	Achieved 2010-2013 Policing Plan published on 30 th March 2010.

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
1.6 Monitoring the performance of the police in delivering the Annual Policing Plan.	1.6.1 To monitor performance against targets in Part 2 of the 2009-2012 Policing Plan quarterly at the public sessions of Board meetings.	D Wilson	Board	Achieved Quarterly presentations on police performance given at the public sessions of the July & October 2009 and February 2010 Board meetings. Year end performance will be considered at the June 2010 Board meeting.
	1.6.2 To monitor performance against targets in Part 3 of the 2009-2012 Policing Plan as outlined in the monitoring framework (see also 1.8).	All	All	Achieved All reports received as scheduled in respect of Part 3 of the 2009-2012 Policing Plan to date and forwarded to Lead Officials.
1.7 Securing continuous improvement in the delivery of services by the PSNI.	1.7.1 To develop and publish the agreed approach to Continuous Improvement in PSNI for 2010/11 by 31 March 2010.	D Wilson	Resources & Improvement	Achieved 2010/11 PSNI Continuous Improvement Performance Plan published on 30 th March 2010 within Part 3 of the 2010-2013 Policing Plan.
	1.7.2 To ensure delivery of the 2009 / 2010 PSNI Continuous Improvement Strategy and review progress every 6 months.	D Wilson	Resources & Improvement	Achieved Update provided to Committee in August 2009 Committee meeting. End year update due in May 2010.
	1.7.3 To carry out the agreed post implementation review (PIR) programme to assess the implementation of recommendations contained in PSNI Best Value Reviews.	D Wilson	Resources & Improvement	Achieved Agreed PIR programme carried out by March 2010. Assessment to be presented in May 2010.

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
1.8 Monitoring the development and implementation of key policing strategies.	1.8.1 To monitor the implementation of the PSNI Information Systems Strategy every 6 months.	D Wilson	Resources & Improvement	Achieved 6 monthly NPIA Independent Validation Reports considered by the Committee in July and October 2009.
	1.8.2 To monitor the implementation of the PSNI Estate Strategy every 6 months.	D Wilson	Resources & Improvement	Achieved 6 monthly updates provided to the Committee in September 2009 and March 2010. Special Board meeting in August 2009 agreed to dispose of 26 stations.
	1.8.3 To monitor the implementation of the PSNI People Strategy every 6 months	D Donnelly	Human Resources	Achieved 6 monthly update on the PSNI People Strategy provided to the Committee in June 09 and December 2009. Final document endorsed by the Committee in March 2010.
	1.8.4 To monitor the implementation of the PSNI Training and Development Strategy every 6 months	D Donnelly	Human Resources	Achieved 6 monthly update on the PSNI Training Strategy provided to the Committee in September 09. Training and Development Strategy 2010/11 endorsed by the Committee in March 2010.

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
	1.8.5 To monitor the implementation of the PSNI Policing Shared Future Strategy (Including the Gender Action Plan) every 6 months	D Donnelly	Human Resources	Achieved 6 monthly update on the PSNI Policing a Shared Future Strategy (including the Gender Action Plan) provided to the Committee in May 09. Report considered by the Committee in March 2010. Board officials and Members represent the Board on the PSNI Diversity Strategic Steering Group, which meets quarterly and feedback is provided to the Committee on implementation of the above strategies.
	1.8.6 To revise and implement the framework for the monitoring of the PSNI Human Resources functions for 2009/10 by 31 March 2010	D Donnelly	Human Resources	Achieved The monitoring framework has been revised to take account of the changes in the People Strategy. A supporting evidence dashboard has been developed. Framework presented to Committee in March 2010.

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
	1.8.7 To monitor the implementation of the PSNI Policing with the Community Strategy, including Neighbourhood Policing, every 6 months	D Donnelly	Community Engagement	Achieved First 6 month report presented to CEC on 22/10/09. Second 6 month reports have been received from PSNI and will be presented to CEC on 27/05/10.
	1.8.8 To monitor the PSNI Financial Strategy through examination of monthly management accounts and monthly reports to committee.	S Hagen	Resources & Improvement	Achieved The PSNI monthly management accounting reports have been presented to each meeting of the Resources and Improvements Committee. Members have received verbal reports on the PSNI monthly management accounts from the SPNI Director of Finance and Support services at each of the meetings.
	1.8.9 To monitor the implementation of PSNI communications strategy every 6 months.	D Donnelly	Corporate Policy, Planning & Performance	Achieved Report presented to CPPPC on 18/7/09 and 10/12/09. Briefing to Committee by PSNI media director on 30/7/09 and 10/12/09.

