



THE NORTHERN IRELAND POLICING BOARD
**ANNUAL REPORT AND
STATEMENT OF ACCOUNTS**

FOR THE PERIOD 1 APRIL 2004 - 31 MARCH 2005



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

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

Ordered by the House of Commons to be printed 19 December 2005

THE NORTHERN IRELAND POLICING BOARD

Our corporate vision

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

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CHAIRMAN'S FOREWORD



Professor Sir Desmond Rea
Chairman Northern Ireland Policing Board

I am pleased to present this fourth Annual Report on the role and work of the Northern Ireland Policing Board for the period of 1st April 2004 to 31st March 2005.

The Board is responsible, on behalf of the whole community of Northern Ireland, for holding the Chief Constable to account for the delivery of an effective, efficient and impartial policing service. More than that - it is the Board's role to support PSNI towards the end of effective and efficient policing, and to gain the support of the public in the prevention of crime.

Each year, the Board negotiates policing priorities with the PSNI, and sets stretching targets for crime reduction and crime detection. Details of these priorities and targets are set out in detail in the Policing Plan. Copies of the latest Policing Plan are freely available on request, or can be downloaded from the Board's website at www.nipolicingboard.org.uk Where the Policing Plan looks forward, this Annual Report instead looks back at the work of the Board over the last twelve months, working with PSNI and holding them to account for the delivery of these policing priorities.

Policing is something that affects every individual, in every community, in all parts of Northern Ireland. The Board is fully committed to ensuring that it reflects this variety of experiences and perceptions. At a local level, the Board does this by supporting the work of District Policing Partnerships (DPPs). I am pleased to report, that during the last year, there are now DPPs in place for every part of Northern Ireland - one per District Council area. I would thank each and every person involved with DPPs for their dedication and commitment - and congratulate them on their successes in monitoring policing at a local level, and engaging with their local communities.

During the year, the Board has endorsed major strategies covering key parts of the PSNI's activities - including Human Resources; Estates; and Information Systems. Through the work of the Board and its Committees policing is being improved for the benefit of the whole community. For the second year running a further decrease in crime levels in Northern Ireland means that Northern Ireland is still one of the safest places to live in and we all have a role to play in supporting the police in their work.

Whilst the majority of issues dealt with by the Policing Board do not attract much public interest, some do; indeed a few are controversial - such as in the last year supporting the reduction in numbers of Full Time Reserve officers, or supporting the introduction of a new impact round. As Chairman I can assure you that the debates amongst our 19 Board members on such issues are rigorous, and are informed by detailed background information.

Policing in Northern Ireland is a political issue unlike anywhere else in Europe, making the headlines on a daily basis. The Board contains ten politicians, sitting alongside nine independent members. The politicians bring with them their electoral mandate, and the independent members their sense of objectivity. Together, as a Board, we have remained ruthlessly focused on concentrating on the key policing priorities, and not allowed ourselves to become distracted by or involved in wider political negotiations.

I hope that you will find that this Annual Report offers an interesting insight into the Board's work over the last year. If you would like further detail or information, contact details and lists of specific publications are mentioned throughout - with most of this information also freely available on our website. You are also very welcome to come along and attend one of the Board's regular meetings in public, to see the Board in action holding the PSNI to account through the Chief Constable.

As well as working closely with the PSNI, the Board liaises closely with the Northern Ireland Office (of which the Board is a non-departmental public body), the Police Ombudsman, Her Majesty's Inspectorate of Constabulary, the Chief Inspector of Criminal Justice, and a range of other statutory and voluntary bodies, and I am grateful to all concerned for their constructive contribution to the Board's work.

I would end my introduction with some specific words of thanks - to my Vice Chairman and all the other Board members for their active engagement and dedication, to the Board staff for their professionalism and support, and to the Chief Constable and the PSNI for their active co-operation.

CHIEF EXECUTIVE'S FOREWORD



Trevor Reaney
Chief Executive Northern Ireland Policing Board

I am pleased to support the Chairman in presenting this Annual Report - covering my first full year as Chief Executive of the Policing Board, since joining in January 2004.

The role of the Board's staff team, which I lead, is to support our 19 members in their statutory duties, holding the Chief Constable to account; supporting the PSNI in delivering an effective, efficient and impartial policing service; and, in gaining the support of the public in the prevention of crime. I am privileged in this respect to lead a team of around 60 hard-working, dedicated and skilled staff, fully committed to delivering a professional, impartial and objective service in support of our Board members' roles - and I thank them all for it.

This Annual Report includes sections detailing the work of our various staffing branches, as well as the work of the Board members themselves. Although inevitably there are many references to the work of the PSNI in the pages that follow,

I hope that this document gives the reader a clear idea of the work undertaken and the value added by the Board.

One of my statutory duties as the Board's Accounting Officer is to ensure financial probity within the organisation. I am therefore pleased to include in this report a full and audited Statement of Accounts.

The priorities for the Board are established each year in our Corporate Plan, and in the following pages, we lay out details of the significant achievements in hitting these targets.

As the Board agrees ever-tougher and more challenging targets for the PSNI, we too are committed in our own work to demonstrating continuous improvement. Details of our work in this respect, and of the values that underpin our approach are also set out in the pages that follow.

I hope that you will find this report of real interest.

MEMBERSHIP OF THE NORTHERN IRELAND POLICING BOARD

The Northern Ireland Policing Board was established on 4th November 2001 and is responsible for overseeing policing in Northern Ireland.

The Board has 19 Members in total. Nine of these are independent members appointed by the Secretary of State from the community following public advertisement and competition and the other ten are political members originally appointed on the basis of their party's electoral strength in the 1999 Assembly Elections, as nominated by their respective parties.

The numbers of these political members from each party are decided on a proportional basis under the d'Hondt system, which was in operation for the Assembly. As Sinn Fein have not taken up the two seats on the Policing Board to which

they would be entitled on this basis, they have been redistributed to the other parties, again on the proportional d'Hondt system basis.

Following suspension of the Assembly in October 2002, the Secretary of State appointed these ten political members on the same basis, but as independent members, so as to enable the Board to continue its work on behalf of the community.

The serving Board's term of office was due to expire in October 2005 but at the time of writing this report, the Secretary of State announced a 'roll over' which means that existing members will be invited to continue to serve up until October 2006 (unless events allow for an earlier full reconstitution).



Alex Attwood MLA

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

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

Register of Interests

Directorships: None

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

Clients: None

Land and Property: None

Shareholdings: None

Unremunerated Interests: Trustee, John Hume Trust

Membership of Organisations: None.



Viscount Brookeborough DL

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

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

Register of Interests

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

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

Clients: Various

Land and Property: Colebrooke Estate - 1000 acres - Fermanagh

Shareholdings: Basil Trust Corporation (Jersey)

Unremunerated Interests: Member of the House of Lords

Membership of Organisations: Orange Order, Ulster Unionist Party, various charities.



Denis Bradley

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

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

Register of Interests

Directorships: Northlands Films - Television Production

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

Clients: None

Land and Property: Residential

Shareholdings: None

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

Membership of Organisations: None.



Joe Byrne

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

Mr Byrne was elected to Omagh District Council in 1993 and served as Chairman in 1997. He was elected to the Northern Ireland Forum for Political Dialogue in 1996; became a member of the new Northern Ireland Assembly in 1998, and served until the last election in 2003.

Register of Interests

Directorships: Maryland Investment Properties Ltd.

Remunerated Employment, Office, Profession etc: None

Clients: None

Land and Property: Residential and commercial property

Shareholdings: Maryland Investment Properties Ltd.

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

Membership of Organisations: None.



Fred Cobain MLA

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

He was elected to Belfast City Council in 1985. He served as Lord Mayor in 1990 and has been a member of the Northern Ireland Assembly since 1998.

Register of Interests

Directorships: None

Remunerated Employment, Office, Profession etc: Member Legislative Assembly

Clients: None

Land and Property: None

Shareholdings: None

Unremunerated Interests: None

Membership of Organisations: Loyal Orange Institution.



Brian Dougherty

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

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

Register of Interests

Directorships: None

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

Clients: None

Land and Property: Residential property, landlord of property lease, co-owner of Clooney Foodstores Waterside

Shareholdings: None

Unremunerated Interests: Community Development representative on the Northern Ireland Civic Forum, Secretary of Northern Ireland Cricket Association, Chair of Waterside Area Partnership, Foyle Downs Syndrome Trust, TRIAX Secretary, Chair of West Bank Initiative, Member of Waterside Neighbourhood Renewal Board

Membership of Organisations: None.



Sam Foster C.B.E, FIRSO(Hon)

Sam Foster was an Ulster Unionist Party Assembly Member who held the Fermanagh and South Tyrone seat 1998 - 2003 and was Minister of Environment - 1999 - 2002.

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

Register of Interests

Directorships: None

Remunerated Employment, Office, Profession etc: None

Clients: None

Land and Property: None

Shareholdings: None

Unremunerated Interests: Honorary President Lisbellaw Credit Union Limited

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



Barry Gilligan

Barry Gilligan lives in Belfast where he runs his own consultancy and property company.

He has a degree in Economics and is a Fellow of the Institute of Chartered Accountants in Ireland. He is Chairman of the Colin Glen Trust and Chairman of Groundwork Northern Ireland.

Register of Interests

Directorships: Cobra Estates Ltd, Crumlin Road Courthouse Ltd., Ravella Properties Ltd., Atane Ltd, Kilmaine Properties Ltd.

Remunerated Employment, Office, Profession etc: Cobra Estates Ltd.

Clients: Various

Land and Property: Commercial investment and development properties

Shareholdings: None

Unremunerated Interests: None

Membership of Organisations: None.



William Hay MLA

Donegal-born William Hay is the Democratic Unionist Party MLA for Foyle.

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

Register of Interests

Directorships: None

Remunerated Employment, Office, Profession etc: Member Legislative Assembly, Member Derry City Council, Londonderry Harbour Board Member

Clients: None

Land and Property: Residential

Shareholdings: None

Unremunerated Interests: None

Membership of Organisations: Orange Order, Apprentice Boys of Derry, Royal Black Institution.



Tom Kelly

Tom Kelly lives in South Down.

He has an Honours Degree in Communication with a Post Graduate Certificate in Marketing. He is Managing Director of a Public Relations Company and is Chairman of the Newry Town Centre Partnership. He was formerly a Parliamentary Assistant and is an Ex-Director of the Social Democratic Group.

Register of Interests

Directorships: Stakeholder Communications Ltd.

Remunerated Employment, Office, Profession etc: Stakeholder Communications Ltd.

Clients: Various

Land and Property: Residential

Shareholdings: Stakeholder Events Ltd; Stakeholder Media, Stakeholder Communications Ltd.

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

Membership of Organisations: Member - Institute of Public Relations (MIPR), Member. - Marketing Institute of Ireland.



Lord Kilclooney MLA

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

He lives in Armagh and was educated at the Royal School in Armagh and later at Queen's University, Belfast. The former MP is a company director and chairman of the Alpha Newspaper Group. He was deputy leader of the Ulster Unionist Party from 1995 - 2001 and was a member of the Parliamentary Assembly of the Council of Europe from 1997 - 2005. He is a former M.E.P for Northern Ireland.

Register of Interests

Directorships: Tontine Rooms Holdings Co Ltd (newspaper publishing) West Ulster Estates Limited (property management)

Remunerated Employment, Office, Profession etc: None

Clients: None

Land and Property: Residential, Retail

Shareholdings: Tontine Rooms Holdings Company Limited. West Ulster Estates Limited

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

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



Alan McFarland MLA

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

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

Register of Interests

Directorships: None

Remunerated Employment, Office, Profession etc: Member Legislative Assembly

Clients: None

Land and Property: Residential

Shareholdings: None

Unremunerated Interests: Trustee the Somme Association; Member the Somme Heritage Centre Management Committee

Membership of Organisations: Chartered Management Institute, Institute of Management Services, Royal British Legion, MENSA.



Pauline McCabe

Mrs Pauline McCabe lives in South Down.

She is a self-employed Training and Business Consultant with a Masters Degree in Personnel Management and is a Chartered Fellow of the Institute of Personnel and Development. She is a Trustee of the Training Trust and also has links with Newry Hospice.

Register of Interests

Directorships: Diversition GB Ltd, Osborne Properties Ltd, D & P McCabe Ltd.

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

Clients: Professional

Land and Property: Residential

Shareholdings: Diversition GB Ltd, Osborne Properties Ltd, D&P McCabe Ltd.

Unremunerated Interests: Director of D & P McCabe and a Trustee of Training Trust

Membership of Organisations: None.



Eddie McGrady MP, FCA

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

He was born in Downpatrick and educated at the town's St Patrick's Grammar. A chartered accountant by profession, he entered politics in 1961 as a member of Downpatrick Urban District Council. Mr McGrady was the first Chairman of the SDLP in 1970. A member of Down District Council between 1973 and 1989, he was Chairman on several occasions. He was elected to the Assembly in 1973, the New Ireland Forum in 1984 and the New Northern Ireland Assembly from 1998 - 2003.

Register of Interests

Directorships: None

Remunerated Employment, Office, Profession etc: Member of Parliament

Clients: None

Land and Property: Residential

Shareholdings: None

Unremunerated Interests: None

Membership of Organisations: Social Democratic and Labour party (SDLP).



Rosaleen Moore

Mrs Rosaleen Moore lives in Newry.

She is a Social Worker by profession and until her recent retirement was Director of Mental Health and Disability Services in Craigavon and Banbridge Health and Social Services Trust. She has recently been appointed to the Board of Praxis Northern Ireland, a Mental Health Charity and retains an interest in this area in a voluntary capacity.

Register of Interests

Directorships: None

Remunerated Employment, Office, Profession etc: None

Clients: None

Land and Property: None

Shareholdings: None

Unremunerated Interests: None

Membership of Organisations: None.



Ian Paisley Jnr MLA

Ian Paisley Jnr is the Democratic Unionist Party justice spokesman and Assembly Member for North Antrim.

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

Register of Interests

Directorships: The New Protestant Telegraph, Assembly Business Trust.

Remunerated Employment, Office, Profession etc: Member Legislative Assembly, PA to Rev. Dr Ian Paisley, MP.

Clients: None

Land and Property: Residential

Shareholdings: None

Unremunerated Interests: None

Membership of Organisations: National Trust, British Motorcycle Federation, Motorcycle Action Group.



Professor Sir Desmond Rea

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

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

Register of Interests

Directorships: JIGSA Group (Non-Executive Director) Ivy Wood properties (October 2004 - February 2005)

Remunerated Employment: Editor of the quarterly First Trust Bank's Economic Outlook and Business Review.

Paid Advisory Roles : Foreman Consultants, Interfrigo Ltd, Dr Alister Hanna

Clients: None

Land and Property: Residential

Shareholdings: Various small holdings - three of local interest BT, Viridian and Hanna World Fund

Unremunerated Interests: None

Membership of Organisations: None.



Sammy Wilson MLA

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

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

Register of Interests

Directorships: None

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

Clients: None

Land and Property: Residential

Shareholdings: None

Unremunerated Interests: None

Membership of Organisations: None



Suneil Sharma

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

He is Managing Director of the Befab Group and a former Commissioner with the Commission for Racial Equality Northern Ireland. He was a founding member of the Northern Ireland Council for Ethnic Minorities and is currently a Director of Preparing For Post Conflict Trust, which is involved in conflict management and community development through political development, education, training and rehabilitation of groups and individuals in society. The Trust works closely with Local Government and other Statutory Bodies. The group also works with international partners involved with conflict management in the Middle East and South Africa. He has had an active interest in Equality and Human Rights issues for a number of years.

Register of Interests

Directorships: Varsity Estates, I.S. Investment Ltd, Rochester Property Developments Ltd.

Remunerated Employment: I.S. Investments Ltd.

Clients: None

Land and Property: Residential

Shareholdings: Varsity Estates Ltd-99% of Equity; Rochester Property Developments is a subsidiary of Varsity; I.S. Investments owns 50% of the Equity; Befab Ltd - Befab

Unremunerated Interests: None

Membership of Organisations: None.

THE POLICING BOARD AS AN ORGANISATION

The Role and Work of the Northern Ireland Policing Board

The Northern Ireland Policing Board is now well into its fourth year of operation overseeing the Police Service of Northern Ireland. The past 3 years has seen significant changes to the policing architecture of Northern Ireland and the delivery of a major change programme within the PSNI in a short space of time.

Progress Against Corporate Objectives

The Board's strategic direction and work programme flows from its Corporate Plan. The term of the first three year Corporate Plan ended on 31 March 2005. The Plan was drawn up at the start of the Board's life and set out the Vision, Objectives and Targets for the Board in a period when change was being driven through all aspects of policing in Northern Ireland.

Corporate Objectives 1st April 2002-31 March 2005

Corporate Objective 1: To secure the maintenance of an effective, efficient and impartial police service and to hold the Chief Constable and the PSNI publicly to account for the performance of their function.

Corporate Objective 2: To promote the concept of community policing.

Corporate Objective 3: To promote the principles of Human Rights, equality of opportunity and good relations in all that we do and hold the PSNI similarly to account.

Corporate Objective 4: To implement the Management of Change programme.

Corporate Objective 5: To appoint senior officers and civilian employees in line with all employment and equality legislation and where appropriate call on these officers / employees to retire.

Corporate Objective 6: To increase public awareness about the role and responsibility of the Northern Ireland Policing Board and the importance of police accountability.

Corporate Objective 7: To create an environment of continuous improvement in which staff and Board Members are provided with the necessary skills and competencies to perform their respective roles and in which they feel that their contribution is valued.

Corporate Objective 8: To secure adequate resources to fund the service provided by the Policing Board and manage

these in line with the Police (Northern Ireland) Act 2000 and the NIO Management Statement and conditions of grant.

Corporate Objective 9: To secure an adequate grant for police purposes and to ensure that the Chief Constable manages this grant in an appropriate manner.

Corporate Objective 10: To secure continuous improvement in the way in which the Board functions and those of the Chief Constable are exercised.

The ten Corporate Objectives initially set have been closely monitored over the life of the plan, and the organisation's work has been focused on achieving targets in all areas. In delivering the objectives and targets in the first Corporate Plan, the Board has been committed to meeting the statutory responsibilities set for it and to ensure that the core values grounded in the plan were fully integrated into every aspect of its work.

Core Values

Accessibility

The Northern Ireland Policing Board will be accessible to the Northern Ireland community. It will ensure that at least eight meetings are held each year with the Chief Constable. These will be open to the public. Details of these meetings will be published in the local press in advance, with minutes subsequently being placed on the Board website.

Accountability

The Northern Ireland Policing Board is accountable to the people of Northern Ireland. It will measure public satisfaction with work undertaken on an annual basis, as well as reporting performance achieved against targets set in the Annual Policing Plan.

Responsiveness

The Northern Ireland Policing Board will be responsive to community views regarding policing matters. It will regularly assess public opinion on the adequacy of policing services being provided, and through the operation of District Policing Partnerships will ensure that community priorities are reflected in the Annual Policing Plan.

Objectivity and Independence

The Northern Ireland Policing Board acts independently of the PSNI and Government. In its monitoring of policing matters, the Board will be independent and objective.

Impartiality

The Northern Ireland Policing Board will undertake its duties in a way that is free from any bias.

Integrity

The Northern Ireland Policing Board will act with integrity in all of its dealings with the PSNI, other Government agencies and the general public.

Partnership

The Northern Ireland Policing Board will foster the development of partnership arrangements with the PSNI, police and civilian staff associations, other statutory and voluntary agencies and with the community. It will actively seek community views on the effectiveness and efficiency of the PSNI, the operation of the Board and DPPs.

Mutual Respect

The Northern Ireland Policing Board will ensure that in all of its dealings with the PSNI, other statutory and voluntary agencies and the community that it shows respect for the individuals concerned.

Equality/Human Rights

The Northern Ireland Policing Board will ensure that it complies with all aspects of equality legislation and the Human Rights Act 1998. In addition, it will monitor compliance by the PSNI with the above legislation.

Team Working

The Northern Ireland Policing Board will encourage members and staff to work together as a team to secure

an effective and efficient Police Service on behalf of the Northern Ireland community.

A detailed report of the achievement against the Corporate objectives is contained at Appendix 1 and throughout this report you will find more information on how the Board has been working to deliver on goals set.

