



Northern Ireland
Policing Board
Defining the future

NORTHERN IRELAND POLICING BOARD
ANNUAL REPORT
2001-2002



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Introduction

OUR CORPORATE VISION

To secure for all the people of Northern Ireland an effective, efficient and impartial police service which will secure the confidence of the whole community.

INTRODUCTION

The Policing Board has a statutory obligation under the Police (NI) Act 2000 to issue a report relating to the policing of Northern Ireland for the year 2001-2002.

This report records the work of the Board during the period 4th November 2001 to 31 March 2002 but also covers the period 1st April 2001 - 31 March 2002 when the former Police Authority was in operation.

Part One outlines the background to the creation of the Policing Board and its roles and responsibilities. This includes an overview of the key issues faced by the Board in the first months of its existence.

Part Two provides a report on policing during the year. This includes key policing issues for the Board and the Police Service of Northern Ireland (PSNI) such as accountability, policing with the community, human rights, composition of and recruitment to the PSNI and management of resources.

Part Three provides a report on police performance. This includes a detailed analysis of police performance during the financial year and a report on progress towards securing a police service which is representative of the community in Northern Ireland.

Part Four outlines the roles and responsibilities of the Policing Board Committees.

Part Five provides Board Members' Biographies and also contains a Register of Interests.



Chairman's Foreword

CHAIRMAN'S FOREWORD

The year 2001-2002 has seen many dramatic changes for policing in Northern Ireland. Since it was established on 4 November 2001, the Policing Board has been at the heart of these changes. They have happened at a number of levels. On a symbolic level we now have a new name and emblem for the police service. At a practical level we have new responsibilities and structures designed to make the delivery of policing more effective and efficient, more representative of and accountable to everyone in Northern Ireland.

The Board is fully committed in its efforts to bring about these necessary changes to policing. The Members and I have worked closely with the PSNI to drive forward the transformation of policing, trying to bring the community along with us every step of the way.

The journey we have embarked on has not always been an easy one, but we have not been alone on the path we have followed. The staff of the former Police Authority have helped to ensure a seamless transition for police accountability. The PSNI have worked tirelessly to tackle the change agenda. I would particularly like to pay tribute to Sir Ronnie Flanagan who retired from the post of PSNI Chief Constable in March 2002. His commitment to the change agenda never wavered during his time of leadership. I wish him well in his future career.

The Oversight Commissioner has also contributed a great deal. He has spurred us all on to keep going with his regular reviews, support and guidance. In April 2002 he published his fourth report which indicated that substantial efforts were being made by all parties, including the Board, to meet their responsibilities in transforming policing as envisaged by the Independent Commission on Policing.

The Commissioner's report highlighted the launch and initial successes of the Policing Board as major developments in the delivery of a new start to policing in Northern Ireland. We were encouraged by his recognition that already the Board has been shown to be progressive and effective. I support that view. Still in its infancy, the Board has risen to all the challenges it has faced so far, both those that were expected, and those that were not.

The Board has made a few mistakes but when it has done so it has owned up and hopefully learnt from the experience.

The Board would wish me to acknowledge its debt to Ivan Wilson, interim Chief Executive, for his commitment.

The Board's decision-making has benefited from the diversity of our Members, who each have an enormous contribution to make in shaping the future of policing in Northern Ireland. This helps us make a balanced yet positive contribution in taking ownership of the policing agenda.

We recognise the enormity and complexity of the change process, but we are in this business for the long haul. The Board remains committed in the months and years ahead to working together with all those involved to press ahead with change and

meet all our responsibilities with determination and vigour. As it continues to settle into its role and is accepted as a truly independent and representative body, the Board hopes to change perceptions, challenge misconceptions and get on with the business of delivering and overseeing an effective and efficient policing service for all the people of Northern Ireland.

One pressing issue, which the Policing Board has identified as being of critical importance, is the workforce requirements of the PSNI. Since its inception, Members have consistently heard from both police officers and the general public that there are not enough officers to meet the expectations of the community in relation to policing. This is a difficult area which is related to the present security situation, the question of the availability of adequate financial resources as well as the relevant recommendations of the Independent Commission on Policing.

We believe it is crucial that the question of the workforce requirements of the PSNI is properly addressed. An optimum size of service must be achieved for the complex tasks it is required to perform over the next ten years. I have therefore asked the Chief Constable to undertake a comprehensive review of all aspects of his workforce needs for the foreseeable future.

We must all recognise that, however many officers there are, the police still have a difficult job to do. They need to be allowed to get on with that job with the full support of the community. We believe this support relies on adequate consultation and effective partnership working.

The District Policing Partnerships provide the mechanism for this and will shortly be set up in each District Council area. These partnerships, made up of both local Councillors and independent members will provide the vital link between local police and the community they serve. They will also provide a forum enabling the community to work in partnership with the police to tackle local community safety issues, and will be responsible for addressing crime prevention issues and monitoring police performance against the policing plan.

This is about taking responsibility, playing a part and showing a willingness to change. Everyone within the community must realise that if this new beginning in policing is to work, they must be part of that change too - they can and must play an active role.

Professor Desmond Rea

Chairman



Interim Chief Executive's Foreword

INTERIM CHIEF EXECUTIVE'S FOREWORD

I am delighted to have held the post of Interim Chief Executive long enough to contribute to this, the first Report of the Northern Ireland Policing Board. By the time the Report is published Bob McCann will have taken up his post as Chief Executive. I wish him well.

In September 2001, I was invited to take on a temporary role, with responsibility for overseeing the establishment of the Policing Board and ensuring that all the required processes and procedures were in place to ensure a smooth transition from the former Police Authority. Since then I have been managing the organisation until the appointment by the Board of a permanent Chief Executive.

Well in advance of the commencement of the Board in early November 2001 much preparatory work and arrangements were required to establish the Board and to ensure that all the necessary mechanisms were in place. I would like to record my thanks to all those who assisted in this task, in particular Pat Armstrong, the last Chairman of the Northern Ireland Police Authority, and his staff. Also to the Patten Action Team at the Northern Ireland Office for their support.

The various delays in setting up the Board resulted in a backlog of work on the Police Service Change Programme which had to be addressed urgently with the Chief Constable and his senior team. This included immediate decisions on the new uniform and emblem for the PSNI and other major issues such as the Training Education and Development Strategy and the Code of Ethics. In addition the publication of the Omagh reports, just over a month after the Board's creation, presented further demands. On all of these issues the former Chief Constable, the Acting Chief Constable and their officers and the Staff Associations co-operated positively, with professionalism and patience.

I can report that the Board and its staff rose to all of these challenges. I believe that the positive outlook and constructive, balanced approach of the Board Members during this time of pressure augurs well for the future of policing and police accountability in Northern Ireland.

Special and sincere thanks must go to all of the staff of the Policing Board for their expertise and commitment. Many long hours have been worked but the dedication of the staff to the work of the Board has not waned.

It has been an enormous privilege and pleasure to have been involved with the new policing arrangements in Northern Ireland. It is my sincere hope that the firm foundations laid so far will continue to be built upon for the good of the whole Northern Ireland community.

Ivan Wilson

Interim Chief Executive



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Part 1

PART ONE: OVERVIEW OF KEY EVENTS SINCE THE BOARD'S CREATION

The Policing Board has, in a relatively short period of time, achieved a great deal, reached many milestones and overcome many hurdles. This section offers a brief review of the key events so far in the history of the Board.

Formation of the Policing Board

During the negotiations which resulted in the Belfast Agreement in 1998 all the participants recognised that policing was a central issue in any society. Equally they recognised that Northern Ireland's history of deep divisions has made it a highly emotive subject, with great hurt suffered and sacrifices made by many individuals and their families, including those in the RUC and other public services. Central to the agreement was the belief that Northern Ireland now had the opportunity for a new beginning to policing and the possibility of a police service capable of attracting and sustaining support from all communities.

The Agreement led to the creation of the Independent Commission on Policing, headed by Chris Patten. It was tasked with making recommendations for future policing arrangements in Northern Ireland including means of encouraging widespread community support for these arrangements. Their final report contained a large number of recommendations designed to bring about the style of policing envisaged in the Belfast Agreement.

As was stated in the Commission's report, during their oral and written submissions the one word that occurred over and over again was accountability - police accountability to the law and to the community. While the former Police Authority operated since 1970 as a surrogate accountability mechanism the fact that it didn't have any democratic basis undermined its power and credibility.

The Commission's proposal for a new structure of accountability was designed to ensure effective and democratically based oversight of policing and the creation of a close partnership between the police and local communities. Central to this was the establishment of a Policing Board to replace the Police Authority which would have a new and clear statutory primary function to hold the Chief Constable and police service publicly to account.

The creation of the new Board was a signal of a new beginning for police accountability, as for so many aspects of policing in Northern Ireland. Operating in Northern Ireland's new political situation, the Board has been given much stronger powers to do its job. As well as these stronger powers its membership is more representative of the population of Northern Ireland. These two main changes offer a solid base for making considerable improvements in the way the police answer to the communities they serve.

For the Board to succeed as the new police accountability body it was recognised that it must command respect and credibility and must have real power and responsibility. In accordance with the Commission's recommendations the Board was created with nineteen members in total, including the Chairman and Vice-

Chairman. Ten of these are elected members of the Northern Ireland Assembly appointed under D'Hondt principles. (4 Ulster Unionist Party, 3 Democratic Unionist Party, 3 Social Democratic and Labour Party). Sinn Fein have not yet taken their seats on the Board.

The remainder of the Board is made up of independent members selected following open competition by the Secretary of State for Northern Ireland. They contribute diverse expertise and experience to the work of the Board.

The first meeting in public

The first meeting in public of the Board took place on 4th November 2001 and also signalled the official beginning of the new policing arrangements. This included the official change of the RUC name to that of the Police Service of Northern Ireland. This was a momentous and symbolic day that attracted significant media attention locally, nationally and internationally. It signalled a new era of openness and transparency and where the police service, local politicians and representatives from across the community were starting afresh together to deliver the new community based policing service envisaged in the Belfast Agreement.

The people of Northern Ireland have a right to know what their police service is doing and how it is performing. It is important that the community not only understands the new structures but also has real influence over the way it is policed and that effective systems are in place to make the police accountable for their actions. In this regard, since the first meeting in public the Policing Board has undertaken to inform the public of all its activities. This has included holding various other public meetings throughout the year, producing publications, creating a website and cooperating with the media at every opportunity to keep them updated on the Board's progress.

It is important at this point to emphasise exactly what holding the police to account means. The Board fully acknowledges the right of the Northern Ireland people to demand the policing service they require. But the Chief Constable has, and must retain, operational responsibility. In other words he must be able to act independently without being controlled by the Government. But crucially he must account for his actions after the event to the Board. Creating this balance is what effective police accountability is all about.



The Board held its first meeting in public on 4 November 2001

Symbols of change

Many people believed that one of the first tasks facing the Board would be one of its most difficult. In November 2001 Government invited Board Members to make recommendations for the design of a new emblem for the PSNI. Given the importance of symbols and flags in life in Northern Ireland, many believed that agreement could never be reached.

A representative sub group of the Board was formed to consider a design that would become the symbol of the new beginning to policing. A number of options had been provided by Government but were deemed unsuitable by the group. They decided to commission further design work and also to consider designs submitted to local newspapers by members of the public. After in-depth discussions and consideration of a range of design proposals an agreement was reached. An emblem was chosen which the Board believed all communities in Northern Ireland, including members of the Police Service, could claim as their own.

The Board unanimously agreed to the design for the new emblem. The design explored the

notion of diversity, inclusiveness and parity through the simple representation of six symbols set around the cross of St Patrick. The Board believed this design also represented hope and the desire to mutually respect and protect difference through policing. The proposed design was accepted by Government and introduced to wide acclaim as the new emblem of the PSNI of Northern Ireland on 5th April 2002.

Omagh

Controversy was not far from the Policing Board during its second month of existence. The Police Ombudsman presented her report on the Omagh Bombing to the Board in December 2001. Copies of the report were also sent to the Secretary of State for Northern Ireland and the PSNI. In January 2002, the Chief Constable delivered to the Policing Board the Police Service's response to the Ombudsman's report.

At such an early stage in its existence this controversial and emotive subject presented a major challenge for the Board. People looked to it for direction and a way forward.

Policing Board Members approached the difficult and demanding task in a mature and constructive manner. After listening to all views, including the concerns of the Omagh families, the Board unanimously agreed a number of key recommendations and actions.