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
1.9 Keeping informed as to trends and patterns in the number and types of crime committed in Northern Ireland	1.9.1 To keep informed about crime trends and patterns quarterly at the public session of Board meetings.	D Wilson	Board	Achieved Presentations on crime performance at the public sessions of the June, July and October 2009 and February 2010 Board meetings. Year end performance will be considered at the June 2010 Board meeting.
1.10 Keeping informed as to trends and patterns in police complaints	1.10.1 To keep informed about complaints against the police every 6 months, receiving quarterly statistics from OPONI and PSD and bi-annual formal reporting by OPONI and the Deputy Chief Constable.	P Gilleece	Human Rights & Professional Standards	Achieved The Police Ombudsman's Office and PSNI Professional Standards Department attended the HRPS Committee in October 2009 and March 2010.
	1.10.2 To advise and guide the Human Rights & Professional Standards Committee in dealing with complaints against the Board within 4 weeks of receipt.	P Gilleece	Human Rights & Professional Standards	Achieved There have not been any complaints registered during the reporting period. An update paper was considered by the HRPS Committee on 2 September 2009.

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OBJECTIVE 2: COMMUNITY ENGAGEMENT & CONFIDENCE

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

Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
2.1 Developing and delivering a strategy for gaining the co-operation of the public with the police in preventing crime.	2.1.1 To monitor the effectiveness of the Board's Community Engagement Strategy on a six monthly basis	D Jackson	Community Engagement	Achieved A work programme for implementing the Community Engagement Strategy has been agreed with the Committee and progress has been monitored by the Committee.
2.2 Supporting a DPP in each District Council area & assessing their effectiveness in performing their functions.	2.2.1 To maintain and support DPPs in carrying out their statutory functions through agreed programmes of work and in line with agreed timescales	All	Community Engagement	Achieved Training advice and guidance provided, statistical analysis and survey information provided. DPPs in 3 Districts have participated in PSNI Hydra Minerva Training during 09/10. Performance appraisal training for DPP Vice Chairs was held in June 2009. DPP Briefings were held in June and September 2009. DPP Chairs Forum was held in March 2010. A programme of meetings between CEC and DPPs was delivered to provide support to DPPs.

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
	2.2.2 To deliver the DPP development programme (funded by IFI) in accordance with the agreed revised programme by 30 October 2009.	D Jackson	Community Engagement	Achieved This project has been completed, the project Report has been considered by the Board and forwarded to IFI.
	2.2.3 To assess and report on the effectiveness of DPPs every 6 months	D Donnelly	Community Engagement	Achieved Reports presented to CEC on 27/08/09, 26/11/09 and 25/02/10.
2.3 Ensuring the development and implementation of a Communications Strategy which will enhance the understanding of the public and inform them of the Board's work.	2.3.1 To develop and deliver a programme of work in support of the agreed communications strategy including advertising, events management, production of publications and media relations by 31 March 2010.	D Donnelly	Corporate Policy Planning & Performance	Achieved Report presented to CPPPC meeting on 18/6/09 and 19/11/09. .
2.4 Monitoring the effectiveness of the NIPB communication strategy.	2.4.1 To monitor the delivery of the Board's communications strategy every 6 months	D Donnelly	Corporate Policy Planning & Performance	Achieved Report presented to CPPPC meeting on 18/6/09 and 19/11/09
2.5 Assessing the level of public awareness and satisfaction with the performance of the police, NIPB and DPPs.	2.5.1 To commission and publish at least 2 public surveys per annum and publish the results of all public surveys and research within 2 months of receiving data.	D Wilson	Corporate Policy, Planning & Performance	Achieved April 2009 Omnibus survey results received 3 June and published on 1 July 2009. October 2009 Omnibus survey results received on 27 October and published on 15 December 2009.