2005 - 2008 Corporate Plan

The 2002-2005 Corporate Plan served the organisation well and during the last year the Board has developed and published a new Corporate Plan for the period 2005-2008. When drawing up the work programme for the next 3 years, considerable thought was given to lessons learnt in the early life of the Board which may have bearing on future work, the many new challenges ahead and issues likely to have a major impact on policing. In developing the plan the Board has taken the opportunity to critically examine and assess all areas of its work to make sure that the processes, practices and organisational structure will allow the Board's statutory responsibilities to be fully delivered.

A copy of the 2005 - 2008 Corporate Plan can be found on our website at www.nipolicingboard.or.uk

NORTHERN IRELAND POLICING BOARD ORGANISATIONAL CHART



Staffing the Board

The Board and its Members are supported by a team of around 60 permanent staff led by Chief Executive Trevor Reaney. To facilitate the work of the Board itself, the organisation is made up of a number of Directorates and branches. The names of the senior officials who head up each Directorate are set out below along with key roles and branch responsibilities.

Trevor Reaney, Chief Executive

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

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

Sinead Simpson, Director of Policy

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

Peter Holt, Director of Communications

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

Working closely with the press and broadcast media, the office is also responsible for developing and managing the Board's website, and supporting internal communications - including launching an intranet service in the last twelve months.

Sam Hagen, Director of Corporate Services

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

David Wilson, Director of Planning

David Wilson is responsible for three Branches within the Northern Ireland Policing Board structure - Statistics and Research, Service Monitoring and Audit and Best Value. He is responsible, amongst other things, for the development of the Annual Policing Plan, overseeing the implementation of the Best Value Review Programmes for both the PSNI and the Board, for the delivery of a statistical and research service to the Policing Board and District Policing Partnerships and for overseeing the implementation of the PSNI IS Strategy.

David Jackson, Director of Community Affairs

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

Staffing Composition of the Policing Board

The Policing Board acknowledges that its staffing complement is not fully representative of the community*. In its recruitment of new staff the Board is committed to equality of opportunity in employment and welcomes applications from all suitably qualified candidates irrespective of religious belief, gender, disability, race, political opinion, marital status, sexual orientation or whether or not they have dependents. As Roman Catholics are currently under-represented within the management grades of the Policing Board, applications from Roman Catholics are particularly welcomed but all appointments are made strictly on merit.

Training and Investors in People.

The Board is a recognised Investors in People organisation and has continued to develop its business planning, people development, communications and evaluation processes since it last successfully completed an IIP review in 2002. The Board is always keen to get feedback from its' staff and regularly runs a Staff Attitudes Survey with the last one completed in June 2004. From this the Board has given increased focus to the improvement of its' communications, training, performance management processes and staff welfare initiatives.

NIPB STAFFING STATISTICS AT 01 APRIL 04 AND 01 APRIL 05

	Gender		Community Background					
	M	F	Protestant		Roman Catholic		Non-Determined	
			M	F	M	F	M	F
01 April 04	17 (34%)	33 (66%)	12 (24%)	20 (40%)	5 (10%)	12 (24%)	0	1 (2%)
01 April 05	25 (42%)	35 (58%)	16 (27%)	21 (35%)	6 (10%)	14 (23%)	3 (5%)	0

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

In addition to individual professional training development, an extensive programme of training to ensure that its staff are fully equipped to carry out their role has included training across a range of mandatory subjects such as Equality, Human Rights, Freedom of Information and Health & Safety issues.

The Board is fully committed to maintaining and developing the Investors in People principles and in order to be benchmarked against best practice and retain the Standard a further formal Investors in People Review will be completed by an IIP Assessor appointed by the Northern Ireland IIP Quality Centre during September 2005.

Continuous Improvement

The Board is committed to the principles of continuous improvement in its work to make sure that it is meeting all of its statutory responsibilities and delivering an effective service to its customers. In addition to the ongoing programme of reviews which are detailed later in the report, during this reporting period the role and work of the Board was examined by the Northern Ireland Affairs Committee.

Northern Ireland Affairs Committee (NIAC) Report into the Functions of the Northern Ireland Policing Board

The NIAC, chaired by former Northern Ireland Minister Rt Hon Michael Mates MP, visited the Board in Belfast, held hearings at Westminster, and considered evidence submitted from a range of interested organisations and individuals, including the Policing Board itself.

The NIAC published its report at the conclusion of this process in March 2005. The Report recognises the achievements of the Policing Board, and makes positive and helpful suggestions for areas where further improvements can be made. The report summary states:

“Our inquiry has shown that in its first four years the Board has made solid progress in establishing its role and putting in place mechanisms for holding the Chief Constable and the Police Service of Northern Ireland (PSNI) to account. It has done so despite difficult political circumstances.”

Board Chairman Professor Sir Desmond Rea welcomed this report, which recognises the considerable progress made by the Board in introducing new accountability arrangements for policing in Northern Ireland. The Board carefully considered the Report and its recommendations in detail, and responded fully.

Board Vice-Chairman Denis Bradley drew out what he considers the Report's most important finding - that one of the biggest successes over recent years has been the

successful introduction of District Policing Partnerships in every area of Northern Ireland. These DPPs are made up of local people, and they are increasingly effective in monitoring their local police and identifying local priorities, and local policing solutions to local issues.

The Parliamentary Committee also picked out a key issue of importance to the Board and to DPPs - that is, the relationship between DPPs and local Community Safety Partnerships (CSPs). The Policing Board has long campaigned for the Government to remove the overlaps and duplications between these two groups of local bodies - each of which operate in all 26 District Council areas across Northern Ireland. The Board has continued to make representations to Government over this issue, in support of the NIAC finding.

The Policing Board's Commitment to Equality

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

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

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

The Policing Board's Equality Scheme

The Board's Equality Scheme was approved by the Equality Commission on 12 February 2003 and since then the Board has been working to fully integrate equality issues into all aspects of its work. The Scheme sets out how the Board meets its obligations with regard to all of its policies, powers, duties and functions. The Scheme also explains how the Board will carry out its duties in a way that will promote good relations between people of different religious beliefs, political opinions or racial groups. During the period 2004/05 the Board:

- Appointed a Compliance Manager with responsibility for Equality;
- Produced its Annual Progress Report for the Equality Commission;

- Completed screening of policies, powers, duties and functions;
- Carried out Equality Impact Assessments as per the timetable agreed with the Equality Commission and revised and updated on a yearly basis;
- Provided a full programme of equality training for all staff;
- Monitored progress on equality matters, by way of regular reports from the Compliance Manager to the Senior Management Team;
- Liaised with the Equality Commission on a regular basis in relation to the requirements of the District Policing Partnerships;
- Provided guidance and assistance to DPP Managers in developing their own Equality Scheme by way of regular meetings and contacts.

The Board's Equality Scheme can be accessed at our website at www.nipolicingboard.org.uk

Further information on this area of work can be obtained from the Board's Compliance Manager on 028 9040 8592.

Freedom of Information

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

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

Over the last year, the Board has been putting new processes and practices in place to make sure it was able to fully meet responsibilities under the Act and deal effectively with requests for information. This included:

- Appointing a Compliance Manager with responsibility for Freedom of Information;
- Developing a new Records Management Strategy and introducing a new Electronic Records Management System
- Publishing Committee and Board Minutes on its website;
- Ensuring all staff were trained to deal with FOI requests

During the period 1st January 2005-31st March 2005 the Board received eleven requests for information under FOI, and fully

answered eight of these by 31 March 2005. The information requested was wide ranging and included requests in relation to:

- Minutes of meetings;
- Police stations and the police estate;
- The secondment of police officers to the UN Mission in Kosovo;
- The appointment of District Policing Partnership members;
- The Board's file retention and disposal policy;
- The Board's Publication Scheme;

Further information on this area of work can be obtained from the Board's Compliance Manager on 028 9040 8592.

Funding the Work of the Policing Board

The Policing Board is funded by the Northern Ireland Office (NIO) on behalf of the Secretary of State for Northern Ireland.

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

In 2004/05, no additional funding was requested by the Policing Board from the NIO.

Funding of the District Policing Partnerships is by way of a payment of a grant by the Policing Board to each District Council. The amount of grant equates to 75% of the cost of operating the DPP, with the remaining 25% funded by the Council.

The Budget and actual expenditure for 2004/05 is shown below:

Policing Board	Budget 04/05 £'m	Expenditure 04/05 £'m
Salaries	2.24	2.13
Other	2.42	2.45
DPPS	3.36	2.45
Total	8.02	7.03

Salary costs were £0.11m under budget due to a delay in the full implementation of our staff structure and other costs were broadly in line with budget.

The shortfall in actual expenditure against budget in DPPs of £0.91m was mainly due to the recruitment and training of new Independent Members, which was originally scheduled to take place in 2004/05 but was delayed and will take place in the 2005/06 financial year. The budget for 2005/06 includes an amount of £1.01m for the recruitment and training of these members.

THE BOARD AND THE WORK OF ITS COMMITTEES

The Board

The Policing Board is required to hold at least eight meetings in public each year. During the period 1st April 2004-31st March 2005 the Board held ten meetings in public. At these meetings the Chief Constable provides a report to the Board on key policing issues and the Board questions him on issues relating to policing in Northern Ireland. At these sessions the Board also receives presentations on current policing issues and during this reporting period policing updates were delivered on:

- PSNI response to racist attacks
- Budgetary pressures facing the PSNI
- HMIC Review of Special Branch
- Role and work of Technical Support Units
- Sharing information relating to murder investigations
- Implementation of the recommendations of the Blakey, Crompton and Stevens Reports
- Policing the marching season and monitoring of parades
- Performance monitoring reports
- Composition of the PSNI
- The new Crime Operations Department
- Update on the work of the Criminal Justice Department
- The Christmas Policing Response in Belfast
- The work of Community Safety Branch

The range of issues covered in these meetings not only keeps Members up to date on current initiatives but also allows the press and public to see the accountability mechanisms working and anyone can come along to watch. The meetings are generally held at the Board Headquarters in Clarendon Dock but meetings are held outside of Belfast each year. In the reporting period the Board held a meeting on 4th November 2004 in Armagh with meetings planned for Londonderry/Derry and Ballymena.

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

Committee Responsibilities and Membership

The make up, responsibilities and overview of the Board's Committees work during the reporting period is provided below. More detailed information on some of the issues progressed during the reporting period are set out in greater detail in the main body of the report.

Audit and Best Value Committee Membership

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

The Principal Responsibilities of the Committee are:

- Issues relating to corporate governance, risk management and audit. This work includes approving and monitoring the internal audit, audit strategy and periodic work plan of the Board; consider the effectiveness of the control and risk management system in operation within the Board; and review the external auditor's management letters in respect of PSNI and the Board.
- Implementing and monitoring the Board's legislative responsibilities under Part V of the Police (Northern Ireland) Act 2000 regarding economy, effectiveness and efficiency.

Between April 2004 and March 2005 the Committee met on 4 occasions to progress its workload.

In this reporting period the Committee has received presentations from relevant personnel on the Best Value Review Programme, PSNI Best Value Arrangements and report and procurement procedures,

Community Involvement Committee Membership

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

The primary function of the Community Involvement Committee is to consider ways to strengthen community support for policing and to ensure that the community has a say in the way in which policing is delivered.

The Committee is responsible for overseeing the District Policing Partnerships including managing the process to

appoint Independent Members to the DPPs and securing and supporting community involvement in policing through the work of the DPPs. The Committee regularly monitors the implementation of PSNI strategies as they impact on crime prevention, community safety or the community in general and receives regular updates on operational and crime issues across Northern Ireland. The Community Involvement Committee also undertakes to secure and utilise the views of the public about matters concerning policing through developing and promoting consultation on policing issues. Between the 1 April 2004 and 31 March 2005 the Committee held 10 meetings and has received presentations from various stakeholders on a range of issues including Racial Harassment in Northern Ireland, protocols for flying of flags and policing of contentious parades, Restorative Justice, Northern Ireland Peace and Community Building Project, Neighbourhood Watch, Northern Ireland Drugs and Alcohol Strategy and PSNI implementation of Call Handling and Call Grading processes.

This Committee has also made recommendations to Government with regard to issues such as legislative change required to temporarily extend the lifespan of the DPPs after the date of the local government election to allow the process of appointing new members to be completed and changes in legislation to enable Independent Members of the DPP to hold office as Vice Chairman. The duplication at a local level in structure between the DPPs and Community Safety Partnerships has been the subject of much debate in this Committee and the Board has written to Government on this matter.

Corporate Policy Committee Membership

Prof Sir D Rea (**Chairman**)
Mr D Bradley (**Vice-Chairman**)
Mr F Cobain
Mrs P McCabe
Mr E McGrady
Mr S Wilson
Mr S Sharma

Floating Members

Mr B Gilligan (1.4.04 - 31.10.04)
Viscount Brookeborough (1.4.04 - 31.10.04)
Mr B Dougherty (1.11.04 - 31.3.05)
Mrs R Moore (1.11.04 - 31.3.05)

The Principal Responsibilities of the Committee are:

- Co-ordination of broad Policing Board and police service policies and strategies;
- Supporting and securing organisational effectiveness and the implementation of agreed changes to policing;
- Developing, and submitting to the Board for approval, the Annual Policing Plan;
- Exercising Board duties in respect of the appointment and discipline of senior officers of the police service and the appointment of the Board's Chief Executive and other senior staff as deemed appropriate by the Board.

During 2004 - 2005 the Committee held 11 meetings to progress its responsibilities. At these meetings presentations on a range of issues were delivered including the integrated planning and performance model for policing, the review of Public Administration the proposed closure of Andersonstown Police Station, the police response to the Northern Bank raid, security vetting, crime recording audit and the review of the Northern Ireland Police Fund. Some of the key issues considered by the Committee related to the structure of the PSNI, development and monitoring of the Annual Policing Plan and approving the Board's research programme. As the Committee with responsibility for taking forward the appointment of senior officers, a request from the PSNI to appoint a new ACC was completed.

Finance and General Purposes Committee Membership

Mr S Wilson (**Chairman**)
Mr B Gilligan (**Vice-Chairman**)
Mr A Attwood
Viscount Brookeborough (Up to 2.6.04)
Mr F Cobain
Mr A McFarland (From 3.6.04)
Mrs R Moore

The Finance and General Purposes Committee held 7 meetings during the reporting period.

The Principal Responsibilities of the Committee are:

- Securing and promoting the most efficient use of the resources available to the PSNI and the Policing Board;
- Approving PSNI and Policing Board annual estimates and in-year bids and monitoring expenditure;
- Monitoring the effectiveness of PSNI strategic financial planning process;
- Dealing with issues relating to the acquisition and disposal of land including, where appropriate, approving the provision of buildings and maintenance of property;
- Monitoring, and approving as appropriate, the settlement of civil actions against the NIPB and the Chief Constable; and
- Monitoring/approving PSNI Special Purchase of Evacuated Buildings (SPED) applications, Licensing Applications and Relocation expenses.

During 2004/05, Finance and General Purposes Committee also oversaw the development and implementation of two important PSNI Strategies - the PSNI Estates Strategy and the PSNI Information Systems (IS) Strategy. During 2004/05, Finance and General Purposes Committee also rigorously scrutinised some developing areas of work such as the PSNI Vehicle Recovery Scheme, Gershon Efficiency savings for PSNI and NIPB, the implementation of the PSNI Finance and Resource Management (FARM) Project and Health and Safety issues related to Civil Actions against the Chief Constable.

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

Human Resources Committee Membership

Mrs P McCabe (**Chairman**)
 Mr Alan McFarland (up to 2nd June 2004)
 Viscount Brookeborough (From 3 June 2004)
 Mr S Foster
 Mr B Gilligan
 Mr W Hay
 Mr E McGrady
 Mrs R Moore

The Principal Responsibilities of the Human Resources Committee are:

- Securing and promoting the most effective and efficient use of the human resources available to PSNI;
- Securing, promoting and monitoring the implementation of the Human Resources Planning Strategy;
- Securing, promoting and monitoring implementation of the PSNI Development and Education Training strategy;
- Monitoring trends and patterns in recruitment to the police and police support staff; and
- Supporting efforts to secure a more representative police service in terms of gender and community background.

Between April 2004 and March 2005, the committee met on 11 occasions to progress its workload. The committee regularly received presentations from relevant personnel within PSNI to discuss the Training, Education and Development Strategy; the Human Resources Planning Strategy; and the Gender Action Plan. They have also received presentations from external stakeholders such as Consensia and Grafton; the selected agencies who manage PSNI recruitment.

This Committee has responsibility for monitoring, through a formal monitoring mechanism, the implementation of the PSNI Human Resources Planning Strategy 2005 - 2008 which was formally approved by the Committee in

December 2004. The previous strategy covered the period 2002 - 2005 and focused on getting more police officers on the ground.

The new strategy aims to have as many officers as possible in operational roles and seeks to ensure that the proportion of their time spent on frontline duties is maximised. To ensure the PSNI meet this target the Committee has developed a monitoring framework which will focus on a number of key actions such as; managing the number of officers; implementing a civilianisation plan and associated links with the Northern Ireland Civil Service; delivering the efficiencies required to meet the Gershon review and reducing sickness absence for all PSNI employees. This strategy is explained in more detail on page 33.

Another key responsibility of the Human Resources Committee is the monitoring of the Training, Education and Development Strategy. Again the Board developed a monitoring framework to ensure that the PSNI College delivers an effective and efficient training and development programme for all its employees. The Committee regularly receives reports on progress against this programme and invites the Head of College to give a more detailed update to the Committee.

The Committee is responsible for ensuring the PSNI secure a more representative police service in terms of gender and community background and do this by monitoring trends and patterns in recruitment to the police and police support staff.

Human Rights and Professional Standards Committee Membership

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

The Principal Responsibilities of the Committee are:

- To secure and monitor the compliance of the PSNI with professional, human rights and ethical standards and to develop a framework for monitoring compliance with the Human Rights Act 1998;
- Reviewing and revising, where necessary, the PSNI Code of Ethics.

To fulfil its statutory role in this regard the Committee regularly monitors police performance in public order situations, for example the use of C S Spray, Water Cannon and the use of force by officers in dealing with public order. Summaries of compensation claims, stops and searches, information on PSNI members on suspension and complaints against traffic wardens

are also regularly monitored by Members. The Committee also considers any reports of investigations conducted by the Office of the Police Ombudsman and ensures that any recommendations made are implemented within the service. Between 1 April 2004 and 31 March 2005 this Committee held 7 meetings and has received presentations from various stakeholders on a range of issues including complaints against the police, public order equipment, updates from the Board's Human Rights Advisors on their monitoring work in relation to parades in Northern Ireland and PSNI compliance with the Human Rights Act 1998 which they have examined in detail in the 1st Annual Report. As well as these, regular updates from PSNI have been given to Members addressing various Patten recommendations, integrity issues and public order issues as and when required.

This Committee has made recommendations to Government with regard to issues such as legislative change required in order to fully implement the spirit of Patten, the outcome of which will ensure progression towards our goal of securing an effective, efficient and impartial police service which is seen as such and which meets the needs of the whole community.

Press and Public Relations Committee Membership

Mr T Kelly (**Chairman**) (Up to 7.2.05)
 Mr S Sharma (**Vice Chairman**)
 Mr A Attwood
 Mr J Byrne
 Mr B Dougherty
 Lord Kilclooney
 Mr I Paisley Jnr

The Principal Responsibilities of the Committee are:

- Promotion of Board and PSNI policies and activities;
- Developing the Board's public relations, communications and openness policies;
- Overseeing the development of Board Communications strategies;
- Monitoring police service and press and public relations activity.

During the reporting period the Committee met on 2 occasions to progress its workload. Presentations were delivered on the management of change in relation to communications marketing and image in the PSNI and PSNI Communications Activity and Strategy.

The Committee considered a number of proposals and activities in relation to the Board's work including the development of public relations support for District Policing Partnerships and the development of a new DPP website.

Review Of Committee Structures

The Board is keen to ensure that its organisational structures are best placed to oversee policing. A review of the structure of the Board's Committee's was undertaken during the reporting period and any changes effected will further enhance how the Board meets its statutory responsibilities.



DEVELOPING POLICE / COMMUNITY RELATIONS

The Policing Board is responsible for considering ways to strengthen community support for policing and to ensure that the community has a say in the way in which policing is delivered. This section reports on how the Board is developing and monitoring police / community relations.

District Policing Partnerships (DPPs)

The Northern Ireland Policing Board, supported by local councils, is responsible for the establishment, development and management of the network of District Policing Partnerships throughout Northern Ireland. Set up by the Board in March 2003, there are 26 DPPs in total, one for each council area in Northern Ireland. The last DPP to be established was in the Dungannon and South Tyrone area in December 2004. Belfast has one DPP comprising of four sub-groups, one for each of the police districts in Belfast.