Among them, the Board recommended a focused review of Special Branch due to be completed in Autumn 2002. The Board recognised that there are important issues around the structures and procedures for the management and dissemination of intelligence between Special Branch and other parts of the service. The Board believes this review will provide the necessary scrutiny to allow it to fully assess progress in this important area.

Ambassador Haass offers support for the Board

United States special envoy, Ambassador Richard Haass, pledged his support to the Policing Board and all the new policing arrangements in Northern Ireland at a visit to the Board's headquarters in January 2002.

At a special meeting of the Board, the Ambassador was briefed on its key roles and responsibilities and issues impacting on the policing agenda. His visit was seen as a demonstration of the United States Government's commitment to the Northern Ireland peace process and to the policing issue.

At the meeting, a special presentation of the new PSNI emblem was made to Ambassador Haass.

Chief Constable resignation

On the 30th November 2001, Sir Ronnie Flanagan confirmed his earlier intention to retire from his post as Chief Constable of the PSNI. Sir Ronnie was invited by the Policing Board to remain in post until the end of March and he agreed to do so.

To ensure continuity of service between the end of March and the appointment of the new Chief Constable, the Deputy Chief Constable Colin Cramphorn was asked to temporarily assume all the functions of the Chief Constable as legislated for in the Police (NI) Act 2000.

Breach of security at Castlereagh

On Sunday evening 17th March 2002, a break-in took place within the Castlereagh Police Complex, during which a number of people gained access to a Special Branch Office. This represented a serious breach of security and triggered much public and media speculation about who was behind it and what motive they may have had. The Special Branch of the PSNI is responsible for matters which are crucial not only for the safety of people in Northern Ireland but also for wider security issues.

Members of the Policing Board insisted that they be kept fully informed by the Chief Constable on the steps taken to ensure the matter was fully investigated. He was asked to provide regular updates to the Board on progress regarding all aspects of the investigation.

Alongside the police investigation the Government also appointed an independent investigator, Sir John Chilcot, to carry out a review into the national security issues arising from the incident. The Board Chairman and Vice Chairman met with Sir John Chilcot. Following this meeting they reported to the Board that the Acting Chief Constable was satisfied that through both investigations the public could be assured that the necessary action was being taken.

Senior officer appointments

During the first months of its existence, the Board was called upon to meet its responsibilities to appoint senior officers to the PSNI.

Following confirmation of the Chief Constable's intention to leave the PSNI, in March 2002 the Policing Board began a

recruitment process for the appointment of a new Chief Constable. At the same time they began the recruitment process for two new Assistant Chief Constable positions which had become vacant within the PSNI.

Such senior appointments attracted much media attention and raised much speculation as to the number and calibre of candidates. The Policing Board was determined to make every effort to attract and ultimately appoint the best candidates for the very important and demanding positions. Advertisements for both positions were placed in Police Review and on relevant websites. All police services throughout the rest of the UK and the Republic of Ireland were also made aware of the vacancies.

First PSNI graduation

Another symbolic moment was the graduation of the first new police recruits. On 5th April 2002, Members of the Policing Board officially welcomed the first police trainees into the PSNI at their graduation ceremony in Garnerville.

The day was momentous for both the trainees and their families as it officially marked the beginning of their policing careers. For the rest of Northern Ireland, the day was symbolic of much more - the new beginning for policing in Northern Ireland.

The Board also sponsored and presented a special prize for Excellence in Community Policing. The award recognised the importance of community policing within the new service, and enabled the winner to undertake a study visit to another police service recognised as having achieved excellence in working with the community.

The day also witnessed the first public presentation of the new uniforms for the PSNI, bearing the new emblem agreed by the Board in December.

Oversight Commissioner's report

The Police Oversight Commissioner's Fourth Report, which covered the first two months of the Board's existence up until 7th January 2002, recorded the substantial progress and achievements made by the Board. The Oversight Commissioner indicated the importance of the Board's role in the delivery of accountable policing and believed that it had demonstrated professionalism and strength of purpose in being able to craft skilful solutions to deal with difficult issues it had faced.

Whilst the Board welcomed the positive comments from the Oversight Commissioner, it also recognized that there was a significant amount of work still to be done to ensure the delivery of an effective and efficient police service.

Since the period covered by the Commissioners report, the Board has addressed many of the key issues impacting on the policing agenda. These include: addressing critical resource issues, implementation of community policing, progressing the creation of District Policing Partnerships, human rights within policing and the implementation of the Training, Education and Development Strategy (TED).

The Policing Plan - setting priorities

One of the key recommendations in the Patten Report was that the police planning process should be simplified. To this end the Board was tasked with setting medium term objectives and priorities for policing over a 3-5 year period in the form of an Annual Policing Plan. The first such Plan was launched on 28th March 2002. It not only contained priorities for the year ahead but also for the first time, set a longer term vision for policing over the next 3 years.

Designed to measure police performance, the plan contained 6 key policing objectives and 20 specific performance targets that would help tackle the major concerns of the community in Northern Ireland. The plan was designed to focus attention and resources in those areas of policing where Board members believe the community would want to see police effort concentrated.

In addition to the longer-term vision, the plan included a summary of the Training, Education and Development Strategy (TED) for the PSNI. The successful delivery of this strategy is deemed by the Board as vital to assist police in the delivery of their policing objectives and targets.

Omnibus Survey

In February 2002, the Policing Board welcomed the findings of the October 2001 Northern Ireland Omnibus Survey into public awareness of the Policing Board.

The results of this survey were extremely encouraging, particularly as the questions were asked before the Board was officially established and had a chance to achieve any real results.

The survey showed a clear increase in awareness of the Policing Board's roles, responsibilities and purpose. Some however still thought that the Board was part of the police itself.

The Board is wholly independent of the police service and believes that it is crucial that the public understands and trusts in this impartiality. The results showed that while the majority of people surveyed thought the Board was a completely independent body, some work still needed to be done to reassure the public of the Board's true independence and of the Police Service's accountability to the community and their policing needs.



The first new PSNI recruits graduated in April 2002



The emblem of the Police Service of Northern Ireland which was launched on 5 April 2002

THE POLICING BOARD AS AN ORGANISATION

The Policing Board has a staff of 55 headed by a Chief Executive. They all play an important role in supporting the Chairman, Vice Chairman and Members of the Board in working to achieve the Board's key aims and objectives. The Board has a number of branches, each with distinct roles and responsibilities. A brief description of each branch is set out below

Administration

The work of this branch covers the administration of police service regulations. This includes processing medical retirements from the police service, applications for enhanced pensions due to injury on duty and requests from police officers to stay on beyond their normal retirement. Staff also monitor and arrange approval for settlements where civil actions have been taken against the Chief Constable.

Audit Services

Audit Services Branch is responsible for supporting members in achieving continuous improvement and the effective and efficient use of resources within the PSNI and the Board itself. The branch has been involved in developing a procedure to deliver this responsibility and will have a role in monitoring the implementation of it. Audit Services also carry out reviews, financial or otherwise, within the Police Service on behalf of the Board. The branch provides the Policing Board's own Internal Audit service.

Finance Personnel and Office Services

This branch provides financial, personnel and administrative support and advice to all Board staff. It also monitors both PSNI and Policing Board expenditure.

Policy and Accountability

Policy and Accountability Branch is responsible for developing Board policy in a number of key areas including human rights and equality. The branch also advises the Board on a wide range of PSNI policies. Another key function of the branch is the development of the Annual Policing Plan and monitoring police performance against it. It also manages the Board's independent community oversight of the new recruitment process and the Custody Visiting Scheme.

Press and Public Relations

Press and Public Relations Branch is responsible for ensuring information on the role, work and achievements of the Policing Board and its members is effectively communicated to the press and public. The branch provides a comprehensive communications service to the Policing Board including media liaison, promotion of Board activities, and support for internal communication. Press Office is also responsible for managing the Board's Internet site.

Research and Statistics Branch

Research and Statistics Branch is staffed by two statisticians on secondment from the Northern Ireland Statistics and Research Agency (NISRA). The branch provides a statistical and research facility for the Board. It in particular assists the Board in carrying out a number of statutory duties such as obtaining the views of the public about policing and the work of the Board and monitoring police performance against the objectives and targets contained in the Annual Policing Plan. The branch also provides the various committees of the Policing Board with research and statistical information on subjects such as complaints against the police, the discharge of baton rounds and the Custody Visiting Scheme. The branch also carries out in-house research such as the annual consultation survey to identify policing priorities as seen by the public, which helps to inform the Annual Policing Plan.

Secretariat

Secretariat is responsible for providing administrative support to Members of the Policing Board. The branch makes arrangements for all Board and Committee meetings including providing agendas, briefing papers and meeting minutes. The Secretariat arranges panels for the appointment of senior officers and senior civilian employees to the Police Service. It also has responsibilities in connection with senior officer discipline and with the management of appeals tribunals. The branch processes the HMIC annual report, in accordance with the Police (NI) Act 1998 and, where appropriate, initiates enquiries into services provided by the Police Service. The Secretariat prepares a programme of visits for Members to the Police Service District Command Units. The branch has responsibility for arranging travel for Board Members and officials attending national and international policing events.

Training and Community Consultation

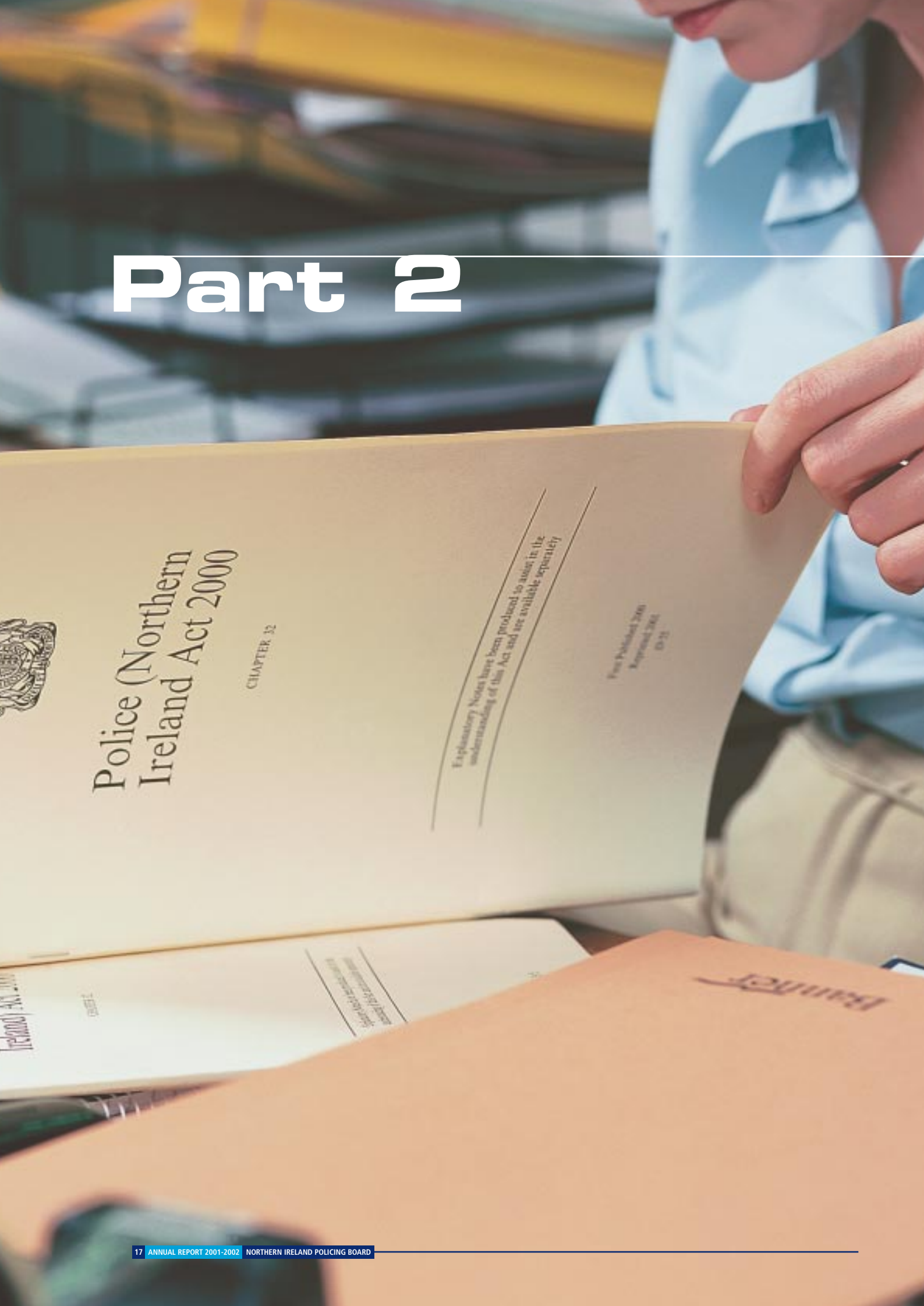
The training aspect of the work of Training and Community Consultation Branch relates to the oversight that the Policing Board has of the PSNI Training, Education and Development strategy. Staff are currently developing a range of performance indicators, in conjunction with other agencies, to monitor the effectiveness of this important area of PSNI work. The other part of the training role relates to the training and development of the District Policing Partnerships (DPPs). At present staff are working on a far-reaching training programme to support the development of the DPPs when they are established.