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
2.6 Holding meetings in public each year to receive reports on policing from the Chief Constable.	2.6.1 To hold at least 8 NIPB meetings in public during 2009/2010, for the purpose of receiving a report from the Chief Constable	S Hagen	Corporate Policy, Planning & Performance	Achieved 10 NIPB meetings in public held in 2009/2010, for the purpose of receiving a report from the Chief Constable.
	2.6.2 To hold two public meetings per year for the purpose of the Policing Board engaging with the public	D Jackson	Community Engagement	Achieved An Irish language outreach event was held in Belfast in October 2009, a general outreach event was held in Ballymena in November 2009 and a further one was held in Enniskillen in January 2010.
2.7 Maintaining community oversight of police custody and recruitment arrangements through the Independent Custody Visiting Scheme and the Independent Community Observer Scheme.	2.7.1 To deliver all aspects of the operation of the schemes and report quarterly on Custody Visitors and bi-annually on Community Observers.	D Wilson	Human Rights & Professional Standards / Human Resources	Achieved Quarterly reports on the ICV Scheme presented at the August /October 2009 and February 2010 HR&PS Committee meetings. Year end reports will be presented to the June 2010 HR&PS Committee 6 monthly reports on the ICO Scheme considered at the November 2009 and May 2010 HR Committee meetings.

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
2.8 Considering external inspection reports on the PSNI.	2.8.1 To refer to committee and monitor PSNI implementation of recommendations from external inspection reports: CJINI HMIC	ALL (D Wilson to co-ordinate) (P Gilleece to co-ordinate)	ALL	Achieved The following CJINI Reports have been considered by the relevant Committee; Policing with the Community (April and November 2009, the Impact of S75 of the NI Act 1998 on the CJS (June 2009) and Police Custody (June 2009). The following Follow-up Reports also considered – Handling Volume Crime and the Use of Police Bail (September 09) and Scientific Support Services in PSNI (October 09). The following reports referred to committee to be considered in May 2010 – The Use of Consultants by the CJS (CPPPC), PSNI Training Strategy (HRC) and the Enforcement of Fines (CPPPC).
2.9 Monitoring the Implementation of the outstanding Patten Recommendations.	2.9.1 To publish a progress report on the outstanding Patten recommendations by 30 June 2009	P Gilleece	Corporate Policy, Planning & Performance	Achieved A progress report was considered by the Corporate Policy, Planning and Performance Committee on 18 June 2009.

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
	2.9.2 To provide updates on progress of outstanding Patten recommendations every 6 months.	P Gilleece	Corporate Policy, Planning & Performance	Achieved A progress report was considered by the Corporate Policy, Planning and Performance Committee on 18 June 2009 and a paper on monitoring the outstanding Patten recommendations was brought to HRPS in September 2009. A final report will be delivered in June 2010.

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OBJECTIVE 3: SERVICE DELIVERY

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

Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
3.1 Reviewing and approving financial estimates and budgets for the police and holding the police to account for their spending.	3.1.1 To review and approve the PSNI's financial estimate for the 2010/2011 financial year by 31 December 2009	S Hagen	Resources & Improvement	Partially Achieved The PSNI financial plan for 2010/11 was considered by the Resources and Improvements Committee in January 2010 and following further work was approved by the Committee in March 2010. The target date was not met as there was a requirement to further consider the reduction in police staff numbers included in the plan and the impact this may have on service delivery for PSNI.
	3.1.2 To scrutinise the PSNI's 2008/09 Annual financial expenditure against budget by 31 July 2009	S Hagen	Resources & Improvement	Achieved Final accounts for the 2008/09 financial year relating to PSNI were presented and approved by the Resources and Improvement Committee.