What do DPPs do?

DPPs were established to bring policing closer to the community and give local people a say on local policing issues; help make communities safer and policing more effective. Made up of local councillors and independent members of the community, each DPP has been appointed with the aim of making it representative of the community of the District.

Each DPP has a number of statutory responsibilities to meet and the Board is responsible for monitoring the work of each DPP. There are four key areas of work that the DPP should fulfil in order to meet its statutory responsibilities. These are:

Consult

DPPs consult the local community to find out what the issues are in relation to crime and policing within the Districts. Some of the ways in which they do this is through surveys, focus groups, meetings with local community groups and residents' associations.

Prioritise

DPPs analyse and prioritise the information identified through consultation and outreach to develop the DPPs policing priorities. This information is also used by the Board in formulating its Annual Policing Plan as detailed on page 27 of this report.

Monitor

An important aspect of a DPP's role is to establish a process whereby the community are made aware of how policing in the District is being delivered. The DPP is required to have six meetings in public each year, during which the District Commander presents a report to the DPP on policing of the district and responds to monitoring questions from the DPP and members of the public.

From the date of establishment of DPPs in March 2003 until April 2005, DPPs have held 298 meetings in public in various venues across Northern Ireland.

Engage

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

The Role of the Policing Board in relation to the DPPs

In addition to appointing the Independent Members of each DPP the Policing Board is responsible for supporting DPPs on a number of levels. During this reporting year the Board has undertaken a number of important roles with regard to assisting the DPPs to carry out their duties more effectively. Key roles are:

- Advising Government on issues relating to DPPs
- Planning for reconstitution of the DPPs
- Facilitating DPP training and support
- Monitoring and reporting on the effectiveness of DPPs
- Providing DPP funding

Advising Government on Issues Relating to DPPs

The current DPPs term of office was due to end in May 2005. However, the Policing Board recognised the need for continuity in the life of DPPs and lobbied the Northern Ireland Office to introduce new legislation to extend current DPPs until December 2005 to allow for the process of appointing new members to be completed. The District Policing Partnerships (Northern Ireland) Order 2005 was made on 22 March 2005, making the following changes to the legal framework of the DPPs in Northern Ireland.

- Temporarily extending the lifespan of existing DPPs beyond the date of the local government election.
- Waive the need for DPPs to consist of a certain number of members during the transitional DPP i.e. the period between the local government election and reconstitution of the new DPPs.
- Amend a power to remove a member from office to include the conviction of a criminal offence after appointment, whether committed before or after appointment.
- Provide that the Vice-Chair of reconstituted DPPs must be appointed by the independent members and from among the independent members.

Planning for the Reconstitution of the DPPs

The Policing Board is responsible for ensuring, as far as practicable, that the DPP independent members balance DPP political representation to ensure the DPP is as representative of the community as possible.

In preparation for the reconstitution of the DPPs in 2005, the Board has completed a significant amount of work planning, devising and developing new processes to support the reconstitution.

Facilitating DPP Training and Support

DPP Training

Throughout the year the Board has continued to support the development of DPPs through training and information seminars - with a total of...delivered during the reporting period.

During September and October 2004, the Policing Board jointly facilitated with PSNI District Command Management teams a series of workshops for DPP members and on the Home Office business planning model. The training was provided to assist the DPPs in carrying out their role in identifying policing priorities for the District for inclusion in the local policing plan.

In January 2005 DPP members gathered at a series of seminars across Northern Ireland for briefings on the PSNI's Revised Human Resources Planning Strategy. The seminars were presented by the Board's Human Resources Committee Chair, Pauline McCabe, and aimed to outline to DPP members the key elements of the revised strategy with emphasis on the role DPPs had in monitoring the strategy's implementation.

Policing Board Support

The Policing Board provides a range of advice and support to DPPs. Along with the support provided from staff in Community Affairs DPPs also receive training and guidance on issues such as police planning, public relations and support to DPPs in specific areas such as Equality, Freedom of Information and for co-ordinating information and training events. This year a statistician joined the Northern Ireland Policing Board's Statistics and Research Branch to provide a dedicated service to DPPs. The Board now provides statistical and research advice to all DPPs in order to help them conduct consultation with their local community. Results from such consultations are used in developing local policing plans.

DPP Equality Scheme

In January 2005 DPPs were designated by the Equality Commission under Section 75 of the Northern Ireland Act 1998 and as such are required to develop and implement

an Equality Scheme. The Policing Board supported the DPPs in developing a model Equality Scheme and provided Section 75 training in Awareness, Consultation Process, Policy Screening and Equality Impact Assessment to DPP managers and members.

Freedom of Information

In preparation for the introduction of the Freedom of Information Act on 1 January 2005, the Board provided training to DPP members and managers in the following areas: Exemptions Application, the Decision Making Process and Records Management. The Board also provided guidance to DPPs on procedures for dealing with Freedom of Information enquiries. Further advice and guidance is available to DPPs through the Board's Compliance Branch.

A New DPP Website

In November 2004, the Policing Board launched a new DPP website. Designed to provide a central and up to date information source for both members of the public and DPPs, the Board hopes the new site will encourage communities to engage with and play a role in DPPs. The site links each of the 26 DPPs and provides access to local information on each DPP. To find out more contact your local District Policing Partnership or visit the DPPs website at:
www.districtpolicing.com

Monitoring and Reporting on the Effectiveness of DPPs

Under section 3 (3) (d) of the Police (Northern Ireland) Act 2000, the Board is required to assess the effectiveness of in performing their functions, particularly in respect of arrangements made for obtaining the views of the public about matters concerning policing and the co-operation of the public with the police in preventing crime.

In June 2004 as part of its statutory responsibility to assess the effectiveness of the DPPs, the Policing Board began a wide ranging review of the DPPs to identify and build upon those areas of best practice which the Partnerships had established during their first year of operation.

A review group was established to steer the process made up of Council Chief Executives, DPP Managers, a representative from the Northern Ireland Office, two District Commanders from Rural and Urban Regions and senior Board officials.

Reporting to the Board's Community Involvement Committee, the Review Group's primary aim was to identify and build upon areas of best practice and to identify areas where additional support may be needed to ensure that DPPs achieve their full potential.

The Group reviewed a number of key areas such as:

- Policing Plan process;
- How DPPs consult with the public;
- Financial arrangements;
- Working arrangements between councils and DPPs; and
- Effectiveness of meetings in public.

Other key areas included Policing Board support for DPPs, the role of the DPP Manager, the relationship between DPPs and Community Safety Partnerships, the appointment process for independent members and the operation of Belfast DPP and its four sub-groups. A DPP Finance Working Group was also established to consider the financial processes relating to the DPP Grant.

While the Review group was representative, the process had to be inclusive. As a start the Northern Ireland Statistics and Research Agency staff conducted a comprehensive survey that involved 438 DPP Members, 25 DPP Managers, 25 Council Chief Executives and 29 DCU Commanders.

The survey provided the means for accessing a wide range of people and generated a significant amount of information.

The results also impacted on aspects of the Code of Practice on the Functions and Responsibilities of the DPPs, which in turn has already led to legislation that has temporarily extended the life of the current Partnerships and put the position of Vice-Chairs on a new footing.

To take all of the issues identified from the survey, and others forward, a number of specialist working groups were established. Focus groups with DPP members across Northern Ireland and District Commanders were also held and these proved to be invaluable.

There were six regional focus group consultations. These involved DPP Chairs, the Vice-Chairs and two independent members from each DPP. Here members had the opportunity to discuss issues raised and any additional concerns.

The review itself generated a significant amount of information and key findings were formulated through an analysis of recurring themes from the survey, workshops and focus groups. Overall a generally positive picture has emerged and it is hoped that changes proposed will build on successes across the DPPs. Areas where action is needed to effect change or make improvements have been incorporated into an Action Plan under principal areas:

- Working together to prevent crime
- Public consultation
- Monitoring police performance
- DPP relationships and support structures
- Training
- Financial arrangements for DPPs

Other recommendations, which included arrangements for Belfast, changes to legislation allowing independents to hold the position of Vice-Chair and to extend the life of DPPs. The DPP Review Working Group has been charged with monitoring implementation of the Plan with reports being provided to the Board's Community Involvement Committee on a quarterly basis.

Funding the DPPs

The Policing Board provides financial support to the Councils to enable DPPs to be established and carry out their work. The Board provides 75% of the expenses reasonably incurred by the Council in that year for the DPP, with the remaining 25% funded by the Council.

To meet this requirement the Board liaises with each Council to agree annual budgets for DPPs, to make quarterly grant payments, to complete year end accounts and to discuss financial queries.

As part of the main DPP Review a Financial Review Group was set up, consisting of Board officials, representatives of Local Government Finance Officers, Council Chief Executives and DPP Managers. This group looked at financial processes, including setting and monitoring DPP budgets, and to establish the adequacy of funding for DPPs. The group agreed processes and timetables for setting DPP budgets, closing year end accounts and other issues discussed included improving the administration of central costs. This group will continue to meet for ongoing review of DPP financial systems.

Budgets for 2004/05 were set during this year, but in order to meet the timetable for Local Government deadlines for setting the rates, budgets should have been set before February 2004. However, targets were met for setting budgets for 2005/06, by the end of March 2005 budgets were offered to 25 DPPs, and the budget for one other DPP was being discussed.

The accounts for 2003/04 were completed to meet the Board's closing deadline of 31 August 2004. A timetable was agreed with Local Government to complete end of year accounts for DPPs for 2004/05 within the tighter statutory timetable of 30 June 2005 for both Local Government and Policing Board accounts. By the end of March all DPP Managers had been sent details

of the timetable, final instructions on closing accounts and the Board had agreed the timescale for Local Government.

Public Satisfaction with the DPPs

Another means of assessing the effectiveness of DPPs is through independent survey work. Some of the key findings from the policing module of the latest Omnibus Surveys are set out below. Copies of the full results are available on request from the Board.

Knowledge of DPPs

In April 2005, almost three fifths of respondents (58%) had heard of DPPs, compared to 60% in October 2004 and 66% in April 2004.

Confidence in DPPs

In April 2005, just under three quarters of respondents who had heard of DPPs (74%) had some, a lot or total confidence that DPPs will help address local policing problems - an increase of 8 percentage points from October 2004 (66%) and 7 percentage points from April 2004 (67%).

Of the 58% of respondents who had heard of DPPs, almost three fifths (59%) said they were prepared to contact their local DPP regarding local policing issues, compared to 52% in October 2004 and 54% in April 2004.

Under one third of respondents (31%) believed that their local DPP has helped to improve policing in their local area - an increase of 7 percentage points from October 2004 (24%) and 9 percentage points from April 2004 (22%).

The Role of the Policing Board in Gaining the Co-Operation of the Public with the Police in Preventing Crime

The Policing Board is committed to working with communities throughout Northern Ireland to address issues of policing concern and develop police/community relations. In addition to the work carried out through the network of DPPs, the Board has also driven forward a number of initiatives to help improve community safety and strengthen police/community relationships.

Hate Crime Seminar

In conjunction with PSNI's Community Safety Branch, the Board hosted a seminar on 'Raising Awareness of Hate Crime' bringing communities and experts together to consider how the increasing incidences of hate crime in Northern Ireland could be addressed.

DPPs members and other invited guests heard from James Knox of the Coalition on Sexual Orientation, Roisin McGlone of Interaction Belfast, Patrick Yu of NICEM and Anne Marie O'Kane from Disability Action on the issues facing the communities they represent. Two nurses originally from the Philippines who had

suffered racist attacks also told how they had been subjected to hate crime.

The seminar highlighted the importance of raising awareness of hate crime within local communities, and provided examples of initiatives that the PSNI have put in place to tackle the problem.

Northern Ireland Affairs Committee on Hate Crime

The Board also provided evidence to the Northern Ireland Affairs Committee "The challenge of diversity: hate crime in Northern Ireland".

Evidence provided included information on:

- Northern Ireland Policing Plan targets relating to hate crime;
- Research commissioned by The Policy Board relating to ethnic minority groups and non heterosexuals;
- Recruitment of members of minority ethnic groups to DPPs and PSNI;
- Addressing the high level of hate crimes and incidents.

Neighbourhood Watch

Supported by the Policing Board, PSNI and the NIO's Community Safety Unit, a new Neighbourhood Watch Scheme (NWS) was launched in June 2004. The scheme is designed to help police in their fight against crime and anti social behaviour by encouraging people to become more observant of their neighbourhood. While there have been some schemes operating in Northern Ireland within the broad principles of Neighbourhood Watch, this new initiative formalises a number of key areas, and sets out operating guidelines for the scheme here.

Further information on Neighbourhood Watch Schemes can be obtained by contacting your local District Policing Partnership.

Finding out what the Community thinks about Policing

Consulting and engaging with the community and finding out what the public think about the PSNI and the delivery of the policing service, the role and work of the Board and DPPs, is a statutory role of the Board.

Much of this work is carried out through surveys and research. The majority of the Board's survey work is carried out independently by the Central Survey Unit of the Northern Ireland Statistics and Research Agency (NISRA). In the last year the Board has also engaged in consultation work with other partners in the Criminal Justice system and commissioned the Institute of Conflict Research to progress 2 specific areas of activity.

2004 DPP Public Consultation Survey

During 2004, the Northern Ireland Policing Board commissioned the Central Survey Unit of NISRA to conduct the second DPP Public Consultation Survey. This postal survey was sent to 60,000 households across Northern Ireland (1 in 10 homes). In addition to supporting the Board's work, this survey was designed to help DPPs identify key issues of community concern in each District Council Area. It also aimed to establish the main policing priorities at a local level, satisfaction with local policing and, for the first time, satisfaction with DPPs.

Results from this survey and the 2003 DPP Public Consultation Survey are available on the Policing Board website: www.nipolicingboard.org.uk.

The issues which respondents felt were of highest priority across Northern Ireland were identical to those found in 2003 - Domestic Burglary, Underage Drinking, Speeding and Young People Causing a Nuisance. The issues which respondents wished to see more PSNI resources deployed on across Northern Ireland were largely similar to 2003 with Beat/Foot Patrolling, Prompt Response to Emergencies, Crime Prevention and Investigating Crime being the four biggest priorities.

Respondents were more satisfied with local policing in 2004 compared to 2003 with 33% satisfied with local policing overall (29% in 2003), 14% satisfied with foot patrolling (10% in 2003) and 23% satisfied with vehicle patrolling (18% in 2003).

Over two thirds of respondents (67%) had heard of DPPs compared to 59% in 2003. Of these, 18% knew who their DPP Members were in 2004 (16% in 2003) and 19% knew how to contact their DPP (14% in 2003). Some questions were asked for the first time relating to satisfaction with DPPs. Of those respondents who had heard of DPPs, over a sixth (17%) thought that their DPP was doing a good job, 34% were confident that their DPP was helping to address local policing issues, 39% were confident that the membership of their DPP reflected the population of the local area and 49% were prepared to contact their DPP.

Omnibus Surveys

The Policing Board commissions modules in the NISRA Omnibus Surveys twice a year (normally in April and October) to monitor performance indicators and targets contained in the Annual Policing Plan. The results also help the Policing Board meet its statutory requirement under Section 3(3)(d)(ii) of the Police (Northern Ireland) Act 2000 to assess the level of public satisfaction with the performance of the Policing Board, the Police Service of Northern Ireland and DPPs. Results from the two most recent Omnibus Surveys in October 2004 and April 2005 as well as results from previous surveys are available on the Policing Board web-site: www.nipolicingboard.org.uk.

Annual Policing Plan Targets - 2004/2005

- The target to increase to 70% the percentage of people who think the police do a good job was not achieved - 58% of respondents in October 2004 stated that the police do a very/fairly good job in Northern Ireland as a whole, up from 57% in April 2004.
- The target to achieve confidence levels in the policing of public disorder of not less than 75% was successfully achieved - 75% of respondents expressed some degree of confidence in both October and April 2004.
- The target to increase satisfaction levels in respect of patrolling by 10 percentage points (compared to the October 2003 result of 36%) was not achieved - 36% of respondents were very/fairly satisfied in October 2004, up from 34% in April 2004.
- The target to achieve confidence levels in overall equity of treatment of 70% (defined by the response category "Catholics and Protestants both treated equally" in response to the question "How do the PSNI treat Protestant and Catholic members of the public in Northern Ireland as a whole") was not achieved. The October and April 2004 levels achieved were 65% and 64% respectively.

Research on the Views of the Minority Ethnic and Lesbian, Gay and Bisexual (LGB) communities (jointly with the Office of the Police Ombudsman for Northern Ireland (PONI))

The Institute for Conflict Research (ICR) are currently conducting two research projects on behalf of the Board and PONI. The projects are looking in detail at the views, attitudes and experiences of people from the minority ethnic and the lesbian, gay and bisexual communities in Northern Ireland towards the PSNI, the Policing Board, DPPs and PONI. The Northern Ireland Council for Ethnic Minorities and the Coalition on Sexual Orientation are advising the project steering group. Material is being gathered through telephone, postal and online surveys, and through a series of 'focus groups' across Northern Ireland. The research findings are expected to be published in late 2005.

Victims Survey Work

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

- First contact - Making contact with the police

- Police actions to deal with the incident
- Follow up - Being kept informed
- Overall service

Results will be published on an annual basis and the first year's results are expected to be available in late 2005.

Omnibus Survey Results on the Northern Ireland Policing Board

In order to gauge public satisfaction and consider the views of the public on policing, the Northern Ireland Policing Board conducts a programme of consultation and research activities involving a range of groups and organisations.

Knowledge of the Policing Board

In April 2005, almost five sixths of respondents (82%) had heard of the Policing Board - a decrease on the October 2004 and April 2004 findings (83% and 84% respectively). Almost two thirds of respondents (66%) correctly thought that the Policing Board is made up of "a mix of politicians and independently appointed members", down one percentage point from the October 2004 and April 2004 findings (both 67%).

Satisfaction with the work of the Policing Board

In April 2005, three quarters of respondents (75%) thought the Policing Board's working adequately, well or very well - a two percentage point increase from the October 2004 and April 2004 findings (both 73%).

Over two fifths of respondents (44%) thought the Policing Board did well/very well in monitoring how PSNI performs -

unchanged from October 2004 and up one percentage point from April 2004.

Over two fifths of respondents (45%) thought the Policing Board did well/very well in questioning the Chief Constable - an increase on both the October 2004 and April 2004 findings (43% and 42% respectively).

For the first time, respondents were asked to rate how well or poorly they thought the Policing Board did on holding the Chief Constable to account. Over two fifths (43%) thought the NIPB was doing well/very well.

Over one quarter of respondents (27%) thought the NIPB did well/very well in consulting with the public about policing issues - an increase on both the October 2004 and April 2004 findings (26% and 24% respectively).

Perceptions of the Policing Board

In April 2005, just under two thirds of respondents (64%) thought that the Policing Board helps ensure that the police do a good job, compared to 61% in October 2004 and 60% in April 2004.

Just under two thirds of respondents (66%) correctly thought that the Policing Board is independent of the police - down from 71% in October 2004 and 68% in April 2004.

Over three quarters of respondents (77%) correctly thought that the primary role of the Policing Board is to "oversee policing and hold the Chief Constable and the PSNI publicly to account". This was a decrease on the October 2004 findings (79%) but unchanged from April 2004 (77%).



MONITORING POLICING / ENSURING ACCOUNTABILITY

Holding the PSNI to account and overseeing the delivery of an effective and efficient policing service is the Board's primary responsibility. This section of the report contains information on how the Board monitors police performance and holds the PSNI to account for service delivery across key areas of work.

The Annual Policing Plan

Each year the PSNI and the Policing Board publish an annual policing plan in accordance with the Police (Northern Ireland) Act 2000. The annual policing plan is prepared by the Chief Constable, agreed by the Board and endorsed by the Secretary of State. It sets out specific annual performance targets and indicators for the PSNI and takes a strategic view of policing in Northern Ireland over the next three years.

During the reporting period, the Policing Board and the PSNI reviewed the whole policing plan process to consider ways to make the process even more effective. To make sure that the process was inclusive as possible an equality impact assessment of the Policing Board's policy in relation to the policing plan process was completed.

As part of the review, a strategy day was held with PSNI and the Northern Ireland Office (NIO) and as a result of the success of this event it was agreed that this should form a regular part of the policing plan process.

The following paragraphs explain how the policing plan process now works.