The branch's community consultation remit relates to work currently being undertaken to set up DPPs across Northern Ireland. The current role requires staff to manage the recruitment process for the independent members of the DPPs. In addition, it will in future involve oversight and evaluation of DPPs across a wide range of areas.





Part 2



PART TWO: DELIVERING EFFECTIVE, EFFICIENT AND ACCOUNTABLE POLICING

The Policing Board has an important role within the overall programme of change in the delivery of effective, efficient and accountable policing as envisaged in the Belfast Agreement. This section examines the Board's main roles and responsibilities in this area and provides a report on policing during the year. This includes an examination of key issues for the Board and the PSNI such as accountability, policing with the community, human rights, composition of and recruitment to the PSNI and management of resources.

POLICE ACCOUNTABILITY

The creation of the Policing Board was seen as a key element in ensuring police accountability. The Board's role is to secure the maintenance of an effective and efficient police service and to hold the Chief Constable and the police service publicly to account for the performance of their functions. One of the key mechanisms for achieving this accountability function is the Policing Plan.

The Policing Plan

The Police (NI) Act 2000 requires the Policing Board and the PSNI to publish a policing plan each year. The Policing Plan 2002 - 2005 was published on 28 March 2002. It sets out what is expected of the PSNI and how it plans to deliver the policing service which the Northern Ireland community expects. Prepared by the Chief Constable, agreed by the Board and endorsed by the Secretary of State, it sets out specific annual performance targets for the PSNI for 2002/2003. It also takes a strategic look at the future of policing in Northern Ireland over the next three years.

In this plan there are four overarching aims. These are:

- To promote safety and reduce disorder;
- To reduce crime and the fear of crime;
- To contribute to delivering justice in a way which secures and maintains public confidence in the rule of law;
- To implement the programme of change.

Within these four overarching aims there are key priorities and targets for the PSNI to meet. The Secretary of State determines longer-term objectives for policing. Equally the Board sets medium-longer term strategies and then a package of targets and indicators is developed which will ensure these objectives are met. In order to establish the policing issues of most concern to the Northern Ireland community the Board carries out a major consultation exercise.

The Policing Board consults with a wide range of organisations including community and voluntary groups, minority ethnic representatives, church leaders and political parties. The Board asks people for their views about the crime and policing issues that most affect them. Then the Board reflects their views and expectations in the priorities set out in the Plan.

The Board also sets priorities for the PSNI in other important areas in order to make sure the police service is effective and efficient. The management of sickness absence is one example of this.

The Policing Plan is relevant to Northern Ireland as a whole. District Commanders publish their own local policing plans. Local policing plans are consistent with the Policing Plan for Northern Ireland but they also need to reflect local needs and crime problems.

The Policing Plan is one of the key ways in which the Board holds the PSNI to account, as it is used to regularly monitor and report back to the community on how the police service is doing. A report on police performance against the Policing Plan for 2001/02 is in Part 3.



The Policing Plan 2002-2005 published on 28 March 2002

Her Majesty's Inspector of Constabulary 2000/2001 Report

There is a requirement under Section 41 of the Police (NI) Act 1998 that Her Majesty's Inspector of Constabulary (HMIC) shall every year inspect and report to the Secretary of State on the efficiency and effectiveness of the police service.

In August 2001 HMIC presented his report for 2000/2001 to the Secretary of State and a copy was sent to the former Police Authority.

Under Section 42(5) of the Act on receipt of a report both the then Police Authority and now the Policing Board are required to take the following action:

- Invite the Chief Constable to comment on the report
- Prepare its own comments
- Publish its own and the Chief Constable's comments, and
- Send all of these to the Secretary of State.

This requirement for the 2000/2001 Report was completed in October 2001 by the former Police Authority.

The 2000/2001 HMIC report highlighted a number of significant issues relating to the effective policing of Northern Ireland, the most important of which were:

- The progress made in the Change Management Process within the police service.
- The progress made towards the introduction of District Command Units (DCUs)
- The impact of downsizing.
- The introduction of efficiency measures across the service.
- The growth of organised crime.

As was the case the previous year, the 2000/2001 inspection was undertaken against a background of change within the police service and uncertainty in relation to the establishment of a new Policing Board.

In his report HMIC commented favourably on the determination of the Change Management Team in its efforts to progress what he described as the biggest change management undertaking in modern policing.

He also commented on the significant overall progress that had taken place in relation to change management. Since it was constituted in November 2001 the Policing Board's own monitoring has confirmed this. Much work still needs to be done and this should not be underestimated. In general however, the Board accepts that progress on implementing change within the police service is well underway.

HMIC also commented in his report on the downsizing of the service and expressed concern that if undertaken too quickly this could provoke a negative public reaction due to a perceived reduction in the level of service. The Policing Board has quickly come to the same conclusion and believes that there is a urgent need to review the workforce requirements for the police service. We also agree with the former Police Authority that the implications for service delivery of downsizing need to be explained to the public so that expectations will not exceed the ability of the police to deliver in a situation of reduced resources.

HMIC also commented on the fact that the rapid withdrawal of the Full-time Reserve, even if justified by an assessment of the security situation, would still leave a resourcing gap for mainstream service delivery. The Policing Board considers that this is an important issue that requires consideration as part of the workforce review referred to in the previous paragraph.

It was noted with concern that HMIC confirmed in his report that organised crime is growing in size and scope and is a problem of increasing proportion, which faces not only the police but also other enforcement agencies and the community at large. The setting up by Government of the Organised Crime Task Force last year is a welcome initiative. The Policing Board calls on the Minister responsible for its effective operation to pursue with vigour all forms of organised crime and other forms of racketeering, and to ensure that appropriate resources are available to undertake the required task. The Board agrees that it should be a fundamental principle that terrorists and former terrorists should not be allowed to benefit from the terror they have caused by being able to make a seamless move to criminal and racketeering activity. The Board's first Policing Plan reflected the urgency of this issue by requiring the Service to demonstrate progress towards achieving the targets set for the Organised Crime Task Force and to report to the Board on that progress each quarter.

In his report HMIC highlighted the need for effective management of financial resources and to move to a situation where financial and operational planning is integrated. It was

accepted that there was a need for this alignment to take place and the Board will work with the Government and the Chief Constable to plan for it. HMIC has also commented on the need for adequate funding to take forward the new Police Service. The Board endorsed this view and agreed that inadequate funding would lead to a reduced and unsatisfactory level of service, which could irrevocably damage the public perception of the new policing service. This was a timely warning.

The Board is pleased to report, however, that on a number of occasions the Secretary of State for Northern Ireland has given an assurance that he will do all he can in negotiations with Treasury to ensure that the PSNI is provided with adequate funding to enable it to effectively discharge its functions.

HMIC has, in his report, commented favourably in relation to the PSNI in a number of areas. These included:

- The determination of the Change Management Team in taking forward the difficult change process.
- The positive steps being taken in relation to improvements in financial management.
- The breadth of vision and calibre of the training staff responsible for progressing Patten related training issues.
- The continued commitment to the development of community involvement.
- The optimism and commitment of the management teams at the two local policing areas visited during the inspection.
- Crime performance achieved at the two sub-divisions visited.
- The level of interest shown in recruitment to the new Police Service.

These are all areas considered to be of importance by the Policing Board and in which it has taken an interest since it was created in November 2001. In the areas highlighted in the HMIC report, much work still remains to be undertaken and the Board, in fulfilling its statutory responsibility to ensure an effective and efficient Police Service, will keep itself informed of progress.

Criminal Justice Bill

Consideration of the draft Criminal Justice Bill and related Implementation Plan was another key piece of work for the Board. The Community Affairs Committee took on the task of analysing this important piece of legislation which had far-reaching implications for the Judiciary; the way in which prosecutions are dealt with in Northern Ireland; and community safety. The provisions of this piece of legislation also impacted upon the work the Board was doing to facilitate the establishment of District Policing Partnerships. It was important from the Board's perspective that there was no unnecessary duplication in this important area. Some of the recommendations made by the Board to the Government in respect of the draft Justice Bill included:

- The need for proper and informed consultation;
- The need for an associated Implementation Plan with a timeframe for delivery;
- The need for a more co-ordinated approach in some areas and indeed a centralized approach for other issues;
- The need for openness and transparency in the Judicial Appointments System;
- The need for the office of Police Ombudsman to be added to the list of organisations which would be subject to inspections by the Chief Inspector created in the draft Bill; and
- The need for the Government to look again at a more efficient and integrated way of meeting the needs which they envisaged the Community Safety Partnerships and the District Policing Partnerships would fill.

HUMAN RIGHTS AND POLICING

Under the Human Rights Act 1998 public authorities have a duty not to infringe human rights and an obligation to protect those human rights in certain circumstances.

The Policing Board counts as a public authority under the Human Rights Act and recognises its responsibilities to respect and uphold human rights in everything it does. The Board has a positive obligation to ensure that respect for human rights is at the core of its daily work. This applies to all work of the Board whether that is drafting and implementing policy, interacting with members of the public, managing staff and personnel issues, or monitoring the performance of the police. Many Board staff have received training in human rights issues, particularly in relation to the Board's responsibilities, and further training will be organised later in 2002.

The Board's Custody Visiting Scheme also counts as a public authority under the Human Rights Act. When people are held in custody they are in a vulnerable situation so it is very important that extreme care is taken to ensure that their rights are respected and upheld. Custody visitors have been provided with training and the new Custody Visiting Handbook, which was provided for volunteers in April 2001, was updated to reflect key human rights issues in custody situations.

Code of Ethics

In December 2001, in accordance with Section 52 (3) of the Police (NI) Act 2000 and recommendation 3 of the Patten Report, the Chief Constable gave the Board the draft Code of Ethics for the PSNI.

The starting point for the draft code was a key recommendation in the Patten Report that a new Code of Ethics should replace the existing, largely procedural code. Most importantly, the new Code would integrate the European Convention on Human Rights into police practice.

The Board has a statutory responsibility under the Act to consult with a number of bodies before publication of the final text. These bodies are the:

- Police Association
- Secretary of State
- Police Ombudsman for Northern Ireland
- Northern Ireland Human Rights Commission
- Equality Commission for Northern Ireland

Also, the Board could consult with any other person or body appearing to have an interest in the matter, and as such consulted with a wide range of organisations and bodies which have an interest in human rights and policing issues.

Consultation began in February 2002 and closed in April 2002. The Board welcomed any comments and views that consultees had, but also asked people to specifically address:

- Whether the draft code met statutory requirements and adequately reflected the provisions contained in the European Convention, International Human Rights instruments and other relevant sources;
- Whether it reflected best practice elsewhere;
- If there were any areas of police behaviour and conduct not covered by the draft code which ought to be.

The Board recognises the significant amount of work that the PSNI has put into drafting the code. It believes that when the outcome of consultation has been taken into account as far as possible, and the code is finalised and published, it will represent an important step forward for the PSNI, and the Board too looks forward to this.

The new Code of Ethics will be published later this year. Following publication the Chief Constable has a statutory responsibility to ensure that all officers read and understand the code, and the Board has a statutory responsibility to keep this under review. The Board is currently drafting its policy for doing this.

At the end of the financial year the Board had not yet had the opportunity to consider the PSNI Human Rights programme of action (Patten Recommendation 1). However, the Board is represented on a Human Rights Tripartite Working Group with colleagues in the Northern Ireland Office and PSNI and would like to commend the Service for the work that has been taken forward by them in developing and indeed implementing elements of the programme of action.

In the early part of the coming year the Board will be considering its own duty (Patten Recommendation 7) to monitor police compliance with the Human Rights Act 1998.



All police officers will be required to carry out their duties in accordance with the new Code of Ethics

The 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 who are being held in custody. Custody visitors do not take sides. They look, listen, and report back to the Board on what they find.

In April 2001 the Police (NI) Act 2000 placed the Custody Visiting Scheme on a statutory footing - the first Custody Visiting Scheme to have such a position. The Scheme is administered and financed by the Policing Board.