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
3.2 Securing adequate resources for the police and the Board; scrutinising expenditure and ensuring that the police operate within the financial approvals and baselines set by the NIO.	3.2.1 Secure adequate resources throughout the year by negotiating budget changes with NIO, through the In Year Monitoring Rounds.	S Hagen	Resources & Improvement	Achieved Adequate resources have been secured throughout the year by negotiating budget changes with NIO and through the In Year Monitoring Rounds. PSNI year end estimate is underspend of £21m, and the Board has underspend of £0.45m.
	3.2.2 Review the PSNI's monthly Management Accounts and report results.	S Hagen	Resources & Improvement	Achieved The PSNI monthly management accounting reports have been reviewed and presented to each meeting of the Resources and Improvements Committee
	3.2.3 Prepare monthly Management Accounts for the Board and monitor financial results against target	S Hagen	Resources & Improvement	Achieved The Boards monthly management accounts have been prepared and reported to committee for the year 2009/10
3.3 Appointing, dismissing and dealing with complaints against senior police officers / senior police staff.	3.3.1 To appoint senior police officers within 5 months of being made aware of the vacancy.	S Hagen	Corporate Policy, Planning & Performance	Achieved The Chief Constable, Deputy Chief Constable and Assistant Chief Constables positions have all been completed within 5 months of vacancy arising.
	3.3.2 To refer all complaints and recommendations for dismissal to committee within 1 month of receipt	S Hagen	Corporate Policy, Planning & Performance	No Referrals arising.

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3.4 Securing continuous improvement in the delivery of services by the Board.	3.4.1 To agree and publish the agreed approach to Continuous Improvement in the Board for 2010/2011 by 31 March 2010	D Wilson	Resources & Improvement	Achieved The Board's approach to Continuous Improvement was approved by R&I in February 2010.
	3.4.2 To ensure delivery of the 2009 / 2010 Policing Board Continuous Improvement programme, reporting to committee every 6 months.	D Wilson	Resources & Improvement	Achieved 6 monthly update considered by the Committee in November 2009 with year end report due in May 2010.
	3.4.3 To carry out the agreed post implementation review programme to assess the implementation of recommendations contained in NIPB Best Value Reviews	D Wilson	Resources & Improvement	Achieved Agreed PIR programme carried out – to be reported to R&I in May 2010.
3.5 Ensuring the discharge of the Board's responsibilities as owner of the police estate.	3.5.1 To discharge the NIPB's legal responsibilities as owner of the police estate within four weeks of receiving requests	D Wilson		Achieved All such requests discharged within 4 weeks and reported regularly to the Committee.
3.6 Administering injury on duty and medical retirement pension applications from serving and ex police officers.	3.6.1 To manage the Board's contract for medical assessments through monthly meetings with the selected medical practitioner and regular reports to the Human Resources Committee.	S Hagen	Human Resources	Achieved Contract meetings with the SMP are maintained and minuted. Reports are also submitted to the Board's Human Resources Committee

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
	3.6.2 To process the applications for pension dependent awards in accordance with the relevant legislation and to refer medical pension and injury on duty decisions made by the SMP, which have been appealed to the NIO.	S Hagen	Human Resources	Achieved All applications have been processed in accordance with targets and in accordance with legislation. All current legislation and NIO/PNB circulars have been applied to all aspects of the work. Appeals continue to be referred to the NIO.
3.7 Performing pension administrator duties in respect of the Police Officer Pension Scheme.	3.7.1 To perform the Board's role as pension administrator for the Police Officers' Pension Scheme in line with relevant legislation and statutory body notifications.	S Hagen	Resources & Improvement	Achieved There have been not complaints received and no HMRC fines issued in relation to the Police Officers Pension Scheme.
3.8 Developing and integrating effective Corporate Governance and Risk Management procedures into the functions of the Board covering objectives 1, 2 and 3.	3.8.1 To keep under review and update where necessary corporate governance and risk management procedures in line with Internal Audit Report recommendations reporting quarterly to the Committee	D Wilson	Audit and Risk Management	Achieved Procedures reviewed and updated where necessary, at Committee meetings in June, September and December 2009 and March 2010.
	3.8.2 To monitor the delivery of the Annual Business Plan 2009/2010, reporting to committee 6 monthly.	D Wilson	Corporate Policy, Planning & Performance	Achieved 6 monthly update considered by the Committee in October 2009. End year assessment to be considered in May 2010.