Steps in the Policing Plan Process

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

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

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

Consultation and (DPPs)

One of the most important aspects of the policing plan process is the consultation work carried out by the DPPs, which were set up by the Policing Board in March 2003. DPPs are independent bodies based in council areas that give voice to community views on policing. They also monitor local police performance and crime across Northern Ireland and help to develop local policing

plans for their areas. They are an essential part of the new policing arrangements.

DPPs consult with the public in their council area to find out people's views about how their area is policed. They do this in a range of ways including public meetings, focus groups, and DPP consultation surveys. The bi-annual DPP public consultation survey involves a postal survey of approximately one in ten households across Northern Ireland. The outcome of all this consultation is taken into account by the Policing Board and the PSNI in developing the objectives, indicators and targets contained in the annual policing plan.

Setting policing objectives

As well as consulting with DPPs, the Policing Board takes account of a wide range of information when determining priorities for the annual policing plan, such as PSNI and Policing Board strategic issues, the Secretary of State's objectives, Public Service Agreement targets, Home Office Crime Reduction targets, National Audit Office Recommendations on the Best Value Performance Plan, England and Wales targets set by the Home Office, crime patterns and trends established through the PSNI's National Intelligence Model business process, resources, and police performance information. The Policing Board also takes account of views of minority and under-represented groups.

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

In the current annual policing plan for 2005-2008, the objectives, for the first time, are contained in a network of headings called domains. These are:

- Citizen focus;
- Reducing crime;
- Investigating crime;
- Promoting public safety;
- Resource usage and programme of change.

This is a new approach which brings the planning process more into line with the Policing Performance Assessment Framework (PPAF) used throughout England and Wales to enhance the extent, robustness and transparency of the process for assessing police performance.

Monitoring and Reporting

During the year the Policing Board monitors and reviews PSNI's progress in meeting the targets set out in the annual policing plan. This oversight is carried out in part during the Policing

Board's public meetings where the Chief Constable provides a report on progress towards all targets and is questioned on a quarterly basis on performance against targets. Reports are also received from the PSNI on qualitative targets at timescales specified in the relevant annual policing plan target. This process of accountability allows the Chief Constable to outline remedial actions being taken to address underperformance and to outline good practice which has resulted in improved performance.

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

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

Police Performance 1 April 2004 - 31 March 2005

The Policing Board is responsible for ensuring that the PSNI is effective and efficient and meets the needs of the Northern Ireland community. It does this by monitoring police performance against targets in the annual policing plan,

by robustly examining reports from the Chief Constable and by reviewing areas where performance is not meeting targets. The table below sets out PSNI performance against targets in the annual policing plan for 2004-2005.

ACHIEVEMENT OF TARGETS IN THE ANNUAL POLICING PLAN 2004/2005			
Target		Performance	Target Achieved?
1.1.1	To achieve confidence levels in the policing of public disorder of not less than 75%.	Omnibus Survey April 2004 - 75% October 2004 - 75%	Achieved
2.1.1	To increase the number of detections for excess speed.	2003/04 - 29,665 2004/05 - 28,713	Not achieved
2.1.2	To increase the number of detections for driving while impaired through drink and/or drugs.	2003/04 - 3,264 2004/05 - 4,589	Achieved
2.1.3	To increase the number of detections for non-wearing of seat-belts.	2003/04 - 18,458 2004/05 - 22,288	Achieved
2.1.4	To increase the number of detections for dangerous and careless driving.	2003/04 - 3,095 2004/05 - 8,046	Achieved
2.1.5	To report every 6 months to the Board on how the police have contributed, through increased education and targeted enforcement, towards delivery of the Northern Ireland Road Safety Strategy.	PSNI reported to the Board in November 2004 and May 2005 for the 2004/05 year	Achieved
3.1.1	To reduce the number of domestic burglaries by 2% by March 2005.	2001/02 - 9,064 2002/03 - 10,125 2003/04 - 8,944 2004/05 - 7,302 19.1% decrease on 2001/02 figure	Achieved
3.2.1	To reduce the number of vehicle crimes by 8% by March 2005.	2001/02 - 15,589 2002/03 - 15,550 2003/04 - 12,875 2004/05 - 9,827 37.0% decrease on 2001/02 figure	Achieved
3.3.1	To monitor the number of incidents of a racist or homophobic nature and to continue to work towards establishing an accurate baseline of racist and homophobic crimes.	813 racist incidents 634 racist crimes 196 homophobic incidents 151 homophobic crimes	Achieved Achieved
3.4.1	To demonstrate police contribution towards delivery of the Northern Ireland Community Safety Strategy reporting every 6 months to the Policing Board.	PSNI reported to the Board in November 2004 and May 2005 for the 2004/05 year	Achieved
3.5.1	To report the number of domestic incidents and domestic violence offences.	20,959 incidents 8,508 crimes	Achieved
3.5.2	To monitor the number of domestic violence offences that result in persons reported or charged.	1,070 domestic crimes cleared by means of charge/summons, out of a total of 6,201 domestic crimes cleared in total	Achieved

ACHIEVEMENT OF TARGETS IN THE ANNUAL POLICING PLAN 2004/2005

Target	Performance	Target Achieved?
3.6.1 To demonstrate police contribution to progressing the priorities agreed by the Organised Crime Task Force, reporting every 6 months to the Board.	PSNI reported to the Board in November 2004 and May 2005 for the 2004/05 year.	Achieved
4.1.1 To increase the number and quantity of seizures of illicit drugs in Northern Ireland.	2003/04 - 2,347 2004/05 - 2,402	Achieved
4.2.1 To increase the number of persons charged/summonsed for supply offences under the Misuse of Drugs Act as a proportion of those arrested.	2003/04 - 19.3% of those arrested were charged/ summonsed 2004/05 - 22.4%	Achieved
4.3.1 To demonstrate police contribution towards implementing the Northern Ireland Drugs Strategy, reporting every 6 months to the Board.	PSNI reported to the Board in November 2004 and May 2005 for the 2004/05 year.	Achieved
5.1 Number of persons charged with terrorist offences.	2003/04 - 102 2004/05 - 77	Targets not set for Terrorism Indicators
5.2 Number of deaths occurring as a result of the security situation.	2003/04 - 7 2004/05 - 4	Targets not set for Terrorism Indicators
5.3 Number of shooting and bombing incidents.	2003/04 - 207 shootings and 71 bombings 2004/05 - 167 shootings and 48 bombings	Targets not set for Terrorism Indicators
5.4 Number of casualties arising from paramilitary-style attacks.	2003/04 - 298 2004/05 - 209	Targets not set for Terrorism Indicators
5.5.1 To achieve a clearance rate for violent crimes of 55%.	2003/04 - 54.1% 2004/05 - 51.1%	Not achieved
5.6.1 To increase the clearance rate for murders and manslaughter.	2003/04 - 78% 2004/05 - 80%	Achieved
6.1.1 To fully implement the agreed Human Resources Planning Strategy within agreed timescales, reporting every 4 months to the Board.	PSNI reported to the Board in November 2004 and March 2005 and thereafter will report on progress every 4 months.	Reporting every 4 months achieved
6.2.1 To fully implement the agreed Training and Development Strategy and the annual Training Business Plan within agreed timescales, reporting every 4 months to the Board.	PSNI reported to the Board in October 2004 and February 2005 and thereafter will report on progress every 4 months.	Reporting every 4 months achieved
6.3.1 To implement the three year overtime reduction strategy.		Achieved. Satisfactory progress made towards implementation.
6.4.1 To process 85% of custody cases within 90 days and 85% of bail cases within 110 days.	2004/05 - Custody cases (90 days) - 73.8% 2004/05 - Bail cases (110 days) - 77.5%	Not achieved
7.1.1 To increase to 70% the percentage of people who think the police do a good job.	Omnibus Survey April 2004 - 57% October 2004 - 58%	Not achieved
7.2.1 To achieve confidence levels in overall equity of treatment of 70%.	Omnibus Survey April 2004 - 64% October 2004 - 65%	Not achieved
7.3.1 To increase satisfaction levels by 10% in respect of patrolling.	Omnibus Survey April 2004 - 34% October 2004 - 36%	Not achieved
7.4.1 To demonstrate progress towards implementing agreed changes within agreed timetables reporting every 6 months to the Policing Board.		Achieved

In summary, the results show good police work for the year. Overall crime is at its lowest level in six years with the number of recorded crimes falling from 127,953 in 2003-2004 to 118,124 in 2004-2005. This represents a 7.7% reduction. Most of the targets in the 2004-2005 annual policing plan were achieved by the PSNI. However, the following targets were not achieved;

- to increase the number of detections for excess speed
 - 28,713 detections were made compared to 29,665 in 2003-2004
- to achieve a clearance rate for violent crimes of 55%
 - 51.1% was achieved
- to process 85% of custody cases within 90 days and 85% of bail cases within 110 days
 - 73.8% of custody cases processed and 77.5% of bail cases within target
- to increase to 70% the percentage of people who think the police do a good job
 - 58% was achieved
- to achieve confidence levels in overall equity of treatment of 70%
 - 65% was achieved
- to increase satisfaction levels by 10% to 46% in respect of patrolling
 - 36% was achieved

The Policing Board will continue to work alongside PSNI in order to realise improvements in performance. The PSNI are making headway in tackling crime and police performance for 2004-2005 shows that policing is working in Northern Ireland and that communities are being made safer. The Policing Board will continue to monitor police performance closely and to hold the Chief Constable to account for the performance of the PSNI.

Monitoring the Recommendations of Her Majesty's Inspector of Constabulary

Under the provisions of the Police (Northern Ireland) Act 2000, Her Majesty's Inspector of Constabulary (HMIC) is required to carry out an annual inspection of the PSNI. This approach changed last year with HMIC conducting a baseline assessment which provides a strategic overview of individual services' strengths and areas for improvement.

Under Section 42(2) of the Police (Northern Ireland) Act 1998, the Policing Board is required to publish its comments on the published report of Her Majesty's Inspectorate of Constabulary. The Policing Board received and considered the Baseline

Assessment of HMIC up to April 2004 which focused on 3 overarching areas of activity:

1. Operational performance
2. Leadership and Corporate Governance
3. Partnership and Community Engagement

The Board noted that PSNI is viewed by HMIC, by comparison with other services, as having more strengths than areas for improvement. In discussing each of the 3 overarching areas of police activity, Board Members recognised this, while at the same time discussed how PSNI planned to address the areas requiring improvement.

The Board noted and welcomed the fact that PSNI activity in the areas dealing with volume crime, hate crime, reassurance and critical incidents were viewed by HMIC as being major strengths. The Board was pleased to note that performance management, dealing with race and diversity issues and health and safety were also viewed by HMIC as major areas of strength.

Members noted that HMIC had identified roads policing, use of the national crime recording standard and prisoner handling as aspects which the service need some improvement in. While Members were disappointed that the areas of operational performance; call handling, forensic management and science and technology management were viewed by HMIC as being areas for improvement. In relation to leadership and direction, HMIC noted issues around civilianisation of posts, visibility of senior officers and external communication.

Plans are being developed by PSNI to tackle all issues raised and the Board looks forward to future HMIC reports on progress. Members discussed the issues highlighted in the report with accountable PSNI officers at Board Committees throughout the latter part of 2004.

HMI are undertaking thematic reports during 2005/06 into the areas of Training; Human Resources and Personnel; and Human Rights. The Board welcomes these reports and values the expertise of HMIC in benchmarking the PSNI against other services in England and Wales. The Board looks forward to working with the Chief Constable to tackle the issues of concern and monitoring progress against the issues highlighted.

Monitoring Information from Criminal Justice Partners

The Board works with many stakeholders in the criminal justice field and uses information generated to assist its work. Set out below are areas of work where the work of other organisations provides valuable information to assist in the Board's accountability role.

“A remarkable transformation in policing has taken place in a relatively short period since Autumn 2001... the PSNI has done a remarkable job taking on board all of the objectives and challenges laid out in Patten.” Police Oversight Commissioner Al Hutchinson December 2004

Police Oversight Commissioner

The 12th independent report from the Oversight Commissioner was published in December 2004.

This report continued the trend of previous reports in providing a summary of accomplishments and progress against each of the 175 recommendations made by the Patten Commission in their report known as “A New Beginning: Policing in Northern Ireland” which was published in 1999. The Board meets with the Oversight Commissioner at regular intervals for discussions to assist with his team’s evaluation of progress against the 772 performance indicators formulated to monitor the performance of all key stakeholders including PSNI, the Policing Board and the Police Ombudsman. Members of the various Committees of the Board have a key objective to then monitor PSNI performance and in addressing any of the areas of concern identified.

Police Ombudsman for Northern Ireland

The Ombudsman has a primary statutory duty to secure an efficient, effective and independent complaints system and in doing so to secure the confidence of the public and the police in that system. The full Board meets with the Ombudsman annually to discuss relevant areas of this work which assists Members in fulfilling their statutory duty to monitor the effectiveness and efficiency of PSNI as well as to secure public confidence in the service. The Ombudsman’s office also presents statistics on complaints each quarter to the Human Rights and Professional Standards Committee which assists the Board in delivering on its statutory duty to monitor trends and patterns in complaints. In addition quarterly informal meetings with the Ombudsman and other informal officer level meetings provide the forum for discussion on issues of mutual interest including trends emerging around policies and practices; new technologies and contentious policing issues.

Criminal Justice Inspectorate for Northern Ireland

The Chief Inspector of Criminal Justice for Northern Ireland was appointed in 2003. Since then the Board have found that the working relationships and processes that have developed, particularly between HMIC (in relation to the inspection of PSNI) and the Criminal Justice Inspectorate have been very productive. This is especially beneficial to the Board in terms of their statutory monitoring of PSNI since this cross cutting inspection work allows for benchmarking of PSNI against other police services in England and Wales, a process which Members believe is crucial to ensuring an efficient and effective police service in Northern Ireland. Members have expressed a wish to see this productive relationship continue.

Monitoring the Reform of Crime Operations Department

In the last year the Board continued to monitor, and provide a mechanism by which the reform of Crime Operations Department* which was established in March 2004 could be monitored and changes communicated to the public in an accountable and transparent way.

*See Explanatory notes

The ACC with responsibility for Crime Operations, ACC Kinkaid, made a number of presentations to the Board, many in public session, and the following key initiatives were noted:

- the use of the UK-wide National Intelligence Model to ensure that the PSNI intelligence capability is fit for purpose;
- the significant role played by PSNI “family liaison officers” in assisting with murder investigations;
- the extensive use that is made of the Serious Crime Review Team to look at how PSNI handle all aspects of murder inquiries and to share any learning;
- new policies on information sharing across regions, assisted by the establishment of Crime Operations Department allowing a corporate Northern Ireland - wide response to dealing with murders;
- cross border working with An Garda Síochána and with other mainland police services;
- PSNI learning from the Richard* and Flanagan* reports around information sharing across Criminal Justice and Social Service Agencies.

In addition to these accountability sessions the Chairman and Vice-Chairman of the Board received private briefings on implementation of the recommendations from the Blakey, Stevens and Crompton reports*.

They were assisted in this exercise to validate the reform of Crime Operations Branch by officers from HMIC who had been involved in producing the initial reports on PSNI.

A public briefing on progress was given by PSNI and the HMIC officers at the September 2004 Board meeting. During this session Board Members were pleased to note the considerable progress that had been made to develop a Crime Operations Department which carried out the most professional investigations of serious crime (organised crime, terrorist offences, murders, attempted murders, sexual offences and serious child abuse).

For example, every murder scene is managed by Crime Operations Department, to the same standard, by the same trained staff.

All the support services, the analysts, Scenes of Crime Officers (SOCO) and forensic staff come under Crime Operations Department, and along with Special Branch staff they fully support the investigation of serious crime.

Members were reassured that there are no silos in the intelligence system and noted the significant efforts to “mix” the various investigative backgrounds of staff when running major operations. Members were also pleased

to note that revised guidelines had been issued to both intelligence gatherers and intelligence users.

Members also noted the review of informants currently managed in Northern Ireland which resulted in the termination of some relationships and the risk assessment of others to ensure that processes and procedures meet the needs of the service; that handlers are dedicated to their task and that there is a rigorous authorisation system before the use of informants can be sanctioned.

The Board acknowledged the impact of the transfer of staff from elsewhere into the Crime Operations Department and supported the Service approach which would ultimately lead to a more professional approach to serious crime investigation.

Crime Operations Department also has responsibility for the Murder Reviews of the 1800 unsolved murders from the "troubles" and 300 plus other deaths.

Members praised the efforts of PSNI to establish a dedicated team and a system for looking at the reviews (and welcomed the Government funding of this in early 2005) and importantly their efforts in engaging with families of, and groups representing, these victims.

In respect of the reform of Crime Operations and the Review of Unsolved Murders the Board have encouraged PSNI to place as much information as possible in the public domain. The Board considered it essential that the progress should be explained at its meetings in public. This openness and transparency provides for public assurance and confidence that the procedures, policies and processes meet best policing practice.

HMIC validated and commented favourably on the progress made and the final HMIC report on implementation of the Blakey, Stevens and Crompton Reports is due to be published.

Monitoring and Overseeing the Research Programme into Less Lethal Technology

The Board's Human Rights and Professional Standards Committee monitors the current use of baton rounds through reports received from the Office of the Police Ombudsman and the PSNI action on foot of the recommendations; and through monitoring immediate reports after the use of baton rounds and where serious disorder occurred.

The Committee was pleased to note that the vast majority of the reports completed by PONI into the discharge of baton rounds prior to Autumn 2002 deemed their use necessary, lawful and proportionate. The search for an alternative to baton rounds continues and the Board has a seat on, and receives regular updates from, the NIO led Steering Group.

The 4th report of that Steering Group reported that the Attenuated Energy Projectile (AEP), a new impact round, has been in development for some time. It was subsequently approved early in 2005 by the Home Office for use by all UK police services from June 2005.

The Board knows that the use of baton rounds is of real importance to many people across Northern Ireland, not least those who have in the past suffered loss or harm to their family members and friends. The Chief Constable understands the importance of this issue too, and it was right that the matter was debated at Board meetings ahead of any plans to introduce the new impact round.

In the news release issued following a number of meetings on the subject of AEP the Board Chairman said

"The Patten Report requires a search for or development of such less lethal alternatives. The Board was satisfied in reaching its conclusion that the introduction of the AEP is a step forward in meeting this Patten requirement. We were satisfied that best available evidence indicates that the new impact round presents less risk of causing serious or fatal harm than the round it replaces (the L21)".

The work of the NIO led steering group will continue and the Board will continue to play its part in that. In the coming months the Board looks forward to the 5th Report by the Steering Group and to further reports on less lethal technologies.

Monitoring Civil Actions and Compensation Claims

The Chief Constable has the responsibility to pay damages and costs awarded against him under Section 29 of the Police (Northern Ireland) Act 1998.

The Policing Board has the statutory duty to approve all settlements involving claims against the Chief Constable, and when appropriate seek details for the reason for settlement and any remedial action taken.

A total of 788 claims for compensation were received during the financial year 2004/2005. These can be divided into three categories:

- Claims in respect of "employer's liability" type action;
- Claims against the Chief Constable from members of the public alleging wrongful acts by police officers; and
- Claims for property damage.

“Examination of the 22 action points within the new HR Strategy shows that energetic efforts are being made on a number of fronts which gives confidence that targets, will be largely achieved ... ‘the will’ exists to make the targets in the plan a reality.”

Sir Dan Crompton - Independent Assessor March 2005

The total number of claims settled during the year decreased from 552 to 438 reflecting a fall in the number of settled cases in the categories relating to employer’s liability and wrongful acts by police officers. The total payments for claims settled in the period 1st April 2004-31st March 2005 amounted to £1040k, which was a decrease of 52.4% on the previous year (Table 1). Table 2 shows the average payments in each category.

TABLE 1: Total amount paid in respect of all civil action claims:

	£K	change on previous year
2002/03	1837	- 25.6%
2003/04	2185	+18.9%
2004/05	1040	- 52.4%

TABLE 2: Average settlement amounts:

	Employer’s liability claims	Claims for wrongful acts	Claims for property damage
2002/03	£5597	£3228	£653
2003/04	£814	£3584	£873
2004/05	£5689	£1431	£732

The Board acts in a proactive manner in monitoring compensation claims and regularly challenges PSNI decisions in settling claims. The Board wants to ensure the PSNI are taking appropriate action so that the circumstances which brought about the claim do not happen again.