During 2001/2002 custody visitors made a total of 810 visits to custody suites throughout Northern Ireland. During the visits there were 593 detainees being held in custody and visitors saw a total of 304 detainees. Some 110 detainees declined to see the custody visitors and 179 were not seen for other reasons such as being asleep, being interviewed, or with their solicitor.

Custody visitors classified 633 out of the 810 visits as satisfactory. The majority of visits classified as unsatisfactory were for reasons of cleanliness, repairs needed, heating, ventilation, food and drink.

On six occasions visitors reported that detainees had made a complaint or allegation of assault or rough treatment during arrest. On one occasion, custody visitors complained about the way in which a police officer spoke to a detainee when they were present.

Visitors raised concerns about conditions in some of the older custody suites, particularly Downpatrick. Conditions at such locations gave rise to concerns about cleanliness of cells, ventilation, heating, and access problems when detainees who are disabled are in custody.

On one occasion visitors raised concerns that the officer in charge of the custody suite which they were visiting had not received any training. Visitors wish to stress the importance of training for custody officers and a number of visitors were pleased to have the opportunity to attend custody sergeant training at Garnerville during the year.

Custody visitors to Ballymena in particular were concerned that counselling should be made available to detainees who may be drug addicts. They are aware of a pilot scheme in Waterside and Strand Road involving arrest referral drug counsellors and they would like to see such schemes permanently established.

All the issues reported by Custody Visitors are reported to the Board and follow-up action taken with relevant parts of the PSNI. Importantly, Custody Visitors themselves also receive feedback.

In February 2002 the Board agreed that the Custody Visiting Scheme should be extended to include visits to detained terrorist suspects. This will begin with effect from August 2002.

Custody visitors are volunteers who give up their own time to take on this important work. The Board wishes to put on record its thanks to all custody visitor volunteers and in particular to a number

of visitors who retired during the year after many years of custody visiting. Their contribution and dedication is greatly appreciated. The Board hopes to recruit more volunteers in the coming year to take on the existing, and the extended, role for custody visitors.

Complaints against the police

The Policing Board has a statutory duty under Section 3 of the Police (NI) Act 2000 to keep itself informed as to trends and patterns of complaints against the police and complaints against traffic wardens. The Complaints Monitoring Committee carries out this function on behalf of the Board.

This Committee meets quarterly to consider all issues relating to police complaints and discipline. This information includes reports on police officers on suspension, complaints against traffic wardens, compensation claims paid out in respect of settled civil actions and quarterly and monthly reports on complaints and allegations against the police from the office of the Police Ombudsman. The type of information received from the office of the Police Ombudsman and monitored by the Complaints Monitoring Committee includes:

- The total number of complaints and allegations;
- The gender of the complainant;
- The date, time and location of the allegation;
- The type of allegation and circumstances behind it;
- Whether or not a police weapon was alleged to have been used;
- Whether complaints are against identified police officers;
- Complaints by rank of police officer and unit of police officer;
- Complainant's postcode; and
- Current status of complaints.

Trends in Complaints:

Number of Complaints Against the Police

1996	1997	1998	1999	Apr 2000	Nov 2000	2001
1997	1998	1999	2000	Oct 2000	Mar 2001	2002
4,531	5,545	4,222	3,812	1,905	1,524	3,598

Note: The 2000/2001 year has been divided to reflect the changing responsibilities for the investigation of police complaints.

There were 3,598 complaints made against the police to the office of the Police Ombudsman in 2001/2002. During 2001/02, almost three-quarters of all complaints (73%) were made by men. Arrest was the most common factor underlying complaints in 2001/2002 (32%). The largest single reason for allegations in 2001/2002 was oppressive behaviour (48%) with assault being the most frequent occurring sub-type (37%). Just over one third (34%) of all incidents in 2001/2002 took place in the street. In 2001/2002, 15% of all allegations arose from incidents in the Belfast North DCU, 7% from Belfast South DCU and 6% from Belfast West DCU.

In addition to monitoring complaints against the police and

examining trends and patterns, the Complaints Monitoring Committee also receives presentations from various sources involved in the complaints monitoring process. During 2001/2002, the Complaints Monitoring Committee received presentations from the office of the Police Ombudsman and the PSNI Internal Investigations Branch. The Complaints Monitoring Committee also receive reports from the Office of the Police Ombudsman under section 55(4) of the Police (NI) Act 1998 in accordance with the agreed protocol between the Police Ombudsman and the Chief Constable that certain incidents would be referred for independent investigation. Incidents giving rise to these reports include the discharge of baton rounds, the discharge of personal protection weapons and deaths which may have resulted from the conduct of police officers. The Committee looks forward, in the coming year, to developing and maintaining relationships with both the office of the Police Ombudsman and Internal Investigations Branch.

Research and statistical activities

A large amount of research into policing in Northern Ireland was carried out and commissioned in 2001/2002. All statistics and research are prepared in accordance with the guidelines and standards laid down for National Statistics. A brief outline of the types of research carried out is provided below.

The Northern Ireland Omnibus Survey and the Community Attitudes Survey are two major research tools used by the Board to assess public opinion on a range of issues. In the Omnibus Survey, conducted during October 2001, questions were asked about public perceptions of, and satisfaction with, police performance. Specific questions were also asked about police performance, the equity of police treatment, public confidence in policing issues and the levels of police patrols.

The Community Attitudes Survey is a long-term survey of public attitudes to crime, the police service, the courts, the criminal justice system and community involvement in policing. The Board, along with a range of criminal justice agencies and Government departments place questions in this survey.

The findings of the Community Attitudes Surveys can be found on the Northern Ireland Statistics and Research Agency website: www.nisra.gov.uk and the findings of the various Omnibus Surveys can be found on the Policing Board website: www.nipolicingboard.org.uk

During 2001/2002 funding was also made available for research into issues such as the views of young people and public order policing incorporating the integration of community policing and human rights into public order policing. Although this latter study was largely based in Northern Ireland, it also looked at projects, set up in Belgium and South Africa, to police public order.

Other research carried out internally in the Board is used to provide statistical information to committees and to develop Board policies such as analysis of the operation of the Custody Visiting Scheme, and information on complaints against the police.

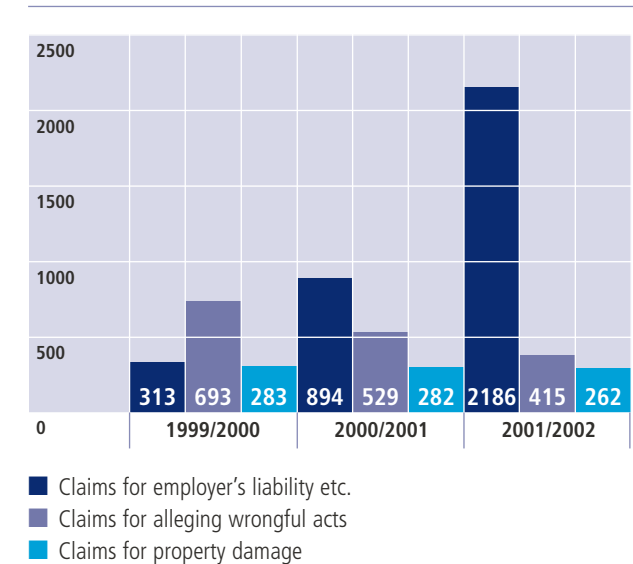
Civil action and compensation claims

Under Section 29 of the Police (NI) Act 1998 the Chief Constable has the responsibility to pay damages and costs awarded against him. The Policing Board has the statutory duty to approve all settlements.

During 2001/2002 a total of 2863 claims for compensation were received. Claims can be divided into three categories:

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

Figure 1: Claims received under each category for the three previous years

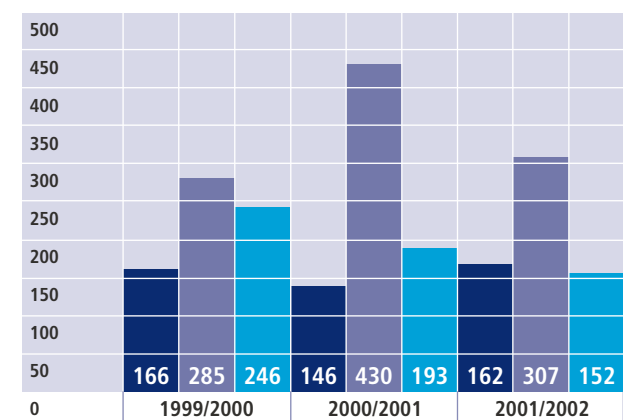


The 2863 claims received during the financial year 2001/2002 represented a significant increase on the previous year's total of 1705. This increase of 68% was due to an increase in the number of employer's liability claims from 894 to 2186 (+ 144%). This total included some 1923 cases from police officers relating to claims that they suffer from post traumatic stress disorder as a consequence of incidents which occurred in the course of duty. In contrast, the number of claims from members of the public alleging wrongful acts by police officers decreased from 529 to 415 (21.6 %). The 262 claims for property damage show only a slight decrease on last year's figure of 282.

In April 2001 the Custody Visiting Scheme was placed on a statutory footing



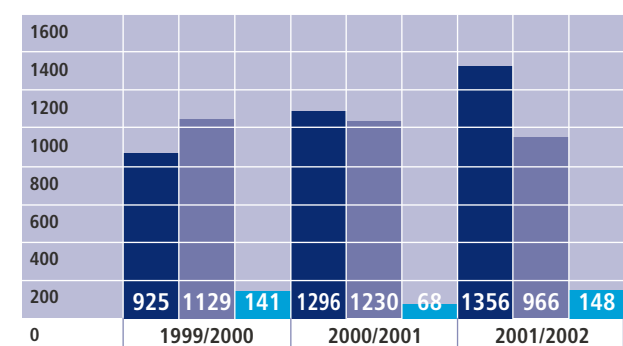
Figure 2: Number of claims settled over the last three financial years



■ Claims for employer's liability etc.
 ■ Claims for alleging wrongful acts
 ■ Claims for property damage

The total number of claims settled during the year decreased from 769 to 621 reflecting a fall in the number of settled cases in the category relating to wrongful acts by police officers.

Figure 3: Amount paid in respect of claims settled over the last three financial years



■ Claims for employer's liability etc.
 ■ Claims for alleging wrongful acts
 ■ Claims for property damage

While the amount paid in respect of damage to property increased and payments relating to wrongful acts by police officers decreased there was a rise in the amount paid in respect of employer's liability settlements from £1296k to £1356k (4.6%). The total payments for claims settled during the year amounted to £2470k, which was a decrease of 4.8% on the previous year.

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

	£K	change on previous year
1999/00	2195	- 9.4%
2000/01	2594	+18.2%
2001/02	2470	- 4.8%

Table 2 shows the average amounts paid for the three types of claim over the last three financial years. It can be seen that claims for property damage are on average much smaller than claims against the Chief Constable, while claims relating to employer's liability result, on average, in the largest payments.

Table 2: Average settlement amounts:

	Employer's liability claims	Claims for wrongful acts	Claims for property damage
1999/00	£5570	£3960	£570
2000/01	£8880	£2860	£350
2001/02	£8370	£3145	£975

While the above table shows the average payments in each category the individual amounts and reasons for the claims differed greatly.

There were a wide range of reasons for employer's liability claims. These varied from relatively minor incidents where, for example, an employee tripped on an object, to cases where more serious injuries were sustained. These latter cases can be the result of, for example, faulty equipment, injuries sustained during training exercises or, for example, as a result of a road traffic accident.

The majority of claims in category two - claims for wrongful acts - resulted in relatively small payments. These mainly related to inappropriate arrest procedures and minor injuries. A number of higher valued claims related to injuries received as a result of excess force.

Most claims dealt with under the damage to property category were also small and involved such things as damage to clothing or personal property. This category, however, included a number of higher value claims resulting from damage to vehicles or property caused when clearing the scene of hoax or suspect bombs.

It should be noted that compensation claims, especially those involving injuries, can take between two and three years from the original incident date to reach settlement, and therefore current expenditure is more illustrative of events which have occurred in the past.