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
	3.8.3 To develop the Corporate Business Plan 2010/2011 by 31 March 2010.	All (D Wilson to co-ordinate)	Corporate Policy, Planning & Performance	Achieved 2010/11 NIPB Corporate Business Plan approved by CPPPC in March 2010 and published on Board website on 22 March 2010.
3.9 Fully meeting the Board's statutory obligations as a public body and employer.	3.9.1 To publish an Annual Report by 30 September 2009.	D Donnelly	Corporate Policy Planning & Performance	Achieved Laid in the House of Commons on 15/7/09. Published by the Board 16/7/09
	3.9.2 To prepare the Policing Board Annual Financial Statements and Remuneration Report to be included in the Annual Report and Accounts. To be produced in line with the NIO timetable to have the Report and Accounts laid before Parliament before the summer recess	S Hagen	Resources & Improvement	Achieved The Boards annual financial statements and remuneration report was included in the Annual Report and Accounts laid in the House of Commons on 15/7/09 and published by the Board on 16/7/09.
	3.9.3 Ensure the PSNI has adequate funds to pay staff and suppliers by organising the transfer of funds from NIO. All PSNI requests for cash to be processed within two days of the request being received by the Board.	S Hagen	Resources & Improvement	Achieved Adequate resources have been secured throughout the year to pay staff and suppliers by organising the transfer of funds from NIO. All PSNI requests for cash to be processed within two days of the request being received by the Board.

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
	3.9.4 To achieve compliance with the introduction of International Financial Reporting Standards within the timeframe set by the NIO	S Hagen	Resources & Improvement	Achieved We have now achieved compliance with the introduction of International Financial Reporting Standards within the timeframe set by the NIO. The NIAO has audited and approved the work undertaken.
	3.9.5 To process all requests for Information under the Freedom of Information Act, Environmental Information Regulations, and the Data Protection Act within the set time limits, and produce the NIPB Equality Annual Progress Report in line with the target date set by the Equality Commission.	S Hagen	Corporate Policy, Planning & Performance	Achieved. All requests for information have been dealt with within the set time limits. The Board's Equality Annual Progress Report 2008-2009 was completed and submitted to the Equality Commission prior to the required date.
	3.9.6 To take the necessary actions to prepare the Board for its IIP review in May 2009.	Chief Executive	Corporate Policy, Planning & Performance	Achieved The IIP review was carried out in December 2009 and a further review was agreed for April 2010. The Board has retained its status as an Investor in People.

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
	3.9.7 To provide the Board on an ongoing basis with a Human Resources service which is compliant with legislation, best practice and within agreed timeframes.	S Hagen	Corporate Policy, Planning & Performance	Achieved HR Branch has provided the board with an effective HR service in compliance with legislation, codes of practice and in a timely fashion.
	3.9.8 To implement the outstanding Releases for HR Connect in a reasonable time following their release from HR Connect.	S Hagen	Corporate Policy, Planning & Performance	Achieved All releases have been implemented.
	3.9.9 Corporate, team and individual development including Board Members to be completed in line with the Board's priorities and budgets by 31 March 2010.	All	All	Achieved A wide range of training and development opportunities have been undertaken by Officials and Members in line with priorities and budgets. A new Training and Development strategy in line with the NICS 2010 -2013 strategy and Board priorities and budgets will take place in 2010/2011.
	3.9.10 Undertake the Board's statutory responsibilities in relation to Police Officer's Pay, conditions of service and pensions, through attendance at and contributions to the Police Negotiating Board.	S Hagen	Human Resources	Achieved Regular attendance at PNB meetings and working groups ensures that the specific needs of PSNI in relation to pay, conditions of service and pension are part of the decision making process.

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Performance Indicator	Target	Responsible Director	Accountable Committee	Progress Towards Achievement
	3.9.11 To make arrangements for police appeals against conduct hearing sanctions to be processed in accordance with most recent regulations, including legislative timescales.	S Hagen	Corporate Policy, Planning & Performance	Achieved Police Appeals Tribunals were arranged and processed in accordance with regulations.
	3.9.12 To maintain a Register of Interests of Board Members and to update the register on a 6 monthly basis.	S Hagen	Corporate Policy, Planning & Performance	Achieved Register compiled and published in August 2009, updated and republished in February 2010.