Monitoring the Human Resources Planning Strategy

The Board’s Human Resources Committee is responsible for monitoring the implementation of the PSNI’s Human Resources Planning Strategy 2005-2008. This strategic plan was agreed by the Board in December 2004 and monitoring is ongoing in a number of critical areas to ensure that targets are met. The strategy contains a detailed action plan with 22

targets and timeframes and the Board’s independent monitor Sir Dan Crompton (a former HMI) reports to the Human Resources Committee every four months on his assessment of PSNI’s performance against each of the key actions. Set out below is the Board’s assessment of progress.

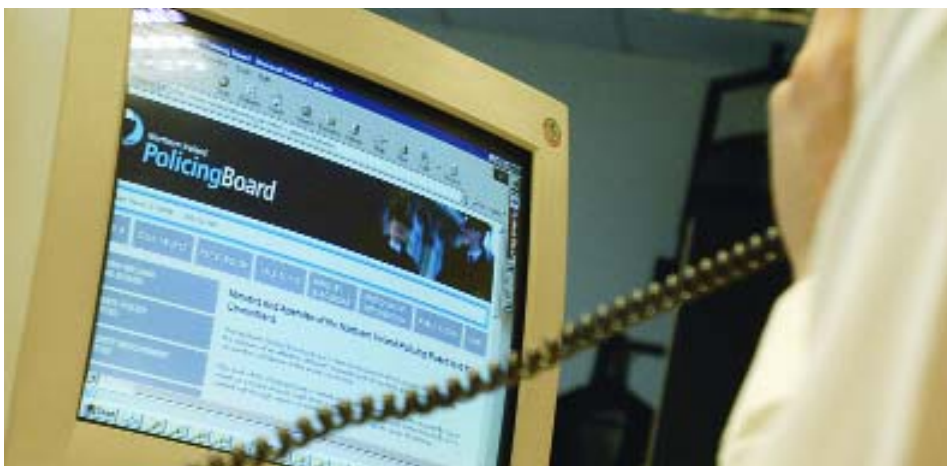
Recruitment

Members view recruitment as one of the key successes within the PSNI change management programme. To date a total of eight campaigns have been undertaken by the independently appointed recruitment agent -

The Consensia Partnership. 43,500 applications have been received to date, almost 16,000 from females, almost 15,500 from Roman Catholics and over 580 from ethnic minority applicants. Recruitment to the PSNI continues to be conducted under the principles of 50:50 in order to secure a police service that is representative of the community it serves. The Board is committed to supporting the achievement, by PSNI of a composition target of 30% Roman Catholics by 2010 and is confident this target will be met.

Addressing Gender Imbalance

Under Section 48 of the Police (Northern Ireland) Act 2000 the Board is responsible for making and where appropriate revising an action plan to monitor the number of women in PSNI, its support staff, and the Board’s staff. In October 2004 a Gender Action Plan (GAP) was developed by PSNI and jointly launched by PSNI and the Board. The plan, has identified six key areas where PSNI intend to focus in order to increase and retain the number of women in the service. Progress against each of the recommendations within the GAP is monitored by the Human Resources Committee on a quarterly basis and an implementation group has been set up to monitor progress. The Board is represented on this group by officials who give regular updates to the Committee. In terms of the Board’s staff, it currently employs around 60 officials and broadly mirrors the Northern Ireland population in terms of percentage breakdown of males and females.



DETAILS OF PROGRESS IN RESPECT OF GENDER AND RELIGIOUS IMBALANCE ARE SET OUT BELOW

The Policing Board must provide an assessment of the extent to which membership of the police service is representative of the community in Northern Ireland (Section 57(f) of the Police (Northern Ireland) Act 2000.

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

(A) PERCEIVED RELIGIOUS AFFILIATION: 2004 AND 2005 COMPARISON

Employee Group	Perceived Protestant		Perceived Roman Catholic		Not known		Total		% Perceived Protestant		% Perceived Roman Catholic	
	2004	2005	2004	2005	2004	2005	2004	2005	2004	2005	2004	2005
PSNI	6,088	6,025	1,018	1,265	226	206	7,332	7,496	83.0	80.4	13.9	16.9
FT Reserve	1,426	1,233	106	88	109	97	1,641	1,418	86.9	87.0	6.5	6.2
PT Reserve	805	837	44	50	12	11	861	898	93.5	93.2	5.1	5.6
Sub Total	8,319	8,095	1,168	1,403	347	314	9,834	9,812	84.6	82.5	11.9	14.3
Civilian direct recruits	1,372	1,366	296	308	81	73	1,749	1,747	78.4	78.2	16.9	17.6
NICS staff on secondment	1,424	1,297	185	165	59	50	1,668	1,512	85.4	85.8	11.1	10.9
Sub Total	2,796	2,663	481	473	140	123	3,417	3,259	81.8	81.7	14.1	14.5
TOTAL	11,115	10,758	1,649	1,876	487	437	13,251	13,071	83.9	82.3	12.4	14.4

(B) GENDER: 2004 AND 2005 COMPARISON

Employee Group	Male		Female		Total		% Female	
	2004	2005	2004	2005	2004	2005	2004	2005
PSNI	6,125	6,111	1,207	1,385	7,332	7,496	16.5	18.5
FT Reserve	1,498	1,296	143	122	1,641	1,418	8.7	8.6
PT Reserve	548	551	313	347	861	898	36.4	38.6
Sub Total	8,171	7,958	1,663	1,854	9,834	9,812	16.9	18.9
Civilian direct recruits	669	664	1,080	1,083	1,749	1,747	61.7	62.0
NICS staff on secondment	463	417	1,205	1,095	1,668	1,512	72.2	72.4
Sub Total	1,132	1,081	2,285	2,178	3,417	3,259	66.9	66.8
TOTAL	9,303	9,039	3,948	4,032	13,251	13,071	29.8	30.8

The statistics in tables (a) and (b) show the staffing diversity of both PSNI officers and civilian support staff as at 1 January 2004 and 1 January 2005. They clearly show that the PSNI as a whole does not adequately reflect the demography of the

population of Northern Ireland either in terms of religion or gender. However the perceived Roman Catholic figure for the PSNI has increased from 13.9% to 16.9% and the percentage of females employed has increased from 16.5% to 18.5%.

Civilianisation

Civilianisation is designed to ensure that a police service makes the best use of the officers available to them. The aim is to release officers from roles that could be performed equally effectively by civilian staff. Additionally, civilianisation initiatives bring a number of new support staff roles and consequently new career development opportunities. Within the revised Human Resources Planning Strategy, PSNI is committed to developing a corporate programme for civilianisation and has a target to civilianise 300 police posts between now and 2008. Achievement of this strand of the strategy will not only

ensure that more police officers are taken away from administrative jobs to be redeployed to front line duties, but also that the balance in terms of religious composition will be redressed where vacancies for six or more civilian posts will have the principles of 50:50 recruitment applied.

Monitoring PSNI Absence

For the year 2004/2005, the Board set the Chief Constable a target to reduce the average annual level of sick absence to 17 days for police officers and 13 days for civilian support staff. The target for police officers was achieved with the figure for the year being 14.35 days.

However, the target set for civilian support staff was not achieved being 14.01 days. The Committee reviews details on a quarterly basis of officers on long-term sickness (i.e. more than six months) and for the quarter ended 31 March 2005, noted that 65 regular officers and 20 Full-time Reserve officers were absent due to sickness in excess of six months. This is a significant decrease on last year's figures of 104 regular officers and 44 Full-time Reserve officers.

Severance

The Patten Commission recommended that the overall size of the police service should be reduced to 7500 full time officers and that generous severance packages be offered to those wishing to leave the service. This recommendation was accepted by Government and a severance scheme was introduced. During year five of the severance scheme a total of 268 officers took early retirement. The lump sum severance payments in this fifth phase of the scheme amounted to £23.6m. The Board monitors severance, in conjunction with recruitment, to ensure the overall strength of the service (7500) is being achieved and managed.

Full Time Reserve

The Chief Constable announced at a special meeting of the Policing Board on 9 September 2004 his intention to reduce the Full Time Reserve to 680 officers. As it is the Policing Board's duty to hold the Chief Constable to account for the delivery of an effective and efficient police service, Board members were keen to be assured that this decision would not adversely impact upon the PSNI ability to deliver front-line policing services. The Board noted the Chief Constable's assessment that this staffing level will be sufficient to deliver an effective policing service, when coupled with an ongoing stream of new recruits to make up PSNI's 7,500 regular officers (as recommended in the Patten report). A generous compulsory severance package was negotiated for Full Time Reserve officers that includes financial as well as practical considerations and the Board played a part in securing this package.

Part Time Policing

Patten recommended an enlarged Part-Time Reserve, locally recruited from every neighbourhood in Northern Ireland, including a large proportion of women officers, enhancing the connection between the police and the community. A part time policing recruitment pilot was conducted in January 2003 in 4 DCUs. Following the evaluation, the Board, working with the NIO and PSNI have established a steering group to take forward the future of part time policing. The Board will work with the service and the NIO to explore how best to take this issue forward.

The Independent Community Observer Scheme

In September 1999 the Patten Report recommended that police recruitment should be contracted out to an independent agency and that there should be community involvement in the process.

In 2001 the Board appointed volunteers from the community as Independent Community Observers to observe key aspects of the recruitment process and report back to the Board on:

- whether so far as practicable, the same procedures are applied to all candidates and;
- the adequacy of facilities and arrangements.

There are three teams of observers based throughout Northern Ireland. During 2004/2005 the Community Observers observed PSNI Recruitment Competitions seven and eight for full time officers. They made a total of 126 visits to the various parts of the recruitment process including initial selection tests, interviews and role plays.

The Community Observers also visit the recruitment process for civilian support staff, where the recruitment is being taken forward on a 50:50 basis. During 2004/2005 the Community made 12 visits to observe the recruitment of Senior Project Managers, Systems Analysts, Armourers and Crime Scene Investigators. The Community Observers reported back to the Policing Board that, for the sections of recruitment that they observed, they found that the same procedures were applied as far as practicable to all the applicants, and that the facilities and arrangements for the recruitment processes were adequate and acceptable.

The Board is very grateful to its Community Observer volunteers for providing this important form of civil oversight of police recruitment procedures.

Independent Vetting Panel Member

Section 12 of the Police (Recruitment) (Northern Ireland) Regulations 2001 requires the Chief Constable to establish a panel to decide, on his behalf, on the suitability of any candidate for appointment as a police trainee. The panel includes a person nominated by the Policing Board and known as the "Independent Vetting Panel Member". Throughout the early part of this year, Maureen Taggart fulfilled this role and we are grateful to her for her professional and independent input to the process throughout her term of office. In November 2004 the Board appointed Maurice Jennings as the new independent panel member for a term of three years. The independent panel member provides annual reports

to the Human Resources Committee of the Board summarising their findings and any trends identified in the course of their work on the panel. To date the Board is satisfied with this aspect of the recruitment process which, as with the role of the assessor, is critical in securing and demonstrating equality and fairness in the recruitment process.

Independent Assessor

The Independent Assessor Judge Chambers was reappointed by the Secretary of State on 15 June 2004 for a further two year term, that is, until 30 April 2006. The role of the assessor is to review the decisions of the Chief Constable's vetting panel in relation to the suitability of candidates for appointment as police trainees. Judge Chambers submits a concise report to the Board each year summarising all reviews undertaken by him in the previous year. To date the Board is satisfied that this aspect of the vetting process is conducted fairly and equitably.

Appointing Senior Officers

Under the Police (Northern Ireland) Act 2000, the Board is also responsible for the appointment of the Chief Constable, Deputy Chief Constable and Assistant Chief Constables. The most recent senior police officer to be appointed by the Board was ACC Gillespie in May 2004. ACC Gillespie was the first female to be appointed to this rank in Northern Ireland. To date, the Board has appointed 6 of the 7 PSNI Top Team members. The Board is also responsible for the appointment of senior (non-officer) employees.

Monitoring and Approving Medical Retirements

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

Medical Retirements

The RUC Pension Regulations 1988 is the legislative authority for enabling serving Police Officers to be retired from the PSNI if they are medically unable to perform their duties. The Policing Board makes the determination following full consideration of the medical advice in each individual's case. Statutory legislation enacted in October 2004 ensures that the provisions of the Disability

Discrimination Act are considered in the process for medical retirements and injury on duty awards. Advice and guidance is provided to the Policing Board by an independent Selected Medical Practitioner who undertakes an assessment of every Police Officer being considered for a medical retirement and/or injury on duty award. During the financial year 2004/5 a total of 140 medical retirements were approved and 103 injury pensions.

Appeals

If an officer, serving or retired, disagrees with the decision of the Selected Medical Practitioner (SMP) he/she has the right of appeal under H 2 (2) of the RUC Pension Regulations 1988. Appeal cases are referred to the Northern Ireland Office who appoints an Independent Medical Referee to determine whether the SMP's decision should be upheld or overturned. During the financial year 2004/05, 89 new appeals were received and 98 appeals were settled. Of the appeals that were settled, 46 were upheld, 42 were overturned and 10 were withdrawn.

Extensions of Service

Under regulation A16 of the RUC Pensions Regulations 1988 a police officer's period of service can be extended on a yearly basis for up to 5 years beyond the normal retirement age by the Chief Constable with the approval of the Policing Board. During the financial year 2004/5 the Board approved extensions of service for 90 Regular officers and 106 Reserve officers.

Monitoring the PSNI Training, Education and Development Strategy

The PSNI Training, Education and Development Strategy (TED) is now in its 3rd year of implementation having been approved by the Board in 2002. The strategy sets out what the PSNI are doing to make sure that their officers and civilian staff have the necessary skills to do their job and that those skills are maintained and developed.

To effectively monitor the TED Strategy the Board agreed a set of key performance indicators with the PSNI and quarterly reports against these indicators are provided to the Board. The indicators analyse areas such as:

- how human rights is being integrated into all training programmes;
- how courses and programmes are identified and evaluated; and
- the openness and transparency of the work of the Police College.

The Board also monitors expenditure against a costed training plan. Training represents 2.5% of the overall PSNI

budget so it is essential that funds are used to maximum benefit and in line with organisational goals.

Development of the new Police College

Work has been ongoing in securing planning permission and finalising plans for the new Police College following the announcement in February 2004 of the new site in Desertcreat, Cookstown. The College is due for completion in 2008. The Board is represented on the Police College Working Group which is responsible for moving the project forward. Regular reports are provided to the Board and progress is being monitored by the Finance and General Purposes Committee.

Monitoring the PSNI Estates Strategy

The Board wants to make sure that all PSNI resources, including the buildings from which people operate, are used to maximum benefit and to meet operational policing demands. As a result the Board asked PSNI to develop an Estates Strategy to compliment and enhance operational policing strategies.

The Estates Strategy presented by PSNI represents a 10 year programme of work and a £200m investment in the construction of new stations, maintenance and upgrade programmes and running costs. The strategy also includes security review measures such as making stations more accessible and user-friendly for communities and looking at ways to better meet community need through the provision of mobile stations.

When fully implemented, the strategy will enhance the ability of PSNI to provide policing services to meet community need, provide appropriate accommodation standards for employees of PSNI, and ensure efficient utilisation of the PSNI building stock.

The Board will consider the detail of the Strategy in the coming months at the Finance and General Purposes Committee and when approved will monitor its implementation.

The review of stations is one element of the Strategy which attracts a high level of public interest. The Board knows that in the coming years there will be many unpopular decisions made by District Commanders. The Board understands how emotive this subject can be and will, in reviewing proposals from District Commanders, need to be satisfied that full consultation has taken place, including with DPPs, and that District Commanders have given commitments to set out how, in the absence of a station, local policing will be delivered. Policing is a service but it is also a £750m business and the Board must ensure that efficient use is made of the funds available.

Monitoring the PSNI Information Systems (IS) Strategy 2005-2008

This ambitious £65 million strategy was approved by the Policing Board in October 2004 and aims to move the PSNI to the forefront of law enforcement technology by 2008. The IS Strategy fulfils Patten Recommendation 93 which stated that.

“There should be an urgent, independent and in-depth strategic review of the use of information technology in policing. It should benchmark the Northern Ireland police against police services in the rest of the world and devise a properly resourced strategy that places them at the forefront of law enforcement technology within 3 to 5 years. It should be validated by independent assessment. The strategy should deliver fully integrated technology systems that are readily accessible to all staff and should take advantage of the best analytical and communications systems currently available. Users of the technology should play a key part in devising the strategy and in assessing its implementation”.

The full IS Strategy is available from the PSNI website at www.psni.police.uk. The IS Strategy covers all aspects of PSNI's work including operational policing, policing and organisational support, systems integration and infrastructure development.

The PSNI IS Strategy was validated as fit for purpose by the Police Information Technology Organisation (PITO) in December 2004. PITO have also been appointed by the Policing Board and PSNI to act as independent assessors for the IS Strategy for the next two years and PITO report to the Board's Finance and General Purposes Committee every four months. This appointment also fulfils the requirement contained in Patten Recommendation 93 to put in place independent assessment and validation of the IS Strategy. PITO's first report to the Finance and General Purposes Committee was delivered in March 2005 following an inspection carried out in February 2005.

“The team are pleased to note they find clear evidence that there have been significant improvements in many areas of Project and Programme Governance, Control and delivery since the first review”.

Monitoring PSNI Funding

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

The Chief Constable has delegated authority in relation to the day to day responsibility for the police budget, but he must report to the Board on how the money is spent.

The Board has responsibility for making sure that the funds are spent in an efficient and effective manner and in line with the objectives laid down in the Policing Plan.

The monthly management accounts are tabled at meetings of the Finance and General Purposes Committee throughout the year, and the year end Annual Accounts are presented to Committee for their consideration and comment. Police funding is divided into several different categories - the largest category being for expenditure on salaries and running costs (revenue expenditure) amounting to £661m in the last year. PSNI also receives funding for expenditure on capital items such as land and buildings and vehicles, where benefit will be derived from the expenditure over a number of years.

In the last year this capital expenditure was £31m. There are still ongoing funding streams associated with the implementation of the recommendations coming from the Patten Report, referred to as 'Patten funds'. In the last year these amounted to £26.6m Patten severance funds (to assist with the move towards 7,500 officer number and 50:50 recruitment) as well as £29.8m non Patten severance funds (to pay for other elements of reform). The Committee also looked at spending on two small fund accounts - the police property fund and (disposal of seized or lost items) and the Police Fund (welfare for police officers and their dependants), as well as (for the first time) being able to question the PSNI on Police Pensions. The Board itself has a role in administering some aspects of police officers pensions.

The 2003/04 financial year was the first time that PSNI was required to produce Pension Scheme Accounts, and the Committee took the opportunity to question PSNI on the figures contained within the Statements, the balance sheet shows a net liability of £3.2 billion relating to current and future pension liabilities.

Although this figure is a huge sum, this represents the total liability rather than the annual cost of pensions. It is standard practice for those pension payment liabilities due each year (much less than the total £3.2 billion figure) to be provided for from funding made available to PSNI, and there is therefore no threat to neither any danger of front line policing being affected by this overall liability nor any risk that pensioners will not receive their payments.

A large part of the police budget relates to salaries (approx 70%) and consequently overtime spending has been one of the main areas on which attention has been focused. Her Majesty's Inspectorate of Constabulary has set a target of 10% reduction in overtime which will realise savings over the period of approximately £5.5 million.

Monitoring Best Value / Continuous Improvement

Continuous Improvement

The Policing Board has a legislative duty to implement and monitor the Board's responsibilities under Part V of the Police (Northern Ireland) Act 2000 regarding economy, efficiency and effectiveness. This programme of work is agreed as part of the Policing Plan. Specific Departmental reviews such as the IS Strategy, FARM Project, Human Resources Planning Strategy and Training, Education and Development Strategy are monitored in the work of other Board Committees.

During the period of this year's report, individual Best Value Reviews in respect of both the Board (Service Delivery within the Police Administration Branch), and PSNI (Managing the Vehicle Fleet, Retaining Staff, Managing the Estate, Enforcing Legislation, District Command Units and Implementation of the National Intelligence Model Roads Policing) have been successfully completed, with a significant number of recommendations being made and taken forward to improve service provision.

The PSNI Best Value Reviews can be found on the PSNI website www.psnipolice.uk and a summary of the PSNI Best Value Review Programme can be found on the Policing Board website at www.nipolicingboard.org.uk.

NIPB Best Value Review Of Service Delivery Within Police Administration Branch

A Best Value Review of Service Delivery within Police Administration Branch was completed during 2004 / 2005. This review was wide ranging, taking the views of various interested parties via interviews and questionnaires. These included police pensioners, key stakeholders, suppliers and officials from various government departments. The results of the above combined with suggestions from in-house officials were developed into a number of recommendations which will help secure continuous improvement within this area and improve customer satisfaction.