Research into alternatives to Baton Rounds

The Patten Report recommended that:

" a substantial investment should be made in a research programme to find an acceptable, effective and potentially less lethal alternative to the baton round", and;
"the police should be equipped with a broader range of public order equipment than the RUC currently processes, so that a commander has a number of options at his/her disposal which might reduce reliance on, or defer resort to, the plastic baton round"

As a result of these recommendations, the Northern Ireland Office established a Steering Group to oversee research into alternatives to the baton round. A programme of research began in July 2000. In April 2001 the Steering Group published a report on the first stage of its research work and in November 2001 a report on stage two was published. The November 2001 report contained a plan for how the research in phase three should be prioritised. The Board strongly supports the quest of the Steering Group to find an acceptable alternative to the Baton Round and has been briefed by senior Northern Ireland Office officials on progress on the research programme to date. It continues to monitor the research programme and is pleased to see the emphasis that has been put on human rights issues and legal requirements; it now awaits the findings of the Steering Group in relation to the work it has undertaken.

POLICING WITH THE COMMUNITY

"Policing with the community should be the core function of the police service and the core function of every police station." This statement, from the Patten Report, recognises the fundamental importance of developing an appropriate style of policing to facilitate and support the changes taking place in policing in Northern Ireland. Clearly this style must have as its basis policing with the community.

The PSNI set out its strategy for achieving this in a document entitled "Policing with the Community in Northern Ireland". This document, which defines community policing and the principles to be applied in all aspects of policing activity was presented to the Policing Board in February 2002. Following discussion, the Board was happy to endorse the strategy.

The Board was especially pleased with how the strategy recognised that Northern Ireland is a diverse society and that it contains a range of policing environments. The Board was also encouraged to see that the strategy focused on meeting local needs and especially welcomed the acknowledgement that community policing is not a specialism, but a style of policing and set of principles to be adopted by all police officers.

The Board now looks forward to the implementation of the strategy and will report on that in due course.

District Policing Partnerships

An important principle which underpins the new policing structures is that policing should be decentralised through the creation of District Commands Units (DCUs) aligned with council areas. In parallel with this it has been recognised that there should be dialogue at district level between the police and the community. DPPs are being introduced as a means of fulfilling this.

The provisions governing the operation and functions of DPPs are set out in Part III of the Police (NI) Act 2000 Schedule 3. This sets out how DPPs are to be established; how appointments of political and independent members are to be made; the constitution of the DPP; and how the positions of chairman and vice-chairman are to be filled.

The role of the DPP is a consultative, explanatory and monitoring one. It is set out in section 16 of the Police (NI) Act 2000. In summary their purpose is:

- To articulate community views on the policing of their district;
- To contribute to the formulation of policing plans and priorities, and
- To monitor police performance at district level.
- To obtain the co-operation of the public with the police in preventing crime

The Policing Board this year consulted a wide range of organisations about a Code of Practice on the Functions and Responsibilities of the District Policing Partnerships. This Code provides guidance on how the DPPs will operate in the following areas:

- Working together to prevent crime and protect the public
- Conduct of meetings and procedures
- Meetings of the DPP
- Reports given to the DPP
- Reports provided by the DPP
- Public consultation and the local Policing Plan
- Financial arrangements
- Allowances paid to members of the DPP

Independent members of DPPs are selected by the Policing Board from names nominated by the council (paragraphs 4 and 5 of Schedule 3 to the Police Act).

It has been decided that in order to facilitate the process of recruiting independent members to the DPPs, the Policing Board should appoint consultants to manage this process. These consultants will be selected following a tender process. The process to select the consultants is currently underway and the outcome of this exercise will be reported on in due course.

Community and Police Liaison Committees

The purpose of CPLCs is to:

- Improve community safety by involving local people in finding solutions to local crime and associated problems;
- Improve relations between the police and the public, and
- Help explain to people what they can reasonably expect from the police and the ways in which they can help them.

The Policing Board inherited responsibility for the CPLC network, although this will transfer to the DPPs when they are established. Until that happens, the CPLC network remains an important consultative network to the Board.

A CPLC Community Safety Challenge was launched in September 2001. The purpose of the competition was for CPLCs to use problem-solving techniques to tackle a local community safety issue in their area.

The competition was open to all CPLCs with six prizes of £1000 available. To be successful, entrants had to show that their proposal would meet local needs, fit in with the local policing plan and be practicable. They also had to demonstrate that in putting together their proposal, they had researched the problem, consulted local people and worked in partnership.

Entries were received from a wide range of CPLC. The six winning entries covered a range of topics from support for vulnerable and isolated people to a number of projects dealing with the serious problem of drug abuse.

CCTV

During the last 12 months, 10 of the remaining 11 town centres, which received funding for their CCTV schemes from the former Police Authority led CCTV Town Centre Challenge Competition, switched on their schemes. This brought the total number of towns with live CCTV schemes, who received funding from the competition, to 16. The remaining scheme is expected to start operating in May.

When the Board was established it worked to ensure that other towns and villages keen to secure CCTV schemes, could so do. The Board approached the Government for funding to run another competition. The Government said it did not currently have funding available but would re-

consider the Board's bid when the impact of the schemes already in operation had been assessed. The Board is therefore in the process of writing to all those town centre partnerships whose schemes have been operating for at least 12 months to obtain a copy of their evaluation reports. These will then be considered by the Board and will be used to support a bid for more funding from central Government.

Sixteen town centres now have CCTV schemes as a result of the CCTV Town Centre Challenge Competition

ENSURING EQUALITY OF OPPORTUNITY

Addressing gender imbalance

In the first recruitment campaign for the PSNI 40.6% of applicants were women; 38% of those who applied in the second and third campaigns were also women.

These encouraging figures followed a series of activities designed to boost female application levels. These included female only familiarisation days where serving female police officers and Recruiting Branch highlighted the career opportunities for women within the PSNI. Other initiatives involved placing recruitment stands at shopping centres and careers fairs as well as continued efforts in schools liaison. This includes the work experience scheme organised for 5th and 6th formers.

All police recruitment is carried out by an independent agent called Consensia. As part of the contract with them it was agreed that advertising must not only reflect vacancies for constables, but must address the under representation of women in the service. The independent agent fulfilled this requirement and intend to continue to develop advertising with this issue in mind.

The Board commends the wide variety of activities undertaken by the Service and hopes to see these developed and built upon in the Gender Action Plan which is required under Section 48 of the Act.

Neutral working environment

In December 2001 a new neutral working environment policy for the PSNI was introduced throughout the service. The Board welcomed this.

There were a number of factors requiring the police service to implement this new policy. These included the corporate nature of the new PSNI; the requirement in the new attestation that officers will accord equal respect to all individuals, their traditions and beliefs; the need to comply with the terms of section 75 of the Northern Ireland Act 1998; and also so that visitors to police stations, whatever their politics, religion, or background, would feel reassured by the environment they enter.

In the general principles of the policy there are a number of key questions which police officers ask of any behaviour, or item placed on a station wall or worn on a uniform. For example:

- Does this enhance or reflect the professional ethos of the new Police Service of Northern Ireland?
- Will it help police and support staff better perform their duties?
- Does it reflect an organisation protecting human rights and acting with integrity, impartiality and equality?
- Does it help to secure the support of all sections of the local community?

Everyone, whether employees or customers, have the right to expect all public organisations to cater for their needs, irrespective of their age, disability, education, family status, gender, marital status, political opinion, race, religion, sexual orientation or social background. The Policing Board commends the PSNI on this action.

The Policing Board's commitment to equality

Under section 75 of the Northern Ireland Act 1998 the Board is required in carrying out all of its functions, powers 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 sexuality;
- Men and women generally;
- People with disabilities and people without; and
- People with dependants and people without.

Without prejudice to these obligations, the Board is also required, in carrying out its functions, to have regard to the desirability of promoting good relations between people of different religious belief, political opinion or racial group.

In response to these responsibilities the Board on 13th March 2002 published its own draft Equality Scheme which sets out how it intends to meet its obligations with regard to all of its policies, powers, duties and functions.

This began an eight week period of consultation. The Board consulted with the Equality Commission, the Community Relations Council, other public authorities, voluntary, community and trade union groups and organisations representing the section 75 groups.

The Board made the draft scheme available in a range of alternative formats on request - in Braille, large print, audio cassette, signed video cassette and on computer disk.

Following this consultation period the Board will take account of any views received and produce a second draft Equality Scheme that will be submitted to the Equality Commission for approval on 23 May 2002.

The Board is committed to meeting its obligations under section 75 and to implementing its Equality Scheme. It will devote the necessary resources in terms of people, time and money to make sure it can do this.

PSNI Equality Scheme

The PSNI was designated for the purposes of the Equality legislation at the same time as the Board. Screening all policies is a huge task and the Board acknowledges the significant inroads that have been made, at the time of finalising this report by the Service to meet their Section 75 duties.

COMPOSITION OF THE POLICE SERVICE

Appointment of senior officers

The Policing Board has under section 35(1) of the Police (NI) Act 2000 a responsibility, subject to the approval of the Secretary of State, to appoint the Chief Constable of the PSNI.

On 30 November 2001 the Chief Constable, Sir Ronnie Flanagan formally indicated to the Board that he intended to

retire from the police service. As a result the Board then initiated a recruitment competition to find a suitable replacement and fulfil its statutory duty. As at 31st March 2002 the outcome of the recruitment competition was not yet known but it was planned that a replacement Chief Constable would be appointed in May 2002.

The Board also has a responsibility to appoint other senior police officers. During the year it received a request to appoint a replacement Assistant Chief Constable.

At the time of this report, this recruitment competition was also underway and was scheduled for completion in June 2002.

Both appointments are the responsibility of the Board's Corporate Affairs Committee and are undertaken using a process agreed by the Association of Chief Police Officers, the Superintendents' Association and the Northern Ireland Office.

During the same period a selection process to find a Chief Executive for the Policing Board was also launched.

Recruitment to the PSNI

Last year Consensia continued to run their 'Reflections' campaign to attract applicants to the PSNI. The sustained volume of applications demonstrates that interest in a career in the police service remains high. The campaign has particularly proved its worth in increasing the number of female and Catholic applicants.

The first recruits to enter training from the new recruitment competition did so on 4 November 2001. The second competition closed on 16 November shortly after the establishment of the Board. Members were pleased to report that out of almost 10,000 enquiries nearly 5,000 applications were submitted. Of those applicants, approximately 40% were from the Catholic community and 38% were from women.

Towards the end of the reporting period the third competition was launched and the Board looks forward to continued success with the recruitment campaign.

The Board commends the Consensia Partnership and those within the PSNI who have worked hard in this area.

Vetting of candidates

Following the changes to the procedures for vetting candidates to the police service as outlined in the Police (NI) Act 2000, a vetting panel was established.

A nomination for an independent person to sit on this panel was made by the former Police Authority and shortly after the Board was established it ratified this appointment. The Board



All police recruitment is carried out by Consensia, an independent agent

would like to thank its nominee for their valuable contribution and tireless efforts to ensure that this element of openness and accountability functions effectively.

The Independent Community Observer Scheme

Section 10 of the Police (Recruitment) (NI) Regulations 2001 sets out the Board's responsibilities for independent community observers. It says that **"the Policing Board shall appoint a pool of independent community observers who shall report to the Board on such aspects of the recruitment process for police trainees and police reserve trainees as may be agreed by the Board and the Chief Constable."**

The first new police recruitment process started in April 2001. The Board had not been established by then so legislation, (paragraph 2 of Schedule 7 to the Police (NI) Act 2000), made provision for the Police Authority to carry out the Policing Board's functions in connection with recruitment, including the community observers. On its appointment, the Board ratified the arrangements put in place by the Police Authority in this area.

Under the legislation the Board is responsible for appointing the observers in such a way to ensure, as far as possible, that they represent the community in Northern Ireland. There are around 50 volunteers from a wide range of backgrounds

and areas, ranging in age from very early 20s to late 70s, who carry out the role of independent community observers. The community observers began their work in June 2001. They observe key parts of the police recruitment process. These are:

- Initial selection tests
- Assessment centres
- Physical competency assessment
- Firearms physical ability test
- Police Initial Recruitment Test

Typically, the volunteers observe around 20% to 35% of the various recruitment sessions, and report back to the Board on what they observe. The Board considers their reports and refers any issues they raise to the Chief Constable as owner of the recruitment process.

In the period of this report, the volunteers observed and reported on two recruitment competitions. They have just started observing the third competition which began in March 2002.

Community observers have no role in the selection or vetting of candidates. Their reports to the Board deal with:

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

Their reports on the first competition recorded that the same procedures were applied to all the candidates whom they observed. In addition they highlighted a number of minor issues and made suggestions relating to facilities and arrangements. The Board reported on these issues to the Chief Constable and where appropriate, they were taken into account.

The second competition ended in March 2002 and the Board will consider the reports from the observers in April 2002.

The Board wishes to take this opportunity to thank its volunteer community observers for the work that they put into this important area. They give up their own time to do so and their efforts are very much appreciated. Their independent oversight of the recruitment process provides openness and transparency and enables the community to be assured that all applicants to the service will be treated fairly.

TRAINING EDUCATION AND DEVELOPMENT (TED)

Training, education and development of police officers and civilian staff is fundamental to delivering an effective and efficient police service. The PSNI 'vision' for training, education and development is: **"Through training, education and development (TED), to help create a body of professional people of exemplary integrity, enjoying broad support, whose discretion, influencing, negotiating, and partnership skills provide a service which protects public safety, facilitates the delivery of justice and balances competing human rights"** (Source: PSNI Training, Education and Development Strategy)

Evidence of the emphasis and commitment to this vision is the significant budget allocated to training, education and development. The PSNI have developed a Strategy to implement TED. The TED Strategy highlights that the training, education and development of people within the organisation will be a key determinant of the quality and ethos of the policing service provided to society.

A comprehensive and coherent TED Strategy and an associated costed annual business plan for the PSNI will:

- Cultivate community and partnership orientated policing;
- Permeate the organisation with appropriate values, attitudes and behaviours;
- Improve the quality and performance of staff;
- Instil continuous learning and knowledge development as a basis for creating a learning organisation; and
- Demonstrate that society is getting the best value possible for its investment in police service training.

(source: TED Strategy Primary Reference Document 2002)

The following core themes will be actively promoted as part of the overall training curriculum:

- Human rights theory and practice;
- Diversity, incorporating equal opportunities and community and

- race relations;
- Professional standards and ethics;
- Community policing;
- Community safety;
- Problem solving;
- Health and safety;
- Best value; and
- Best practice.

(source: TED Strategy Primary Reference Document 2002)

The Board's role

The Board is responsible for approving the TED Strategy and producing a monitoring plan. The Board has approved the TED Strategy. The monitoring process will ensure that the principles of the TED Strategy are being adhered to in respect of its core themes, strategic aims and objectives.

In carrying out this monitoring the Board will consider the following:

- Best practice in police training, education and development programmes;
- Data and process benchmarking, where feasible;
- The National Police Training Best Value Project, being undertaken in England and Wales;
- The Policing Plan 2002-2005 where it refers to Change Programme 4, featuring skills development; and
- Reports from HMIC, ACPO, APA, the Audit Commission and other relevant bodies.

A holistic approach to training, education and development of both civilian and police staff will be needed to underpin the new police service. As Tom Constantine, Oversight Commissioner pointed out, **"Training education and development is the engine room for the transformation of policing"**.

The Policing Board is committed to the full implementation of the TED Strategy, and will, therefore, endeavour to help achieve this by providing the necessary support, leadership and guidance. Ongoing monitoring and review of the training programme will provide further assurance that the entire TED enterprise is being implemented in an efficient, effective and economic manner.

POLICE SERVICE RESOURCES MANAGEMENT AND PERSONNEL

Improvements to financial management

Adequate funding is essential to the delivery of an effective and efficient Police Service. The Board's Finance and Resources Committee and its Audit Committee oversees this area. It is, however, also important that such funding should be properly managed to ensure that best value is obtained from the resources

provided. To support this objective the Police Service has initiated a project to further develop financial and resource management within the organisation. During the period of this report the foundations of the project have been established and work will be undertaken over the next three years to fully implement it.

The aim of the project is to help strengthen financial accountability and introduce a fully costed policing plan. The project will take a number of years to complete and has several strands, perhaps the most important of which is the introduction of local financial management. This element of the project will help ensure that both managerial and financial responsibilities will be aligned by delegating budgets to local police commanders. The Policing Board sees accountability for financial resources by those who use them as an important step in improving financial management of the Police Service Grant. It therefore considers this work as very important and will continue to monitor the progress with this key project.

In-year expenditure

For the year 2001/2002 Police Service Expenditure was £652.2 million. This figure was made up of £626.7 million revenue expenditure and £25.5 million expenditure on capital items. For the same period expenditure on the work of the Policing Board and the former Police Authority was £4.11 million. The following tables (overleaf) set out in summary form the expenditure in relation to both grants during 2001/2002.

The resources available to the Police Service included additional in-year funding of £26 million provided by the Northern Ireland Office to meet in-year pressures. This extra money was needed mainly to pay for much higher levels of overtime working than had originally been anticipated. The threat from dissident republican terrorists, the feud among loyalist terrorists, the situation at Drumcree and other disputed marches together with a high level of serious public unrest, particularly in North Belfast meant that police officers were required to work significant amounts of overtime. This increase reflected a 19% increase in overtime activity compared to the previous year.

Re-structuring the PSNI

Government provided separate funding during the year to fund the re-structuring of the PSNI. £48.3 million was spent on the Voluntary Severance Scheme - under this scheme 791 officers left the service. Other non-severance costs in this area totalled £16 million. Most of this was spent on new uniforms, improvements in the training facilities at Garnerville, recruitment costs for the new police service and new information and communications systems.

Funding for the future

It is the view of the Policing Board and the Chief Constable that the police service needs adequate funding to enable it to achieve its objectives. The last spending review which took place in 2000 did not provide the funding that the Service considered necessary.



The Policing Board has agreed the police strategy for Training, Education and Development

As the NIO begin negotiations with HM Treasury in the coming year for the next three year spending period the Board calls on Government to provide the police service with a budget which will enable it to meet its needs and allow it to initiate longer term financial planning without the need to continually make up short term deficits. In 2002/2003 for example an initial shortfall of £15 million has been identified and this could double if overtime requirements as a result of public order policing requirements continue to increase over the coming summer months.

As a result of the implementation of the Patten Report and the creation of the Policing Board, the audit role, as it existed within the Police Authority, underwent significant change.

A key factor is that the Chief Constable has been designated as Accounting Officer for the annual grant for police purposes, while the Chief Executive of the Board is similarly designated for the Board's resources. This is a significant change from the previous arrangements where the Chief Executive of the Police Authority was the Accounting Officer for both grants.

The Patten Report and the Police (NI) Act 2000 also lay the foundations for a strong auditing function within the Policing Board in respect of police service expenditure and functions. The police service's accountability to the Board coupled with the 'Best Value' provisions make the Board responsible for ensuring the regularity and propriety of police expenditure and the achievement of continuous improvement.

Police Service of Northern Ireland Summary of Account

Receipts	£ millions 2001/2002	£ millions 2000/2001
HM Government Grant	641.8	652.5
Operating Receipts	3.4	3.6
Civilian Staff Pension Contributions (including transfer values received)	2.4	0.8
Disposal of Asset	9.5	0.7
Total Receipts	657.1	657.6
Staff Costs		
Civilian Staff	56.6	53.2
PSNI	319.9	345.2
PSNI FT Reserve	87.1	91.4
PSNI PT Reserve	2.6	2.6
Superannuation	57.0	62.4
Total Staff Costs	523.2	554.8
Operating payments		
Travelling, subsistence and removal expenses	13.3	12.5
Transport and communication	25.2	19.8
Accommodation Services	25.8	24.1
Catering	2.0	1.6
Uniforms, clothing and equipment	4.1	3.8
Training aids and courses	2.3	1.8
Compensation and grants	4.7	4.6
Forensic Science Service	5.4	4.7
Professional and Specialist Services	9.4	5.7
Postage and Telephones	5.4	4.6
Printing and Stationery	0.8	1.0
Miscellaneous	5.1	4.2
Total operating payments	626.7	643.2
Capital payments	25.5	14.8
Total Payments	652.2	658.0

Policing Board Summary of Account

Receipts	£ millions 2001/2002
HM Government Grant	1.56
Total Receipts	1.56
Staff Costs	0.60
Other Costs	0.84
Total Payments	1.44

Police Authority Summary of Account

Receipts	£ millions 2001/2002	£ millions 2000/2001
HM Government Grant	1.23	1.89
CCTV Grant	1.30	0.16
Total Receipts	2.53	2.05
Staff Costs	0.71	1.12
Other Costs	0.66	0.87
CCTV Expenditure	1.30	0.16
Total Payments	2.67	2.15

Best Value

Part V of the legislation requires the Policing Board to make arrangements to secure continuous improvement in the way in which its functions, and those of the Chief Constable, are exercised. This approach is designed to increase effectiveness and efficiency within the service and to do so economically. These are commonly known as the 'Best Value' arrangements.

The Board has been involved in developing the 'Best Value' arrangements and processes in conjunction with the PSNI. Once the 'Best Value' provisions are commenced in April 2003, the Board will continue to monitor compliance with the arrangements.

Financial audits of police service expenditure

Within the revised arrangements, the Chief Constable is accountable to the Policing Board. In the absence of direct involvement in the management of expenditure, the Board can direct its staff to carry out reviews to ensure that the money provided by them to the Police Service has been used effectively and efficiently.

Fraud investigation

Audit Services monitor and report to the Board cases of fraud as they are identified within the police service and/or the Board. In addition, the branch can only be involved in fraud investigations and the review of systems following the discovery of fraud to minimize the likelihood of the fraud re-occurring.

HEALTH, WELFARE AND CONDITIONS OF SERVICE

Managing attendance

The Policing Board believes it is vital that a high standard of health and welfare facilities are provided for the PSNI. Officers must be fit, healthy and well motivated if they are to properly serve and protect the community. Under police regulations the Board also has specific responsibility to approve the medical retirement of officers. The Personnel and General Purposes Committee of the Board deals with these issues.

The Committee closely monitors the levels of sickness absence within the police service. For the year 2001/2002 the Board set the Chief Constable a target of reducing the average annual level of sick absence to 16 days for the police and 12 days for support staff. These targets were not met - the outturn figures for the year were 23.4 days and 15.8 days respectively showing an increase of 0.6 and 0.4 days in the previous year. The Committee reviewed details of officers on long-term sickness each quarter (i.e. more than six months). For the quarter ended 31 March 2002, 175 regular officers (2.51%) and 150 Full-time Reserve officers (6.87%) were absent due to sickness in excess of six months. It is the Board's firm view that more can be done to reduce sickness levels within the police service and the Chief Constable has been encouraged to ensure that appropriate processes are in place to enable this to be achieved.



Officers must be fit, healthy and well motivated if they are to properly serve and protect the community

Medical retirements

Serving police officers may be retired from the PSNI if they are medically unable to perform their duties. The legislative authority to do this is contained in the RUC Pensions Regulations 1988 - it is up to the Policing Board to make this determination after taking medical advice. During the year 2001 a total of 258 officers were medically retired, 190 of whom were also awarded injury pensions by the Authority/Board. Although there has been no change in the number of officers medically retired the figures show an increase in injury awards on the previous year when 151 awards were made.

Extensions of service

Under regulation A16 of the RUC Pensions Regulations 1988 a police officer's period of service can be extended for up to 5 years beyond the normal retirement age by the Chief Constable with the approval of the Policing Board. During the year 2001 the Authority/Board approved extensions of service for 172 regular officers and 199 Reserve officers.

Severance

The Independent Commission on policing recommended that the overall size of the police service should be reduced and that generous severance packages be offered to police officers wishing to leave the Force. Government accepted this recommendation and a severance scheme was introduced. During the financial year 2001/2002 a total of 791 officers took early retirement under the scheme. The lump sum severance payments in this second phase of the scheme amounted to £48.3m.





Part 3

PART THREE: ANALYSIS OF POLICE PERFORMANCE AND COMMENTARY

This section of the report provides an analysis of police performance during the year. The Policing Board is required to do this under Section 57 of the Police (NI) Act 2000. It tasks the Board with assessing the extent to which the PSNI has fulfilled the objectives contained in the Annual Policing Plan.

This year's assessment is based on performance against the objectives and performance targets contained in the 2001/2002 Policing Plan. The Policing Board has monitored and reviewed performance against these objectives and targets throughout the year. It has done this by using performance indicators, reports from the Chief Constable and through consultation with the public. The publication of this information demonstrates the Policing Board's commitment to open and accountable policing and its willingness to inform the public debate about the performance of the police.

This assessment is based on information gathered from a range of sources including;

- Performance information supplied by the PSNI;
- The results of the ninth Community Attitudes Survey (a large Northern Ireland-wide survey carried out annually by the Northern Ireland Statistics and Research Agency); and
- The results of various Omnibus Surveys (one such survey (October 2001) was carried out in the reporting period).

Policing Objectives 2001/2002

The Northern Ireland Policing Plan 2001/2002 contained nine objectives for policing. Of these nine objectives, four were set by the former Police Authority for Northern Ireland and five were set by the Secretary of State for Northern Ireland. All targets and performance indicators were determined by the Police Authority for Northern Ireland. The objectives covered six priority areas.