Twenty - five recommendations and six suggestions covered a variety of areas including:

- communicating more proactively with stakeholders
- establishing Service Level Agreements with customers
- updating Police Administration Branch targets
- enhancing the performance management framework with more focused indicators; and
- updating the external medical supplier contract, etc.

“PSNI has done more than any police service anywhere else in the UK to achieve human rights compliance” Keir Starmer QC, Jane Gordon, Human Rights Advisors to the Northern Ireland Policing Board

Administration Branch can be found on the Policing Board website at www.nipolicingboard.org.uk.

Inspection of Best Value Arrangements

The National Audit Office (NAO), supported by Her Majesty’s Inspectorate of Constabulary have, as per legislative requirements, carried out a review of the Board’s obligations under Part V of the above Act, the results of which are regarded by the Board as positive and supported by recommendations to improve the Board’s approach to this area.

These reports can be found at www.nao.gov.uk and www.homeoffice.gov.uk/hmic.

During 2004/05, the Audit and Best Value Committee has worked with PSNI to move the focus of Best Value to outward facing strategic issues which will deliver improvements to the public. This can be seen in the selection of the Best Value Review areas for 2005/06 - Patrolling in the case of PSNI and External Communication and Public Consultation in the case of the Board. The Board has also established a Continuous Improvement Strategic Working Group made up of representatives from PSNI, NIO, NAO, HMIC, CJINI, APA and NIPB. It is responsible for advising on best practice at a strategic level.

Monitoring Police Compliance with Human Rights

This section of the report details how the Board meets its responsibilities in monitoring police compliance with the Human Rights Act 1998. The Board knows that Human Rights is a fundamental element in policing, furthermore, that achieving and maintaining high standards is an important factor in securing community confidence in the delivery of the policing service. During this reporting period, a significant amount of work was completed by the Board in the field of Human Rights.

In order to assist the Board in its monitoring of the performance of the police in complying with the Human Rights Act 1998, it appointed two Human Rights Advisors, Keir Starmer QC and Jane Gordon in 2003. The first step for the Advisors in the monitoring process involved them devoting considerable energy to the development of a framework document entitled, Monitoring PSNI Compliance with the Human Rights Act 1998. The resulting Framework, which was published in December 2003, was a set of criteria designed to measure PSNI’s compliance with the Human Rights Act 1998, and was intended to supplement the Code of Ethics launched by the Police Service in February 2003. The Framework set out the key areas to be examined by the Policing Board in preparation for its first report on the performance of the PSNI in complying with the Act.

As part of our review of public order policing the Board committed itself in the framework document to monitoring the policing of certain parades in 2004. The parade that passed by the Ardoyne shop fronts on 12 July 2004 was one such parade that was subsequently monitored by our Human Rights Advisors and a report was published on the parade following the Board meeting on 4 November 2004.

Detailed examination of the key areas identified within the framework was underway by March 2004, and the main focus of the Advisors’ monitoring exercise within each area culminated in the publication, on 7 March 2005, of the Board’s 1st Annual Report examining PSNI compliance with the Human Rights Act 1998. Although the authors made a total of 60 recommendations they did comment on the fact that this was not an indication that they had found widespread lack of compliance with the Human Rights Act. In many respects they were very impressed with the work that PSNI had undertaken in the human rights field.

Work will now begin to secure implementation of the 60 recommendations made in the report. The Human Rights and Professional Standards Committee is responsible for monitoring implementation of the recommendations and a report is due to be submitted by PSNI in October 2005. Work is ongoing in this important area and it is the intention of the Human Rights Advisors to continue to monitor all elements set out in the framework document (those that have already been reported on and new areas for monitoring such as victims issues, data protection and the role of DPPs).

Monitoring Custody - the Work of the Independent Custody Visiting Scheme

Custody visitors are volunteers from the community who make unannounced visits to police custody suites to check on the welfare of people being held in custody. They look, listen and report on what they find. In this way custody visiting means that people unconnected with the police or the criminal justice system can inspect and report on how arrested people are dealt with by the police and the conditions in which they are held. Custody visitors may, with their permission, see any detainees held in custody, including detained terrorist suspects.

There are five custody visiting teams covering Northern Ireland, based in Belfast, Antrim, Down/Armagh, the North West and Tyrone/Fermanagh.

The Policing Board supports and administers the Custody Visiting Scheme, and each month, the Community Involvement Committee receives a detailed report on the issues that custody visitors have raised. The report looks at the treatment of detainees in terms of Code C of the Police and Criminal Evidence (Northern Ireland) Order 1989, and the PSNI Code

of Ethics with particular reference to the treatment of people held in custody and human rights provisions.

The Committee also monitors the effectiveness of the Custody Visiting Scheme, and this includes setting targets for custody visiting teams to achieve. Targets are based on the number of detainees held in the custody suites so that the busier the custody suite, the more visits it should receive.

During 2005/2005 custody visitors made a total of 980 visits to custody suites throughout Northern Ireland, slightly exceeding the target set by the Policing Board. There were 889 detainees in custody at the time of these visits, and custody visitors saw and spoke to 470 detainees in total. Custody visiting is based on gaining the consent of the detainee to a custody visit, and some 174 detainees did not want to see the custody visitors. The remainder were not seen because they were unavailable for other reasons such as being with their solicitor, or because they were being interviewed by the police.

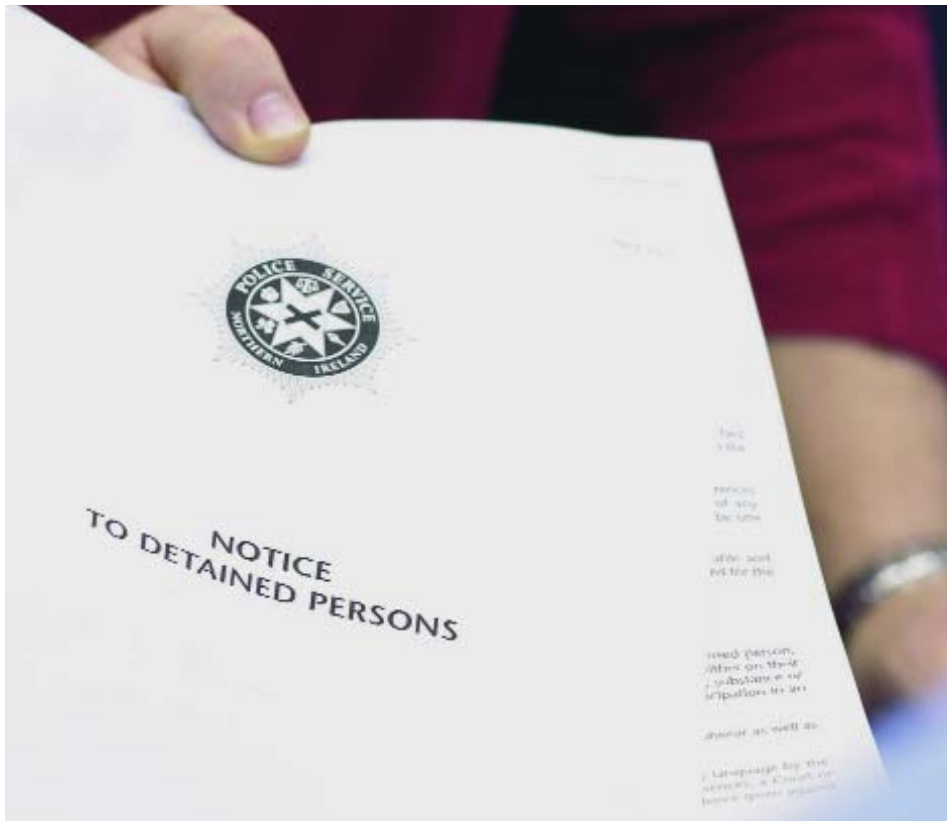
Custody visitors classified 800 (82%) of their 980 visits as being entirely satisfactory, that is, neither they nor the detainees raised any issues to do with treatment or conditions in the custody suite. Most of the visits they found unsatisfactory were to do with conditions of detention, such as cleanliness of cells or repairs being needed. Such matters

are brought to the attention of the PSNI and the Policing Board so that they can be put right as soon as possible. Throughout the year custody visitors in the Antrim team remained concerned about conditions in Lisburn Custody Suite, and in November 2004 PSNI confirmed that the suite would be refurbished.

In relation to the treatment of detainees, the most frequent complaint made to custody visitors is about detainees' treatment on arrest. Custody visitors do not investigate complaints - their role is to make sure that they have been referred to the Office of the Police Ombudsman for investigation.

In September 1999 the Patten Report recommended that custody visitors should also be empowered to observe interviews on camera, subject to the consent of the detainee. During the year work has also been proceeding to prepare custody visitors in the Antrim and Belfast teams to take on this new expansion of their role. From October 2005 they will be able, with the detainee's permission, to observe police interviews with detained terrorist suspects on remote monitor. This is an important new development for custody visiting and we will report on this in the Policing Board's next annual report.

The Policing Board is very grateful to its custody visitors for providing this important form of oversight of detention procedures and conditions.





THE NORTHERN IRELAND POLICING BOARD

APPENDIX

MATRIX OF PROGRESS AGAINST CORPORATE OBJECTIVES 2002-2005

APPENDIX

Matrix of Progress Against Corporate Objectives 2002-2005

Key Performance Objective	Target Indicator		Progress			Notes
			Completed	Substantial Progress	Limited Progress	
To secure the maintenance of an effective, efficient and impartial Police Service and to hold the Chief Constable and the Police Service publicly to account for the performance of their functions.	<ul style="list-style-type: none"> To agree and publish an Annual Policing Plan in line with the requirements of the Police (Northern Ireland) Act 2000. 	By 31 March each year.	✓			
	<ul style="list-style-type: none"> To hold regular public meetings at which the Chief Constable is required to present a report and explain any issues raised by Board Members. 	Minimum of 10 meetings per annum.	✓			
	<ul style="list-style-type: none"> To issue a Code of Ethics for Police Service. 	1 July 2002.	✓			
	<ul style="list-style-type: none"> To develop and agree a methodology for assessing the effectiveness of the Code of Ethics for police officers. 	30 December 2002.	✓			Incorporated in Human Rights Monitoring Framework .
	<ul style="list-style-type: none"> To use the agreed evaluation methodology to assess on an ongoing basis the effectiveness of the Code of Ethics. 	Six monthly from 1 January 2003.	✓			Published in March 2005.
	<ul style="list-style-type: none"> To regularly review the nature and number of complaints against police officers. 	Prepare quarterly report on trends in complaints, based on figures supplied by the Office of the Police Ombudsman for Northern Ireland.	✓			
	<ul style="list-style-type: none"> To ensure that the 50:50 recruitment arrangements outlined in Police (Northern Ireland) Act 2000 are complied with. 	Successful applicants to each recruitment competition are invited to attend new recruit training on a 50% Catholic and 50% non-Catholic basis.	✓			
	<ul style="list-style-type: none"> To issue an Annual Report in line with the requirements of the Police (Northern Ireland) Act 2000. 	By 30 September each year.	✓			
	<ul style="list-style-type: none"> To measure public satisfaction with services provided by the Board in terms of their independence from the Police Service, and their effectiveness in holding the Chief Constable to account. 	Include a number of measures relating to the services provided by the Board in the 2002 public attitude survey.	✓			Questions on public satisfaction in the NIPB Omnibus Surveys and CAS.

Matrix of Progress Against Corporate Objectives 2002-2005 CONTINUED

Key Performance Objective	Target Indicator		Progress			Notes
			Completed	Substantial Progress	Limited Progress	
	<ul style="list-style-type: none"> To increase public satisfaction with services provided by the Board. 	By September 2002 agree an annual target percentage increase in satisfaction levels relating to work undertaken by the Board.			✓	Not completed. Targets to increase public satisfaction within NIPB were not set.
To promote the concept of community policing.	<ul style="list-style-type: none"> To facilitate the establishment and maintenance of a DPP in each District Council area. 	31 December 2002.	✓			D'gannon & South Tyrone established from January 2005.
	<ul style="list-style-type: none"> To issue a draft Code of Practice for DPPs. 	28 February 2002.	✓			
	<ul style="list-style-type: none"> To assess the effectiveness of DPPs in performing their functions. 	30 September each year.	✓			DPP public consultation Surveys carried out in June 03 & May 04.
	<ul style="list-style-type: none"> To measure public satisfaction with the operation of DPPs. 	To develop in consultation with stakeholders a methodology for measuring public satisfaction with DPPs by 30 June 2002, and measure on an ongoing basis after one year of operation.	✓			
	<ul style="list-style-type: none"> To work closely with the Northern Ireland Office on proposals in the Justice (Northern Ireland) Bill. 	To implement agreed changes flowing from the Justice Bill and Implementation Plan in accordance with agreed timescales.	N/A			Anticipated changes did not materialise.
	<ul style="list-style-type: none"> To make arrangements for obtaining the co-operation of the public with the police in the prevention of crime. 	In consultation with other stakeholders within twelve months of establishment of DPPs to develop a crime prevention strategy to co-ordinate the work of the DPPs, police and other agencies.			✓	The Board has issued new guidelines contained in the draft code of practice on the functions and responsibilities of the DPP's. These guidelines will assist the new DPP's (to be appointed after the Local Govt elections) in developing a practical approach to this important area of work.
	<ul style="list-style-type: none"> Training for District Policing Partnerships (DPPs). 	By September 2002 to have developed a framework for training DPP members in their roles and responsibilities. By November to have provided an induction programme for members of DPPs.	✓			

Matrix of Progress Against Corporate Objectives 2002-2005 CONTINUED

Key Performance Objective	Target Indicator		Progress			Notes
			Completed	Substantial Progress	Limited Progress	
	<ul style="list-style-type: none"> ■ To consult with DPPs, community groups and Police Service with regard to future policing priorities. ■ To appoint and manage custody visitors. ■ To manage the Independent Community Observer Scheme. 	<p>By January 2003 to have undertaken a Training Needs Analysis for DPP members and by March 2003 to have produced a training programme to assist DPP members in achieving their objectives.</p> <p>Programme of consultation to be completed by September each year.</p> <p>Two visits per custody visitor team per month.</p> <p>20% of testing venues (ie initial selection test, assessment centre and test day) to have been visited during each recruitment competition.</p>	✓			
To promote the principles of Human Rights, equality of opportunity and good relations in all that we do, and to hold the Police Service similarly to account.	<ul style="list-style-type: none"> ■ To develop a two year New TSN action plan. To provide training for all relevant staff on provisions of the Human Rights Act 1998, the Equality legislation and Guidance and Government initiatives in respect of New TSN. To ensure that the Police Service is similarly trained. 	<p>30 September 2002. All Board staff receive training by 31 March 2003.</p>	N/A			NIPB has no specific programmes of expenditure which can be skewed towards those in greatest objective need through TSN. IT has been agreed with NIO that a 2 year action Plan is not appropriate.
	<ul style="list-style-type: none"> ■ To monitor Board compliance with the Human Rights Act 1998. 	Evaluation against monitoring programme each quarter.		✓		Training is scheduled and meetings will occur after the training has taken place.
	<ul style="list-style-type: none"> ■ To develop and agree a Human Rights Evaluation Plan for assessing Police Service compliance with the Human Rights Act 1998. 	1 April 2002.	✓			Completed and launched Dec 2003.
	<ul style="list-style-type: none"> ■ To use the Human Rights Evaluation Plan to assess Police Service compliance with the Human Rights Act. 	Quarterly from 1 April 2002.	✓			1st Human Rights report completed in March 2005.

Matrix of Progress Against Corporate Objectives 2002-2005 CONTINUED

Key Performance Objective	Target Indicator		Progress			Notes
			Completed	Substantial Progress	Limited Progress	
	<ul style="list-style-type: none"> ■ To manage the Independent Community Observer Scheme. 	20% of testing venues (ie initial selection test, assessment centre and test day) to have been visited during each recruitment competition.	✓			Review of ICO scheme to be commenced in 2005.
	<ul style="list-style-type: none"> ■ To produce and submit the Board's Equality Scheme to the Equality Commission. 	May 2002.	✓			GAP launched on 19 October 2004. NIPB to attend 6 monthly review meetings and report back to HRC at regular intervals for PSNI. The Board does not have an under-representation.
	<ul style="list-style-type: none"> ■ To publish an action plan for monitoring the number of women in the police, police support staff and the Board's staff, and if they are under-represented for increasing that number. 	By 31 March each year.	✓			
Implementation of the Police Service Management of Change Programme	<ul style="list-style-type: none"> ■ To report to, and liaise with, the Oversight Commissioner on a regular basis on all areas of the Police Service Management of Change Programme for which the Board has responsibility. 	Report quarterly, or more frequently if required by the Oversight Commissioner.	✓			
	<ul style="list-style-type: none"> ■ To meet regularly with the Chief Constable and other accountable Police Service officers to assess progress achieved on the Police Service Management of Change Programme. 	Quarterly.	✓			
	<ul style="list-style-type: none"> ■ To meet with other partners within the tripartite structure to take forward all aspects of the Police Service Management of Change Programme. 	Quarterly.	✓			
	<ul style="list-style-type: none"> ■ To ensure the implementation of recommendations made by Her Majesty's Inspector of Constabulary and accepted by the Chief Constable. 	Monitor implementation of accepted recommendations on a quarterly basis.	✓			

Matrix of Progress Against Corporate Objectives 2002-2005 CONTINUED

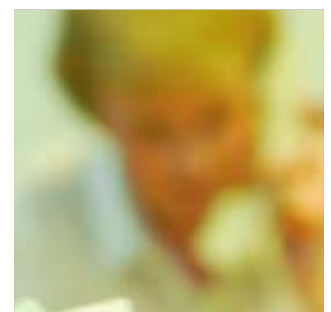
Key Performance Objective	Target Indicator		Progress			Notes
			Completed	Substantial Progress	Limited Progress	
To appoint senior police officers and senior civilian employees in compliance with employment and equality legislation, and where appropriate to call upon these officers/employees to retire.	<ul style="list-style-type: none"> ■ To agree a process for appointment of senior police officers and senior civilian employees that complies with employment and equality legislation. ■ To appoint senior officers as required. ■ To investigate any appeals against appointment boards which may have been lodged by senior officers. ■ To investigate and make a ruling on any complaints against senior officers referred to the Board by the Police Ombudsman for Northern Ireland. 	By 1 April 2002.	✓			No Complaints referred.
		Within 5 months of request.	✓			
		To initiate action within two months of lodging appeal.	✓			
		To initiate action within two months of complaint being referred.	N/A			
To increase public awareness about the role and responsibility of the Northern Ireland Policing Board and the importance of effective police accountability.	<ul style="list-style-type: none"> ■ To co-ordinate the publication of all corporate documents. ■ To make the public aware of public meetings held between the Board and the Police Service at which the Chief Constable is required to explain issues raised by Board Members. 	Policing Plan by 31 March each year. Annual Report by 30 September each year.	✓			Depending on the day the Board is held this can be 6 or 7 days in advance.
		Publish date and venue of all public meetings seven working days in advance.	✓			
To create an environment of continuous improvement in which Board staff, members and the Police Service are provided with the necessary skills and competencies to perform their respective roles and in which they feel that their contribution is valued.	<ul style="list-style-type: none"> ■ To maintain Investors in People accreditation. ■ To implement the staff Performance Management process. ■ To develop and agree a human resources policy. 	30 June 2002.	✓			Numerous HR policies have been developed, This area is kept under continual review.
		Ongoing on a monthly basis.	✓			
		30 September 2002.	✓			

Matrix of Progress Against Corporate Objectives 2002-2005 CONTINUED

Key Performance Objective	Target Indicator		Progress			Notes
			Completed	Substantial Progress	Limited Progress	
	<ul style="list-style-type: none"> ■ To develop an annual training plan within the parameters of the training budget. ■ To reduce sickness absenteeism. ■ To measure and increase overall staff satisfaction with working for Policing Board. 	<p>By 1 April each year.</p> <p>By 10% per annum.</p> <p>Increase by 10% per annum.</p>	<p>✓</p> <p>✓</p> <p>✓</p>			Training policy and Procedure developed and will kept under review.
To secure adequate resources to fund the services provided by the Northern Ireland Policing Board and manage these in line with the Police (Northern Ireland) Act 2000 and the Northern Ireland Office Management Statement and Conditions of Grant.	<ul style="list-style-type: none"> ■ To prepare and submit to the Secretary of State estimates for Board funding requirements. ■ To secure adequate funding to achieve an effective and efficient Board. ■ To manage resources within the allocated budget. ■ To submit annual accounts for the Board to the Secretary of State within agreed timescales. 	<p>In accordance with Secretary of State deadline.</p> <p>1 April each year.</p> <p>Within 2% of budget.</p> <p>By 31 October 2002 and thereafter.</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>			
To secure an adequate Grant for Police Purposes and ensure that the Chief Constable manages this Grant in an appropriate manner.	<ul style="list-style-type: none"> ■ To prepare and submit to the Secretary of State estimates of the Police Service funding requirements. ■ To secure adequate funding to achieve an effective and efficient Police Service. ■ To monitor Police Service resource management against budget available. ■ To submit annual accounts for Police Service to the Secretary of State within agreed timescales. 	<p>In accordance with Secretary of State deadlines.</p> <p>1 April each year.</p> <p>To undertake a quarterly budget review with Police Service Director of Finance.</p> <p>By 30 August each year.</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>			

Matrix of Progress Against Corporate Objectives 2002-2005 CONTINUED

Key Performance Objective	Target Indicator		Progress			Notes
			Completed	Substantial Progress	Limited Progress	
To secure continuous improvement in the way in which our functions and those of the Chief Constable are exercised.	<ul style="list-style-type: none"> To complete a pilot study looking at Best Value as a means of delivering the Board's responsibilities in relation to continuous improvement. 	31 March 2003.	✓			Management review of DPP.
	<ul style="list-style-type: none"> To develop an annual programme of continuous improvement reviews covering the activities of the Board and the Chief Constable. 	By 31 March each year from 2003 onwards.	✓			PSNI Best Value review programme for 03/04, 04/05 and 05/06 developed and published in the annual policing plan. The Board's review of Police Admin Branch is to be presented to the next Audit & Best Value Committee meeting.





THE NORTHERN IRELAND POLICING BOARD

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2005

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FOREWORD TO THE FINANCIAL STATEMENTS

Background and Principal Activities

History

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

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

Principal Activities

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

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

Details of the NIPB's aims, objectives and achievements are contained in its Annual Report.

Basis of Accounts

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

Exclusion

The accounts do not incorporate the expenditure of PSNI.

Funding

The NIPB is funded from the NIO request for resources 1 'Police'.

Results for the Year

The Income and Expenditure Account is set out on page 58 and shows a surplus for the year of £693k.

Events since the Year End

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

Interest Rate and Currency Risk

NIPB has no borrowings other than the temporary overdraft that occurred at year end (see note 9) and relies primarily on the Northern Ireland Office for its cash requirements, and is therefore not exposed to liquidity risks. It also has no material deposits, and all material assets and liabilities are denominated in sterling, so it is not exposed to interest rate risk or currency risk.

Future Developments

The Board was originally constituted in 2001 and will reach the end of its current term in October 2005. The Police (Northern Ireland) Act 2000 - Schedule 1 - Part 4(2) states that the Board may not be appointed for a term of more than 4 years at a time. The Secretary of State, through the Northern Ireland Office holds responsibility for the reconstitution process, and has rolled forward the current Board until April 2006.

In relation to our statutory responsibility to monitor the performance of the Police Service in complying with the Human Rights Act 1998, the Board plans to monitor each of the recommendations contained within the first Human Rights Annual Report, which was published during 2004-05. In addition, for this incoming year, particular emphasis will be placed on the issues of Victims Rights, Data Protection and Privacy.

It is the Government's stated intention to transfer responsibility for policing and justice functions to a local devolved administration. The Government has said that the precise structural arrangements for the delivery of justice functions within a devolved administration will be a matter for a Northern Ireland Executive and Assembly. The NIPB will continue to work with other agencies in the criminal justice sector to ensure that agreed recommendations are implemented in a timely manner.

The commitment on the part of the PSNI to develop and deliver policing with the community as the standard way in which policing is organised is a major undertaking. This commitment on the part of PSNI is matched by the commitment of the Board to monitor all aspects of the delivery of policing to ensure that policing with the community becomes a reality. This will entail the Board developing and agreeing a monitoring framework in relation to this area. Having agreed the framework, the Board will monitor performance against it and report on the findings. This will entail detailed discussion with PSNI in order to agree appropriate performance indicators and to agree a methodology by which objectives can be agreed to bring about improvement where that is necessary. The Board is currently working with consultants to appoint new members to the DPPs.

This is a major exercise and is the largest public appointments exercise undertaken in Northern Ireland. This exercise attracts a considerable level of public scrutiny and the Board is committed to ensuring that the task is completed in accordance with the guidance contained in the NIO Code of Practice on the Appointment of Independent Members to the DPPs. In addition to the external competition to attract suitable candidates to the DPPs, the Board is also managing the process whereby existing Independent Members are considered for re-appointment to the DPPs.

The Board is also committed to the provision of training, guidance and support to the DPP Members. In fulfilling this role the Board will provide Induction Training for new members supported by a detailed Members' Handbook. This is a new development and requires a substantial input from the Board to put this in place. In addition, Induction Training will be followed up with a full programme of training, based on the outcomes from the Training Needs Analysis which the Board is currently undertaking for DPPs.

The Board has recently completed a comprehensive Review of the work of the DPPs during their first year in office. Arising from this Review there is a series of recommendations which the Board is in the process of implementing. This will require an implementation strategy in relation to each recommendation and monitoring of the progress that is being made in each area of work.

Fixed Assets

Movements in fixed assets are disclosed in Note 8. The NIPB does not believe there is any material difference between the market and net book value of its assets.

Management Board

Members of the NIPB for the period of the accounts were:

Independent Members

Professor Sir D. Rea (Chairman)
Mr. D Bradley (Vice-Chairman)
Viscount Brookeborough
Mr. B Dougherty
Mr. B Gilligan
Mr. T Kelly
Mrs. P McCabe
Mrs. R Moore
Mr. S Sharma

Political Members

Mr. A Attwood
Mr. J Byrne
Mr. F Cobain
Mr. S Foster
Mr. W Hay
Lord Kilclooney
Mr. A McFarland
Mr. E McGrady
Mr. I Paisley Jnr
Mr. S Wilson

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

Payments to Suppliers

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

During the year a prompt payment figure of 96 % of bills paid within 30 days was achieved (96% in 2003/04).

Charitable Donations

No charitable donations were made in the year.

Disabled Employees

The NIPB shares the NIO's commitment to the Northern Ireland Civil Service Equal Opportunities Policy. This ensures equality of opportunity for disabled persons seeking employment in the NIPB.

Employee Involvement

The NIPB continues to encourage staff involvement and commitment to its business. Information is disseminated through contact with management and team briefings. The NIPB has continued to support and encourage staff through nationally recognised qualifications, in-house training and external programmes.

Going Concern

The balance sheet at 31 March 2005 shows net liabilities of £210k. This reflects the inclusion of liabilities falling due in future years which, to the extent that they are not to be met from the NIPBs other sources of income, may only be met by future grants or grants-in-aid from the NIPBs sponsoring Department, the NIO.

Grants from NIO for 2005-06, taking into account the amounts required to meet the NIPBs liabilities falling due in that year, have already been included in the Departments Estimates for that year, which have been approved by Parliament, and there is no reason to believe that the Departments future sponsorship and future parliamentary approval will not be forthcoming. It has accordingly been considered appropriate to adopt a going concern basis for the preparation of these financial statements.

Audit

The financial statements are audited by the Comptroller and Auditor General. The audit fee this year is £14,000 (2003/04 £14,000).

T.Reaney
Chief Executive
8 November 2005

STATEMENT OF THE NORTHERN IRELAND POLICING BOARD AND CHIEF EXECUTIVE'S RESPONSIBILITIES

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

In preparing the accounts the NIPB is required to:

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

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



STATEMENT ON INTERNAL CONTROL

Scope of responsibility

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

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

Purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of NIPB policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The system of internal control has been in place in the NIPB for the year ended 31 March 2005 and up to the date of approval of the annual report and accounts, and accords with HM Treasury guidance.

Capacity to handle risk

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

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

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

The risk and control framework

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

The Accounting Officer provides progress reports through the Audit and Best Value Committee every six months or as required. Each Director is responsible for providing a stewardship statement on their area of responsibility. Within this statement they will demonstrate how they have dealt with risk issues during the period and highlight any

areas, which might adversely affect their Directorate or the organisation as a whole.

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

Review of effectiveness

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

The Certificate and report of the Comptroller and Auditor General on pages 54 and 55 contains a qualification. This relates to the Policing Board Number 2 Bank Account, which is exclusively used to control the flow of funds between the NIO and the PSNI, the account was overdrawn at 31 March 2005. I am satisfied that the Board did not deliberately set out to borrow money and there was no opportunity to rectify the situation before year end, as the transfer of funds which created the overdraft took place on the last day of the financial year. Changes to the request for funding were not communicated to the Board. The Board will incorporate additional management controls in relation to its part of the process to ensure that this situation will not happen again.

Up to 2001-02, Grants were paid by our predecessor body, the Police Authority for Northern Ireland, to various town partnerships in relation to CCTV schemes. The NIPB CCTV Project Board is continuing investigations into payments made to one partnership and have sought legal advice from the Crown Solicitors Office regarding the recovery of the Grant.

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

T. Reaney
Chief Executive
8 November 2005

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT

I certify that I have audited the financial statements on pages 58 to 69 under the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003. These financial statements have been prepared under the historical cost convention as modified by the revaluation of certain fixed assets and the accounting policies set out on pages 60 to 61.

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

As described on page 52, the Northern Ireland Policing Board and Chief Executive are responsible for the preparation of the financial statements in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and directions made thereunder by the Secretary of State for Northern Ireland and for ensuring the regularity of financial transactions. The Northern Ireland Policing Board and Chief Executive are also responsible for the preparation of the other contents of the Accounts. My responsibilities, as independent auditor, are established by statute and I have regard to the standards and guidance issued by the Auditing Practices Board and the ethical guidance applicable to the auditing profession.

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

I read the other information contained in the Accounts, and consider whether it is consistent with the audited financial statements. I consider the implications for my certificate if I become aware of any apparent misstatements or material inconsistencies with the financial statements.

I review whether the statement on page 55 reflects the Northern Ireland Policing Board's compliance with Treasury's guidance on the Statement on Internal Control. I report if it does not meet the requirements specified by Treasury, or if the statement is misleading or inconsistent with other information

I am aware of from my audit of the financial statements. I am not required to consider, nor have I considered whether the Accounting Officer's Statement on Internal Control covers all risks and controls. I am also not required to form an opinion on the effectiveness of the Department's corporate governance procedures or its risk and control procedures.

Basis of audit opinion

I conducted my audit in accordance with United Kingdom Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Northern Ireland Policing Board in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Northern Ireland Policing Board's circumstances, consistently applied and adequately disclosed.

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

Qualified Opinion in Respect of a Transaction that Contravened Relevant Governing Legislation

Sections 9(5) and 9(6) of the Police (NI) Act 2000 state that the Northern Ireland Policing Board is not allowed to borrow any more than is approved in writing by the Secretary of State and, in any case, any borrowing must be repaid by the end of the financial year. The Northern Ireland Policing Board balance sheet includes a bank overdraft of £2,551,000. No prior written approval was obtained for this borrowing, nor was it repaid by the end of the financial year. Accordingly, I have concluded the transaction leading to this overdraft does not conform to the authorities which govern it.

In my opinion:

- The financial statements give a true and fair view of the state of affairs of the Northern Ireland Policing Board at 31 March 2005 and of the surplus, total recognised gains and losses and cash flows for the year then ended, and have been properly prepared in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and directions made thereunder by the Secretary of State for Northern Ireland; and
- In all material respects the expenditure and income have been applied to the purposes intended by Parliament and, except for the bank overdraft referred to above, the financial transactions conform to the authorities which govern them.

My report is attached below

John Bourn
Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria London SW1W 9SP
November 2005

2004-05 NORTHERN IRELAND POLICING BOARD FINANCIAL STATEMENTS - BORROWING IN CONTRAVENTION OF STATUTORY REQUIREMENTS

Purpose of Report

1. In 2004-05, the Northern Ireland Policing Board (the Board) inadvertently paid out funds from their bank account which they did not at the time possess and as a result had borrowing in the form of an overdraft of £2,551,000 as at 31 March 2005. The Board may not undertake any borrowing without the written approval of the Secretary of State, and any borrowing must be repaid by the end of the financial year. This contravenes statutory requirements and therefore I have qualified my audit opinion. The purpose of this report is to explain the reasons for this qualification and note action taken to prevent any recurrence.

My Responsibilities with Regard to the Breach of Regularity

2. As part of my audit of the Board's financial statements, I am required to satisfy myself that, in all material respects, the expenditure and income shown in their accounts have been applied to the purposes intended by Parliament and conform to the authorities which govern them; that is, they are "regular". In doing so I have regard to statutory requirements as well as Treasury authorities.

How the Overdraft was Incurred

3. The Board is responsible for the issue and control of funding to the Police Service of Northern Ireland (PSNI). The Board, in turn, requests funding for the PSNI from the Northern Ireland Office (NIO).

4. Towards the end of March 2005, PSNI made a request to the Board for funding of £42,876,927, and in turn the Board requested grant funding from NIO for the same amount. The Board also arranged to issue £42,876,927 to PSNI in anticipation of the funding being received from NIO. However, NIO only issued funding of £40,325,927 to the Board as the PSNI had reached their budgetary limit. This resulted in the Board issuing funding of £42,876,927 to PSNI, £2,551,000 more than had been remitted by the NIO.

5. Consequently, at the Board's year end of 31 March 2005, the Board was overdrawn to the value of £2,551,000. I noted that the full amount of the funding to the PSNI was recovered by the Board from PSNI at the earliest opportunity in April 2005 and no interest was incurred.

6. The overdraft of £2,551,000 at 31 March 2005 is contrary to Sections 9(5) and 9(6) of the Police (NI) Act 2000 which respectively state that the Board is only allowed to borrow with the approval of the Secretary of State and any borrowing must be repaid by the end of the relevant financial year. The Board did not have the required approval and the borrowing that had been incurred had not been repaid by the year end. I have therefore limited my opinion on the financial statements of the Board in respect of this irregular overdraft.

7. The Board has reviewed the tripartite arrangements in relation to the drawdown of PSNI grant funding and has put in place additional management controls within its own internal processes and procedures to prevent a similar situation arising in the future. The Chief Executive of the Board has also initiated a wider review of the Board's responsibilities in relation to PSNI's finances. This will highlight any additional potential risk areas for the Board to address.

Qualification of Audit Opinion

8. In forming my audit opinion on the Northern Ireland Policing Board 2004-05 financial statements I am required to confirm whether, in all material respects, the expenditure and income of the Department have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In respect of borrowing, the underlying transaction is not in accordance with the Police (Northern Ireland) Act 2000, and my audit opinion has been qualified in this respect.

John Bourn
Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria London SW1W 9SP
November 2005

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2005

	Notes	2005 £000	2004 £000
Income			
Grant from NIO RfR 1 'Police'	2	7,228	5,756
Release from Capital Grant Reserve	13	34	37
Total Income		7,262	5,793
Expenditure			
Staff Costs	3(b)	2,129	1,761
Grant to District Policing Partnerships	4	2,447	2,410
Other Operating Costs	5	2,438	2,208
Depreciation	8	34	29
Permanent Diminution	8	0	8
Notional Cost of Capital	6	(20)	(18)
Total Expenditure		7,028	6,398
Surplus (Deficit) Before Exceptional Item		234	(605)
Exceptional Credit / (Charge): Pension Liability	7	459	(165)
Surplus / (Deficit) for the Year		693	(770)
Notional Cost of Capital	6	(20)	(18)
Amount Transferred to / (from) Reserves		673	(788)

STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES FOR THE YEAR ENDED 31 MARCH 2005

Surplus/(Deficit) for the Year		673	(788)
Unrealised surplus on revaluation of fixed assets	13	1	1
Total Recognised Gains and Losses for the Year		674	(787)

All amounts above relate to continuing activities and are administrative in nature. The notes on pages 60-69 form part of these financial statements.

BALANCE SHEET AS AT 31 MARCH 2005

	Notes	2005		2004	
		£000	£000	£000	£000
Fixed Assets					
Tangible Fixed Assets	8		180		147
Current Assets					
Debtors	9	2,728		478	
Cash at bank and in Hand	10	50		1	
		2,778		479	
Current Liabilities					
Creditors: amounts falling due within one year	11	(3,168)		(1,037)	
Net Current Liabilities					
			(390)		(558)
Provision for Liabilities and Charges	12		0		(505)
Net Liabilities					
			(210)		(916)
Financed By:					
General Fund	13		(390)		(1,063)
Capital Grant Reserve	13		180		147
			(210)		(916)

T.Reaney
Chief Executive
8 November 2005

All amounts above relate to continuing activities and are administrative in nature. The notes on pages 60-69 form part of these financial statements.

Cash Flow Statement for the Year Ended 31 March 2005

	Notes	2005 £000	2004 £000
Operating Activities			
Net Cash outflow from Operating Activities	14	(2,502)	(92)
Capital Expenditure and Financial Investment			
Payment to acquire tangible fixed assets	8	(66)	(26)
Financing			
Grant received for capital purposes	13	66	18
Decrease in cash		(2,502)	(100)

The notes on pages 60-69 form part of these financial statements.

Notes to the Financial Statements

1.0 Statement of Accounting Policies

The financial statements have been prepared in accordance with the Executive Non Departmental Public Bodies Annual Reports and Accounts Guidance issued by HM Treasury. The particular accounting policies adopted by the NIPB are described below. They have been applied consistently in dealing with items considered material in relation to the accounts.

1.1 Accounting Convention

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

1.2 Tangible Fixed Assets

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

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

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

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

1.3 Depreciation

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

The estimated useful lives of all assets are as follows:

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

1.4 Capital Grant Reserve

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

1.5 Early Departure Costs

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

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

1.6 Pension Costs

Past and present employees are covered by the provisions of the Civil Service Pension Schemes (Northern Ireland) and the Police Service of Northern Ireland (Civilian) Pension Scheme. The defined benefit elements of the schemes are unfunded and are non-contributory except in respect of dependents benefits. NIPB recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employees' services by payments to the Principal Civil Service Pension Schemes (PCSPS) (Northern Ireland) and the PSNI (Civilian) Pension Scheme of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS (Northern Ireland) and the PSNI (Civilian) Scheme. In respect of the defined contribution elements of the schemes, NIPB recognises the contributions payable for the year. The PSNI (Civilian) Scheme, which is analogous to the PCSPS (Northern Ireland), is being 'wound-up' retrospectively as at 30 September 2002 and transferred to the PCSPS (Northern Ireland) as a Schedule 1 Member. It is expected that the PSNI (Civilian) Pension Scheme will be wound up and the transfer made in 2005/06.

1.7 Value added Tax (VAT)

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

1.8 Notional Charges

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

A notional charge for interest on capital is included in the Income and Expenditure Account. This is calculated at 3.5% (3.5% in 2003/04) of the average value of total assets less total liabilities.

1.9 Provision for Pension Liability

The PSNI (Civilian) Pension Scheme is being 'wound up' and transferred to the PCSPS (Northern Ireland) as a Schedule 1 Member. This is in keeping with current HM Government Policy to close all 'by analogy' schemes and transfer them into the main PCSPS schemes. The present value of the scheme liabilities in relation to NIPB direct recruits is provided for as an exceptional item in 2002 - 2003 and in 2003 - 2004.

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

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

1.10 Leases

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

1.11 Insurance

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

2.0 Reconciliation of Grant

	2005 £000	2004 £000
Grant from Northern Ireland Office	7,294	5,774
Less Transfer to Capital Grant Reserve	(66)	(18)
	7,228	5,756

3.0 Northern Ireland Policing Board Members and Staff

(a) NIPB Members

Remuneration of NIPB Members is disclosed below. None of the posts are pensionable and the only other primary benefit is the payment of expenses for home to office travel and the associated taxation amounting in total to £28,000 for 2004/05 (£55,000 in total for 2003/04). Political Members do not normally receive remuneration unless the Assembly is suspended and their remuneration from the Assembly is reduced.