The following section examines performance against the objectives in each of these priority areas.

PRIORITY AREA - PROVIDING FOR THE PROTECTION AND SECURITY OF THE PUBLIC

Objective One:

To maintain public order, thereby providing for the protection and security of the public.

Performance indicator: Confidence in respect of policing public disorder

The target in this area was to achieve confidence levels in the policing of public disorder of not less than 49% of the public. This target was the same as in 2000/2001.

Public confidence levels are regularly monitored through the commissioning of NI wide public attitudes surveys such as the annual Community Attitudes Survey or the more regular Omnibus Surveys. Successive Omnibus Surveys have asked respondents "Looking at the policing of public order situations, how much confidence do you have in the police's ability to provide a police service for all of the people in NI?" The results from the October 2001 Omnibus Survey suggest that this target has not been achieved as 42% of respondents expressed total or a lot of confidence in the police's provision of a public order policing service. This compared to 43% of respondents in the October 2000 Omnibus Survey.

Table 1: Confidence in the Police's ability to provide a public order policing service for all the people of NI

	February 2000	October 2000	October 2001
Total Confidence	15%	13%	12%
A lot of Confidence	29%	30%	30%
Some Confidence	34%	29%	37%
Little Confidence	12%	16%	13%
No Confidence at all	7%	8%	6%
Don't Know/Refusal	2%	3%	2%
Sample Size	1072	1189	1176

PRIORITY AREA - WORKING IN PARTNERSHIP WITH OTHER AGENCIES TO IMPROVE ROAD SAFETY

Objective Two:

To work in partnership with others to reduce the number of those killed and seriously injured in road traffic accidents.

Performance indicator: Contribution towards centrally agreed targets

The target set was to provide written quarterly reports to the Policing Board on the police contribution towards achieving centrally agreed targets. The Northern Ireland Road Safety Plan 2002-2012 is in the final stages of consultation so centrally agreed targets are not yet available. The number of fatal and serious casualties of road traffic accidents in 2001/2002 (1,791) represented a decrease on the 2000/2001 level of 1,964 casualties of road traffic accidents.

Table 2: Number of fatal and serious casualties

	1999/2000	2000/2001	2001/2002
	1,723	1,964	1,791

PRIORITY AREA - REDUCING CRIME, ENHANCING VICTIM SUPPORT AND EMPOWERING LOCAL SOLUTIONS TO LOCAL COMMUNITY SAFETY ISSUES

Objective Three:
To reduce crime and enhance community safety through prevention, detection and effective partnerships.

Performance indicator 1: The detection rate for violent crimes

Violent crimes are defined as offences against the person, sexual offences and robbery. The target set was to achieve a detection rate for violent crimes of 65%. This was an increase from the 2000/2001 target of 50%. This target was not achieved as 44.2% of violent crimes in 2001/2002 were detected - some 20.8 percentage points less than the target and the lowest rate in the last four years.

Table 3: Detection rate for violent crimes

1998/1999	1999/2000	2000/2001	2001/2002
55.7%	62.0%	56.6%	44.2%

Performance indicator 2: The detection rate for domestic burglaries

The target set was to achieve a detection rate for domestic burglaries of 20%. This was the same as the 2000/2001 target. This target was not achieved as 9.7% of domestic burglaries in 2001/2002 were detected - some 10.3 percentage points less than the target and the lowest rate in the last four years.

Table 4: Detection rate for domestic burglaries

1998/1999	1999/2000	2000/2001	2001/2002
18.5%	16.8%	13.6%	9.7%

Performance indicator 3: The detection rate for thefts of vehicles and taking without consent offences

The target set was to achieve a detection rate for thefts of vehicles and taking without consent offences of 14%. This was an increase from the 2000/2001 target of 13%. This target was not achieved as 8.6% of thefts of vehicles and taking without consent offences in 2001/2002 were detected - some 5.4 percentage points less than the target and the lowest rate in the last four years.

Table 5: Detection rate for thefts of vehicles and taking without consent offences

1998/1999	1999/2000	2000/2001	2001/2002
13.4%	13.2%	11.4%	8.6%

Performance Indicator 4: The overall detection rate

The target set was to achieve an overall detection rate of 31%. This was an increase from the 2000/2001 target of 27%. This target was not achieved as 20.1% of all crimes in 2001/2002 were detected. This is the lowest detection rate recorded in the last four years.

Table 6: Detection rate for all recorded crimes

1998/1999	1999/2000	2000/2001	2001/2002
29.0%	30.2%	27.1%	20.1%

Performance indicator 5: Number of recorded crimes

The target set was to monitor recorded crime. This was the same target as in 2000/2001. The number of recorded crimes increased from 119,912 in 2000/2001 to 139,786 in 2001/2002 (an increase of 19,874 crimes or 16.6%).

Table 7: Number of crimes recorded by the police

1998/1999	1999/2000	2000/2001	2001/2002
109,053	119,111	119,912	139,786

Performance indicator 6: The level of repeat victimisation in relation to domestic violence

The target set was to reduce repeat victimisation in relation to domestic violence. This was a variation on the 2000/2001 target which aimed to establish a baseline of repeat victimization in order to set future targets. This target was achieved as 9.5% of the victims of domestic violence in 2001 were 'repeat' victims (i.e. had been victims of a separate reported incident of domestic violence in the previous 12 months). This was in comparison to 11.5% of domestic violence victims in 2000 who were 'repeat' victims.

Table 8: The level of repeat victimisation in relation to domestic violence

	2000	2001
Victims of Domestic Violence	3,745	4,502
Repeat Victims of Domestic Violence	430	426
% Who Were Repeat Victims	11.5%	9.5%

Performance Indicator 7: Contribution towards delivery of the NI Community Safety Strategy

The target set was to provide quarterly written reports to the Policing Board on police contribution towards delivery of the NI Community Safety Strategy. This was a new target which was successfully achieved.

Objective Four:

To disrupt the supply of illegal drugs and to work in partnership with other agencies in tackling the problem of drug misuse.

Performance Indicator 1: The value of illicit drugs seized within Northern Ireland

The target set was to increase the value of illicit drugs seized in Northern Ireland. This target was the same as in 2000/2001. This target was not met as illicit drugs with a value of £6,559,700 were seized in 2001/2002 compared to £9,994,769 worth of illicit drugs seized in 2000/2001. This is the lowest annual value of illicit drugs seizures in the last four years.

Table 9: Value of illicit drugs seized within Northern Ireland

1998/1999	1999/2000	2000/2001	2001/2002
£7,043,168	£11,452,982	£9,994,769	£6,559,700

Performance Indicator 2: The number of persons arrested, charged/ summoned for offences under the Misuse of Drugs Act

The target set was to monitor the relationship between the number of persons arrested and the number of persons charged/summoned for offences under the Misuse of Drugs Act. This is a new target. In 2001/2002 there were 990 persons charged under the Misuse of Drugs Act and 381 persons charged/summoned under the Act. Both figures represented a reduction on the 2000/2001 levels of 1,266 persons arrested and 526 persons charged/summoned under the Misuse of Drugs Act.

Table 10: Number of persons arrested and charged/summoned under the Misuse of Drugs Act

	1999/2000	2000/2001	2001/2002
Number Arrested	1480	1226	990
Number Charged/Summoned	632	526	381

Performance Indicator 3: Participation in the Northern Ireland Drugs Strategy

The target in this area was to report quarterly to the Policing Board on police participation in the Northern Ireland Drugs Strategy. This is the same target as in 2000/2001. Table 11 summarises the extent of police participation in this strategy in 2001/2002 as well as in 2000/2001 for comparison.

Table 11: Police participation in the NI Drugs Strategy in 2001/2002

	Number of Multi-Agency Initiatives Involved in	Number of Lectures Delivered
Quarter 1	35	20
Quarter 2	10	16
Quarter 3	42	19
Quarter 4	39	20
2001/2002 Total	126	75
2000/2001 Total	119	85

PRIORITY AREA - PROTECTING THE COMMUNITY FROM TERRORISM AND ALLIED CRIMINAL ACTIVITY

Objective Five:
To counter the threat of terrorism on behalf of the community and bring to justice those responsible for terrorist crime.

No performance indicators or targets are set in respect of anti-terrorist policing because no degree of terrorism is acceptable. Instead, the police are required to provide information on five indicators so that overall trends in terrorist activity can be monitored.

Indicator 1: The number of persons charged with terrorist offences

Table 12 shows the number of persons charged with terrorist offences who were initially arrested under section 14 of the Prevention of Terrorism Act 1991 (before 19th February 2001) and under section 41 of the Terrorism Act after 19th February 2001. A total of 62 persons were charged with terrorist offences in 2001/2002, the lowest total in the last four years.

Table 12: The number of persons charged with terrorist offences

1998/1999	1999/2000	2000/2001	2001/2002
119	101	78	62

Indicator 2: The number of deaths occurring as a result of the security situation

There were 17 deaths due to the security situation in 2001/2002 compared to 18 deaths in 2000/2001 and seven deaths in 1999/2000.

Table 13: The number of deaths occurring as a result of the security situation

	1998/1999	1999/2000	2000/2001	2001/2002
	44	7	18	17

Indicator 3: Number of shooting and bombing incidents

Shooting incidents include: shots fired by terrorists; shots fired at the security forces; paramilitary-style assaults involving shootings; shots heard which are confirmed and; other violent incidents such as robberies where shots are fired. Bombing incidents do not include incidents involving petrol bombs, incendiaries or hoax devices. There were 358 shooting incidents in 2001/2002, an increase of 27 (8%) from 2000/2001 and there were 318 bombing incidents, an increase of 141 (80%) from 2000/2001.

Table 14: The number of shooting and bombing incidents

	1998/1999	1999/2000	2000/2001	2001/2002
Shooting Incidents	187	131	331	358
Bombing Incidents	123	66	177	318

Indicator 4: The number of casualties arising from paramilitary-style attacks

Paramilitary-style attacks include both shootings and beatings/assaults. There were 302 casualties of paramilitary-style attacks in 2001/2002 which was a decrease of 21 (7%) on the 2000/2001 figure.

Table 15: The number of casualties arising from paramilitary style attacks

	1998/1999	1999/2000	2000/2001	2001/2002
	245	178	323	302

Objective Six:

To tackle organised crime and racketeering on behalf of the community and bring to justice those responsible for organised criminal activity.

Indicator: Work in progressing the priorities agreed by the Organised Crime Task Force

The target set was to provide quarterly written reports to the Policing Board on work in progressing the priorities agreed by the Organised Crime Task Force. This target was achieved.

PRIORITY AREA - ENHANCING RELATIONSHIPS BETWEEN THE POLICE AND ALL SECTIONS OF THE COMMUNITY

Objective Seven:

To work in partnership with the local community and other agencies to improve and raise public confidence in the quality of service delivered by the police to all the people of Northern Ireland.

Performance Indicator 1: Number of people thinking the police do a good job

The target set was to achieve 70% of people thinking the police do a good job. This target was the same as in 2000/2001. This target was not achieved as 69% of respondents in the October 2001 Omnibus Survey thought the police did a very good or a fairly good job. However, this was an increase on the October 2000 Omnibus Survey when 68% of respondents thought that the police did a very good or a fairly good job.

Table 16: Percentage of people who think the police do a good job

	February 2000	October 2000	October 2001
Very Good/Fairly Good	67%	68%	69%
Neither Good nor Bad	14%	13%	14%
Very Poor/Fairly Poor	14%	15%	15%
Don't Know/Refusal	5%	4%	2%
Sample Size	1072	1189	1176

Performance Indicator 2: Confidence levels in equity of treatment

The target set was to achieve public confidence levels in overall equity of treatment of 72%. This target was the same as in 2000/2001. This target was achieved as 72% of respondents in the 2001 Community Attitudes Survey (CAS) thought the police treated everyone equally. However, this proportion has fallen from 77% in the 1999 CAS and 75% in the 2000 CAS.

Table 17: Proportion of people who think the police deal fairly with everyone

	1999	2000	2001
Yes	77%	75%	72%
No	17%	19%	21%
Don't Know/Refusal	6%	7%	7%
Sample Size	1256	1204	1246

Performance Indicator 3: Satisfaction with levels of patrolling

The target set was to achieve public satisfaction levels greater than 48.5% for patrolling. This target was the same as in 2000/2001. This target was not achieved as 41% of respondents to the October 2001 Omnibus Survey were very satisfied or fairly satisfied with the levels of police patrols in their area. This is slightly lower than the 42% of respondents in the October 2000 Omnibus Survey who were very satisfied or fairly satisfied with patrolling.