Name and Title Independent Members	2005 Salary £000's	2004 Salary £000's
Professor Sir D. Rea (Chairman)	57	50
Mr. D. Bradley (Vice-Chairman)	40	37
Viscount Brookeborough	18	15
Mr. B. Dougherty	18	15
Mr. B. Gilligan	21	16
Mr. T. Kelly	21	16
Mrs. P. McCabe	28	20
Mrs. R. Moore	19	15
Mr. S Sharma	18	15
Name and Title Political Members	2005 Salary £000's	2004 Salary £000's
Mr. A. Attwood	11	12
Mr. J. Byrne	17	14
Mr. F. Cobain	11	12
Mr. S. Foster	17	14
Mr. W. Hay	11	12
Lord Kilclooney	11	12
Mr. A. McFarland	11	12
Mr. E. McGrady	20	9
Mr. I. Paisley Jnr.	11	12
Mr. S. Wilson	11	12
The Average Number of Members During the year was	2005 Number	2004 Number
	19	19

(b) Staff costs and numbers

	2005 £000's	2004 £000's
Wages and Salaries	1,690	1,369
Social Security Costs	140	105
Other Pension Costs	177	131
Secondments/Agency	122	156
Total Cost	2,129	1,761

The average number of employees during the year was:

	2005 Number	2004 Number
Senior Management	5	4
Other directly employed staff	52	40
Secondments/Agency	6	6
	63	50

The salary, pension entitlements and the value of any taxable benefits in kind of the most senior members were as follows:

Title	2004-05		2003-04	
	Salary £'000	Benefits in kind (to nearest £100)	Salary £'000	Benefits in kind (to nearest £100)
Chief Executive	90 - 95	-	20 - 25	-
Director of Corporate Services	40 - 45	-	5 - 10	-
Director of Policy	45 - 50	-	45 - 50	-
Director of Community Affairs	40 - 45	-	40 - 45	-
Director of Communications (appointed 23/08/04)	30 - 35	-	N/A	N/A
Director of Planning (appointed 1/6/04)	30 - 35	-	N/A	N/A

The Chief Executive and the Director of Corporate Services were both appointed in January 2004.

'Salary' includes gross salary, performance pay or bonuses, overtime and any other allowance to the extent

that it is subject to UK taxation. The monetary value of benefits in kind covers any benefits provided by the employer and treated by the Inland Revenue as a taxable emolument. No benefits in kind were paid to senior employees.

Pension entitlements of the most senior employees are shown below.

	Real increase in pension and related lump sum at age 60	Total accrued pension at age 60 at 31/03/05 and related lump sum	CETV at 31/03/05 (nearest £k)	CETV at 31/03/04 (nearest £k)	Real increase in CETV (nearest £k)
	£'000	£'000			
Chief Executive	0 - 2.5 No automatic lump sum	0 - 5.0 No automatic lump sum	21	1	19
Director of Corporate Services	7.5 - 10.0 Plus 22.5 - 25.0 lump sum	10.0 - 15.0 Plus 30.0 - 35.0 lump sum	111	23	90
Director of Policy	0 - 2.5 Plus 2.5 - 5.0 lump sum	5.0 - 10.0 Plus 20.0 - 25.0 lump sum	75	62	9
Director of Community Affairs	0 - 2.5 Plus 0 - 2.5 lump sum	10.0 - 15.0 Plus 35.0 - 40.0 lump sum	191	170	11
Director of Communications (appointed 23/08/04)	2.5 - 5.0 No automatic lump sum	0 - 5.0 No automatic lump sum	31	0	31
Director of Planning (appointed 1/6/04)	0 - 2.5 Plus 0 - 2.5 lump sum	5.0 - 10.0 Plus 15.0 - 20.0 lump sum	59	54	2

The Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. It is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves the scheme and chooses to transfer the pension benefits they have accrued in their former scheme.

The pension figures shown relate to the benefits that the member has accrued as a consequence of their total service. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

The real increase in the value of the CETV takes account of the increase in accrued pension due to inflation and contributions paid by the member and is calculated using common market valuation factors for the start and end of the period.

(c) Principal Civil Service Pension Scheme (Northern Ireland)

Pension benefits for Civil Servants seconded from DFP are provided through the Principal Civil Service Pension Scheme (Northern Ireland) (PCSPS (Northern Ireland)). From 1st October 2002, civil servants may be in one of three statutory based 'final salary' defined benefit schemes (classic, premium and classic plus). New entrants after 1st October 2002 may choose between membership of premium or joining a good quality 'money purchase' stakeholder based arrangement with a significant employer contribution (partnership pension account). The PCSPS (Northern Ireland) is an unfunded defined benefit scheme which produces its own resource accounts, but NIPB is unable to identify its share of the underlying assets and liabilities. The most up to date actuarial valuation was carried out as at 31 March 2003 and details of this valuation are available in the PCSPS (Northern Ireland) resource accounts.

For 2004/05, employers' contributions of £176,955 were payable to the PCSPS (Northern Ireland) (2003/04, £130,988)

at one of four rates in the range 12 to 18 per cent of pensionable pay, based on the salary bands. From 1 April 2005 these rates have increased as a result of the latest actuarial valuation to between 16.5% and 23.5%. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

Employees joining after 1 October 2002 could opt to open a partnership pension account, a stakeholder pension with an employer contribution. No employers' contributions were paid to one or more of a panel of four appointed stakeholder pension providers. Employer contributions are age-related and range from 3 to 12.5% of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay.

In addition, no employer contributions of 0.8% of pensionable pay, were payable to the PCSPS(NI) to cover the cost of future provision of lump sum benefits on death in service and ill health retirement of these employees. There were no contributions due to the partnership pension providers at the balance sheet date. There were no contributions prepaid at that date.

(d) Police Service of Northern Ireland (Civilian) Pension Scheme

Pension benefits for direct recruits are provided through the Police Service of Northern Ireland (Civilian) Pension Scheme which is analogous to the PCSPS (Northern Ireland) scheme, described above.

Legislation was approved on 8 March 2004 to add direct recruits to the employments listed in Schedule 1 to the Superannuation (Northern Ireland) Order 1972 with effect from 30th September 2002, however it is expected the scheme will be wound up and the transfer made during 2005/06. An actuarial valuation of the Police Service of Northern Ireland (Civilian) Pension Scheme was carried out at 31 March 2005 based on 30 September 2002 as the effective date of the transfer, by the Government Actuary. The present value of the scheme liabilities has been estimated at £75 million. In accordance with the NDPB Accounting Guidance, the scheme liability has been discounted at 3.5%.

Direct Recruits joining after 1 October 2002 could opt to open a partnership pension account, a stakeholder pension with an employer contribution. No employers' contributions were paid to one or more of a panel of four appointed stakeholder pension providers. Employer contributions are age-related and range from 3 to 12.5% of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay.

In addition, no employer contributions of 0.8% of pensionable pay, were payable to the PCSPS (Northern Ireland) to cover the cost of future provision of lump sum benefits on death in service and ill health retirement of these employees.

There were no contributions due to the partnership pension providers at the balance sheet date, and no contributions prepaid at that date.

4. GRANT DISTRICT POLICING PARTNERSHIP		
District Policing Partnership	2005 £000	2004 £000
Antrim	75	92
Ards	104	100
Armagh	92	110
Ballymena	86	94
Ballymoney	89	100
Banbridge	96	105
Belfast	205	200
Carrickfergus	75	85
Castlereagh	97	100
Coleraine	96	96
Cookstown	85	85
Craigavon	90	87
Derry	99	121
Down	91	98
Dungannon	54	25
Fermanagh	93	101
Larne	82	81
Limavady	93	87
Lisburn	112	120
Magherafelt	67	78
Moyle	85	92
Newry and Mourne	98	110
Newtownabbey	113	105
North Down	99	108
Omagh	86	87
Strabane	85	84
	2,447	2,551
Recoverable amounts	0	(141)
Total	2,447	2,410

Funding of the DPPs is by way of the payment of a grant by the Policing Board to each of the District Councils that have set up DPPs.

The amount of grant is 75% of the total cost of operating the DPPs, including salaries, travel and allowances and accommodation costs, with the remaining 25% funded by the District Councils. The grant is recognised on an accruals basis in NIPBs financial statements. A comparison of amounts paid against actual costs incurred for the year to the final amount due, gives rise to a Creditor balance, representing the final payment due to the DPPs from the Policing Board for 2004/05 expenditure.

5. OTHER OPERATING COSTS		
	2005 £000	2004 £000
Travel & Subsistence	121	132
Course Fees	67	43
Hospitality	23	17
Press & Public Relations	274	206
Custody Visitors	54	47
Independent Observers	11	18
Policing in the Community Awards	10	0
Crown Solicitor's Office	51	10
Public Attitude Survey	184	107
Human Rights	131	70
Running Costs	492	487
Accommodation Costs	681	736
Audit Fees	14	14
Pension Medical Services and Appeals	193	230
DPP Website	114	80
District Policing Partnership Review Costs	18	11
Total Other Operating Costs	2,438	2,208

6. NOTIONAL COST OF CAPITAL		
	2005 £000	2004 £000
The notional cost of capital is calculated as 3.5% of the average value of total assets less liabilities.	(20)	(18)
Notional cost of capital	(20)	(18)

7. Exceptional Item

The PSNI (Civilian) Pension Scheme is being 'wound up' retrospectively and admitted to the main PCSPS(Northern Ireland) as a Schedule 1 Member. The accruing cost of the NIPB direct recruits that are members of the PSNI scheme was estimated in 2003/04 by the Government Actuaries at £505k and was reflected in Provisions in the 2003/04 Accounts.

The Accounting treatment in 2004/05 for this liability has been changed to reflect the fact that it more appropriately lies with the PSNI.

The liability for members of the direct recruit scheme up to 4th November 2001, when the NIPB was created, lies with the PSNI, as there was no transfer of value to the NIPB at this time. For the period from 4th November 2001 to 30th September 2002, the date of transfer to the PCSPS (Northern Ireland), direct recruits of the NIPB, were still members of the PSNI Scheme and as there was only one scheme, the liability for this period of time remains with the PSNI. This has resulted in the release of £459k of the NIPB Provision for these direct recruits to the Income and Expenditure Account, as an Exceptional Item, in 2004/05 and the transfer of £46k to Creditors, representing Superannuation Contributions owed to the PSNI in relation to these direct recruits. This amount will be paid over to the PSNI during 2005/06.

8. TANGIBLE FIXED ASSETS			
	Computer Equipment	Furniture & Kitchen Equipment	Total
	£000	£000	£000
Cost or Valuation			
At 1 April 2004	91	126	217
Additions	65	1	66
Disposals	0	0	0
Revaluation	0	2	2
At 31 March 2005	156	129	285
Accumulated Depreciation			
At 1 April 2004	36	34	70
Provided in Period	21	13	34
Backlog Depreciation	0	1	1
At 31 March 2005	57	48	105
Net Book Value			
At 1 April 2004	55	92	147
At 31 March 2005	99	81	180

9. DEBTORS		
Amounts due within one year:	2005 £000	2004 £000
Trade Debtors	0	0
Prepayments and Accrued Income	169	164
Debtor balances with other central government bodies	2,551	0
Debtor balances with local authorities	8	314
	2,728	478

The year-end Debtor balance with other central government bodies is with the PSNI and is in relation to changes in funding agreed between the NIO and the PSNI which were processed on the 31 March 2005. This resulted in the NIPB Number 2 Bank Account, which is used by the NIPB to control the movement of cash between the NIO and the PSNI, being overdrawn by £2,551k, with the PSNI Bank Account having a corresponding surplus.

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

10. CASH AT BANK AND IN HAND		
	2005 £000	2004 £000
Commercial Banks and Cash in Hand NIPB Number 1 Account	50	1

11. CREDITORS

Amounts due within one year:	2005 £000	2004 £000
Bank Loans and Overdrafts	2,551	0
Trade Creditors	196	273
Payroll Accrual	7	78
Creditor balances with other central government bodies	36	0
Creditor balances with local authorities	332	686
Amount payable to settle pension liability	46	0
	3,168	1,037

The Overdraft bank balance of £2,551k is explained in note 9 above. Creditor balances with other central government bodies includes £27k with the Crown Solicitors Office and £9k with the Department of Finance and Personnel. Creditor balances with local authorities are with the District Councils and relate to the DPPs.

The amount payable to settle pension liability is in relation to Superannuation Contributions owed to the PSNI in respect of NIPB direct recruits who were members of the PSNI (Civilian) Pension Scheme. During the period 4th November 2001 to 31st March 2003 the NIPB Payroll was administered by the PSNI and no Superannuation charges were made against the NIPB throughout this period.

12. PROVISIONS FOR LIABILITIES AND CHARGES

	Pension Liability £000
At 1 April 2004	505
Utilised in year	-
Discount	-
Decrease in Provision	459
Transferred to Creditors	46
At 31 March 2005	0

13. RECONCILIATION OF GOVERNMENT FUNDS AND MOVEMENT ON CAPITAL AND RESERVES

	Notes	General Fund £000	Capital Grant Reserve £000	Total £000
At 1 April 2004		(1,063)	147	(916)
Grant received for capital purchases	8		66	66
Depreciation of assets released	8		(34)	(34)
Surplus on revaluation of fixed assets	8		1	1
Permanent diminution released	8		0	0
Transfer from Income and Expenditure Account		673		673
At 31 March 2005		(390)	180	(210)

14. RECONCILIATION OF OPERATING SURPLUS / (DEFICIT) TO NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES

	2005 £000	2004 £000
Surplus/(Deficit) for the year	693	(770)
Adjustment for non-cash Transactions:		
Depreciation	34	29
Permanent diminution	0	8
Release from Capital Grant Reserve	(34)	(37)
Notional cost of capital	(20)	(18)
Adjustments for movements in Working Capital:		
(Increase) in Debtors	(2,250)	(78)
(Decrease)/Increase in Creditors	(420)	609
(Decrease)/Increase in provisions	(505)	165
Net Cash outflow from Operating Activities	(2,502)	(92)

15. CAPITAL COMMITMENTS

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

16 OBLIGATIONS UNDER LEASES

Annual commitments under non-cancellable operating leases are as follows:	Land and Buildings		Other	
	2005 £000	2004 £000	2005 £000	2004 £000
Operating Leases which expire:				
Within one year	-	-	-	2
In two to five years	-	-	8	3
In over five years	286	286	-	-
	286	286	8	5

17. LOSSES AND SPECIAL PAYMENTS

Type	Description	Number of Cases	£'000
Losses	Fruitless payments	7	2

18. RELATED PARTY TRANSACTIONS

The NIPB is a Non-Departmental Public Body of the Northern Ireland Office.

The NIO is regarded as a related party. During the year the NIPB has had a number of material transactions with the Department and with other Government Departments and central government bodies. Most of these transactions have been with the Department of Finance and Personnel; the Crown Solicitor's Office, the Government Purchasing Agency, the Construction Service, the Rate Collection Agency and the Northern Ireland Statistics and Research Agency (the last two are executive agencies of the Department of Finance and Personnel); Local Councils, through the District Policing Partnerships; and the Police Service of Northern Ireland.

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

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

19. CONTINGENT LIABILITIES

There were no contingent liabilities at 31 March 2005.

20. POST BALANCE SHEET EVENTS

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





THE NORTHERN IRELAND POLICING BOARD

GLOSSARY AND EXPLANATORY NOTES

GLOSSARY

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

EXPLANATORY NOTES

Richard Report

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

Crompton Report

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

Stevens Report

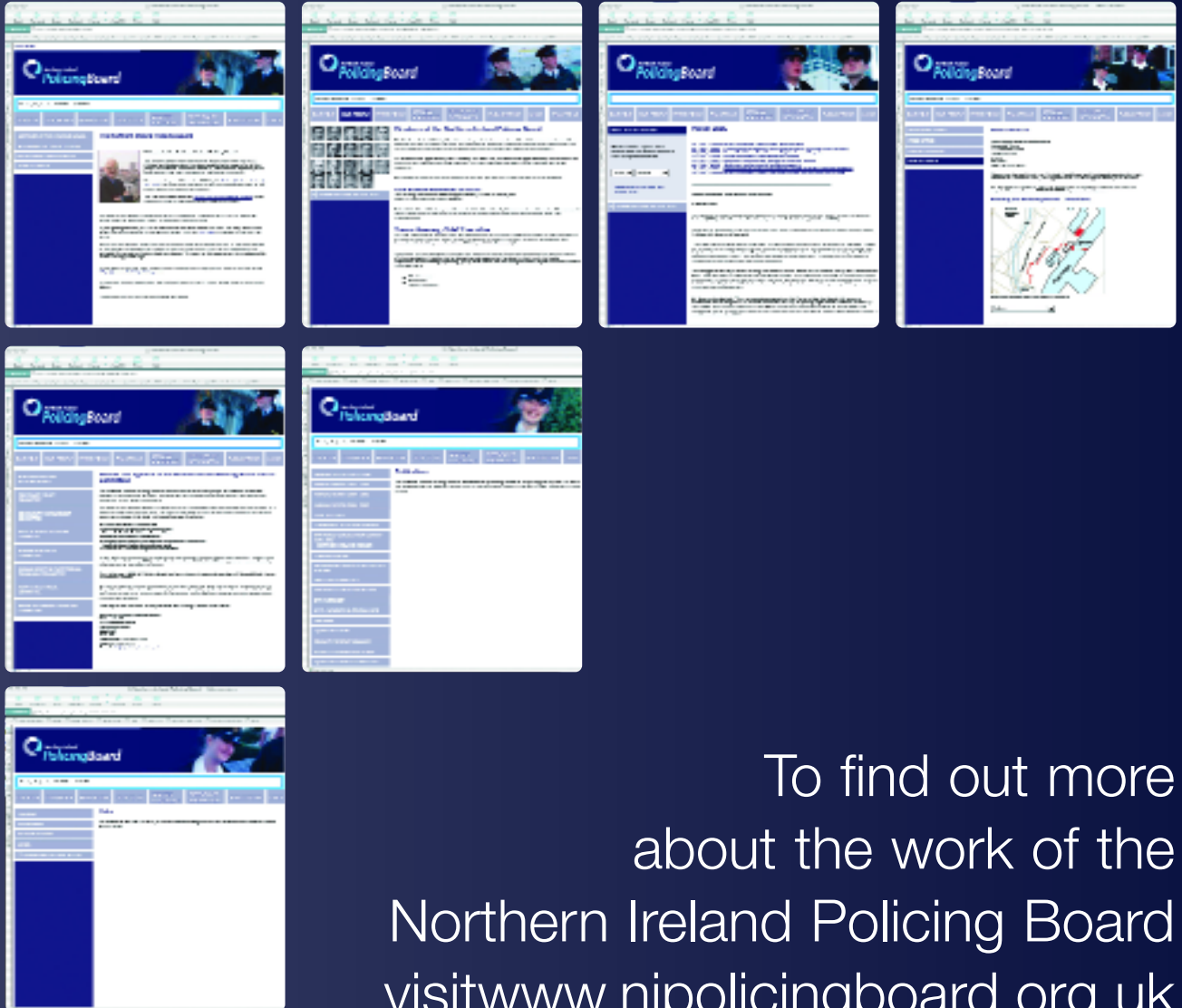
Sir John Stevens was commissioned in 1999 by the former Chief Constable, Sir Ronnie Flanagan, to conduct an independent investigation into the murder of Belfast Solicitor, Mr Pat Finucane, and associated matters raised by the British Irish Rights Watch Organisation and the Report of the UN Rapporteur,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

Blakey Report

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



WANT TO FIND OUT MORE?



The collage consists of seven screenshots of the Northern Ireland Policing Board website. The top row shows four screenshots: the first is the homepage with a 'Public Notice' section; the second shows a news article titled 'Performance of the Northern Ireland Policing Board'; the third shows a 'Public Notice' section; and the fourth shows a map of Northern Ireland. The middle row shows two screenshots: the first is a news article titled 'Public Notice' and the second is a 'Public Notice' section. The bottom row shows one screenshot of a 'Public Notice' section.

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DOCUMENT TITLE

ANNUAL REPORT AND STATEMENT OF ACCOUNTS FOR THE PERIOD 1 APRIL 2004 - 31 MARCH 2005

HOUSE OF COMMONS

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

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

Ordered by the House of Commons to be printed 19 December 2005 : HC:449

COMPLAINTS POLICY

The Board is committed to providing a high level of service and expects all its employees to carry out their duties in a professional and courteous manner. Every effort will be made by staff to deal efficiently and effectively with you our customers. However, if you are unhappy with the way in which the staff of the Board have engaged with you, or are unhappy with our internal processes or procedures then you can complain. A copy of the Board's complaint policy is available on request or can be downloaded from the Board's website. Contact details are provided above.

ALTERNATIVE FORMATS

A summary of this Report will be made available on request in accessible formats such as in braille, large print, disc and audiocassette, and in minority languages to meet the needs of people not fluent in English. Requests for alternative formats should be made to the Northern Ireland Policing Board at the address above.

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