Table 18: Satisfaction with the levels of police patrols in respondents local areas

	Feb 2000	Oct 2000	Oct 2001
Very Satisfied	10%	7%	7%
Fairly Satisfied	39%	35%	34%
Neither Satisfied nor Dissatisfied	21%	26%	26%
Fairly Dissatisfied	18%	21%	22%
Very Dissatisfied	8%	9%	12%
Don't Know/Refusal	4%	2%	0%
Sample Size	1072	1189	1176

Performance Indicator 4: Victim satisfaction with initial police response

The target set was to provide feedback on victim satisfaction with initial police response. This was the same target as in 2000/2001. Levels of victim satisfaction are based on a postal survey of victims carried out by the PSNI's Central Statistics Unit. Although Table 19 shows that the majority of victims in all categories were satisfied with the initial police response, the levels of satisfaction are lower for all categories in the November 2001 survey compared to one year earlier.

Table 19: Victims satisfaction with initial police response

Victims of:	Feb 2000	Nov 2000	Nov 2001
Burglary	92%	92%	85%
Violent Crime	78%	74%	73%
General Crime	74%	72%	68%
Road Traffic Accidents	93%	91%	90%

PRIORITY AREA - ENHANCING OUR ORGANISATIONAL EFFECTIVENESS AND EFFICIENCY

Objective Eight:

To improve organisational effectiveness to the benefit of the community, the police and the wider criminal justice system.

Performance Indicator 1: The proportion of full-time officers available daily to perform the full range of duties

The target set was to monitor the proportion of full-time officers available daily to perform the full range of duties. This is the same target as in 2000/2001. The average percentage of full-time officers available to perform the full range of duties in 2001/2002 was 83.5%. This was a slight increase on 2000/2001 when an average of 83.1% of full-time officers were available daily for the full range of duties.

Table 20: The proportion of full-time officers available daily to perform the full range of duties 2001/2002

	2000/2001	2001/2002
Available for Duty	83.1%	83.5%
Restricted Duties	7.7%	6.0%
Absent due to Sickness	9.2%	10.5%

Performance Indicator 2: The proportion of cases processed in line with Administrative Time Limits

The target set was to process 85% of custody cases within 90 days and 85% of bail cases within 110 days. This target is the same as in 2000/2001. Neither target was achieved as 71% of custody cases were processed within 90 days and 78% of bail cases were processed within 110 days. However, the proportions of custody and bail defendants processed within the target times in 2001/2002 were both higher than in 2000/2001 when 60% of custody cases and 71.2% of bail cases were processed within the target time.

Table 21: Processing of custody and bail cases within Administrative Time Limits (90 days for custody cases and 110 days for bail cases)

	2000/2001	2001/2002
Custody Cases	60.0%	71.0%
Bail Cases	71.2%	78.0%

Performance Indicator 3: Sickness levels

The target set was to reduce the average level of sick leave to 16 days for police and 12 days for civilian staff. These targets were the same as in 2000/2001. These targets were not achieved as the average number of sick days in 2001/2002 for police officers and civilian staff were 23.4 days and 15.8 days respectively. There has been a steady increase in the average number of sick days for police and civilian staff since 1998/1999.

Table 22: Average number of sick days

	Police Officers	Civilian Staff
1998/1999	17.1	13.0
1999/2000	20.4	14.4
2000/2001	22.8	15.4
2001/2002	23.4	15.8

Objective Nine:

To work in partnership with others in implementing agreed changes to policing (as outlined in the Police (NI) Act 2000 and the Implementation Plan) and Criminal Justice arrangements in Northern Ireland.

Performance Indicator: Progress against agreed changes, and agreed timetable for change, in relation to policing and criminal justice arrangements

The target set was to provide written biannual progress reports to the Policing Board on progress towards agreed changes derived from the Report of the Independent Commission on Policing, the Review of the Criminal Justice System in NI and other official reports into policing. This target was achieved.

COMMENTARY ON POLICE PERFORMANCE

The Policing Board is responsible for ensuring that the PSNI is effective and efficient and meets the needs of the Northern Ireland community. It therefore closely monitors performance on an ongoing basis with regular reports from the Chief Constable and robust examinations of these reports. In this way, the Board can effectively contribute to decisions being made within the Service about how under-performance can be tackled and trends reversed.

The following paragraphs provide a commentary on police performance during the 2001/02 performance year. Whilst there are some positive outcomes in respect of confidence levels, there are also other areas where performance did not meet the levels required.

Crime

Overall, the performance figures in respect of crime are disappointing. None of the targets were met. Detection rates were low and there was a substantial increase in the number of recorded crimes.

The 2001/02 performance year saw a 16.6% increase in the volume of recorded crimes rising to 139,786 compared to the previous year's figure of 119,912. This may be due to a number of factors. In April 2001 a new electronic crime recording system was introduced. The experience of other police forces that have moved to an electronic crime recording system has typically seen an increase in recording levels as a result of this more efficient system. However, it is not possible to clearly distinguish between the effects of this technical recording system and the underlying trends in real levels of crime. It is notable that substantial increases in recorded crime have occurred even in those categories of offence such as burglary and theft of vehicles that have historically had relatively complete levels of recording. On this basis it would be reasonable to surmise that a substantial component of the rise in recorded crime was a genuine increase in crime levels and not simply because of a change in the crime recording procedure.

Detection rates achieved were low with an overall detection rate for crime recorded at 20.1% against a target of 31% - the target was missed by 10.9 percentage points. Similarly the detection rate for violent crime was 44.2% against a target of 65%. The detection rates for theft of vehicles and taking without consent offences was 8.6% against a target of 14% and the rate for domestic burglaries was 9.7% against a target of 20%.

The Board acknowledges the impact of policing public disorder in North Belfast on the resources available to prevent and detect 'ordinary' crime. It also acknowledges the rise in the number of recorded crimes. The Board is, however, disappointed in the crime performance figures and wants to see improvements in detection rates. The Board will be closely monitoring this area and expects detection rates to increase during the next performance year.

Drugs

The misuse of drugs continues to be a major source of concern within local communities. Clearly it is a problem which society as a whole, and not just the police, must address. As other agencies are involved in targeting the supply of illegal drugs, it is difficult to quantify the contribution that the police make when drugs are seized, or suppliers caught. Nevertheless the fact that the police assisted in the seizure of £6.5 million worth of drugs in Northern Ireland in 2001/02 suggests that the problem would be a lot worse, but for their intervention.

The Board realises that illegal drugs are a problem which can only be effectively tackled by a range of agencies working in partnership. The police have been involved in 75 multi-agency initiatives, mostly at a local level. The police were also involved in wider initiatives, ranging from working closely with businesses that may be vulnerable to drug dealers/abusers, to the many lectures its officers give to community, voluntary and statutory agencies. The Board is encouraged by the police's commitment to this partnership approach. It will ensure, in the coming year, that tackling this multi-faceted problem remains high on the police agenda.

Traffic

The Board welcomes the 8% reduction in the number of fatal and serious road traffic casualties in 2001/02 compared to the previous year. The police continue to focus on 'Operation Roadsafe' in an effort to reduce casualties. High profile patrolling, the use of visibility jackets and the continued deployment of police motorcyclists all help to heighten motorists awareness of road traffic issues.

Road safety is an issue for all of society, not just the police. While the police can enforce laws and play a role in road safety education, all road users have a responsibility to ensure they are not putting themselves or others in danger. The Board would like to see more public assistance in reducing the number of people killed and injured on our roads.

Security situation

The police continued to be faced with the terrorist threat. There was a significant increase in the number of bombing incidents with the number recorded at 318 compared to the previous year total of 177 in 2000/01. There were also 17 deaths as a result of the security situation during 2001/02. The number of persons charged with terrorist offences fell from 78 in 2000/01 to 62 in 2001/02. Also the number of paramilitary-style attacks decreased slightly from 323 in 2000/01 to 302 in 2001/02.

Sectarian disorder in North Belfast also continued with the area seeing some of the worst street violence and public disorder for many years.

Against the backdrop of public disorder the Board continued to carefully monitor public opinion about the police. Findings from surveys carried out during 2001/02 show that 42% of people have either total confidence or a lot of confidence in the police when it

comes to maintaining public order. This falls short of the target set in the 2001/02 Policing Plan of 49%. While the Board recognises that meeting everyone's needs is a difficult task, the Board believes there is scope for improving this perception.

Organisational effectiveness

The police service continued to work in implementing change during 2001/02 - changes stemming mainly from the Report of the Independent Commission on Policing (Patten Report) and the Police (NI) Act 2000. The Board received regular reports from the Change Management Team and those accountable for the delivery of change within the Service.

The Change Management Team work closely with the Oversight Commissioner, Tom Constantine, who is responsible for overseeing the changes in the Patten Report. The Oversight Commissioner has developed performance indicators to measure change.

All evaluation conducted by the Commissioner and his team is completely objective and based on the highest standards of integrity. Their ongoing evaluation process includes a detailed look at administrative compliance, follow-up interviews with key personnel and on-site reviews.

Overall, the Board has been satisfied with the progress the police have made in delivering those aspects of the Government Plan for which it has responsibility.

Another area of organisational effectiveness which the Board regularly monitors is time taken to process case files and sick absence. The targets set to process custody cases and bail case files were not met, a matter which is of concern to the Board. The Board will be monitoring this situation closely over the forthcoming year. The Board is also disappointed that sickness levels already referred to, both for civilian staff and officers continue to deteriorate. While the Board appreciates that policing can be dangerous, stressful and that illness is unavoidable, the average of 23.4 days sick absence per officer is simply not acceptable. Throughout the reporting period, the Board sought assurances from the Chief Constable that the problem was being tackled. The Chief Constable shared the Board's concerns given the severe impact sickness has on the operational capability of the Service. The Board views success in this area as critical to everything else the police does and intends to work, in the first part of the next financial year, with the PSNI, to develop plans for tackling the myriad of issues affecting staffing levels.

Satisfaction levels

On a more positive note the Board is encouraged to note that findings from Surveys carried out show that 69% of respondents thought that the police were doing a good job. This was against a target of 70%. The proportion of people satisfied that the police deal fairly with everyone in the community reached the target level of 72%.

In contrast though, satisfaction levels in respect of patrolling dropped to 41% against the target of 48.5%. The Board is concerned about this. Having police officers present in their area is

the number one public request in Northern Ireland in respect of policing. Successful policing, however, relies as much on the analysis of intelligence information as it does on patrolling, and limited resources have to be balanced between the two - and other - functions. Less patrolling does not mean a less effective police service. The Board will nevertheless continue to pay close attention to what the public expect from their police, so that District Commanders know what their local community want from the service. Such decisions will obviously need to be balanced against operational needs.

Conclusion

The police, in the 2001/2002 performance year, did not meet targets in a number of areas. Areas of under-performance include crime detection rates, patrolling and sickness absence levels. However, any overall assessment of performance must take into account some important factors -the changes to the structure and size of the police service following the Patten report, the continuing terrorist threat, the sectarian disorder in North Belfast, and the increase in crime levels. Despite these difficulties, nearly three quarters of the population believe that the police treat everyone fairly, and over two-thirds think that the police do a good job overall.

The Board will continue to monitor police performance very closely and seek improvements in areas of under-achievement. It will continue to robustly examine and challenge police performance. It will ensure that the Chief Constable is held to account with a view to ensuring that the PSNI is effective and efficient and meets the needs of the Northern Ireland community.

Measures taken to reduce gender and religious imbalances in the Police Service of Northern Ireland

The purpose of this section is to provide an assessment of the extent to which membership of the police and the police support staff is representative of the community in Northern Ireland. This is required by Section 57(2) of the Police (Northern Ireland) Act 2000. It should be read in conjunction with the related sections of this report on "Recruitment to the PSNI" and "Tackling the Gender Imbalance".

The population of Northern Ireland is according to census data (1991) 57% Protestant and 43% Catholic. Mid-year estimates of population for 2000 prepared by Northern Ireland Statistics and Research Agency (NISRA) show that 49% of the population is male and 51% female.

Table A: Perceived Religious Affiliation¹

Employee Group	% Perceived Protestant	% Perceived Catholic	not known	Total	% Perceived Protestant	% Perceived Catholic
PSNI	6337	710	249	7296	86.9	9.7
PSNI FTR	1890	149	136	2175	86.9	6.9
PSNI PTR	936	52	13	1001	93.5	5.2
Sub Total	9163	911	398	10472	87.5	8.7
Civilian direct recruits	1146	196	79	1421	80.6	13.8
NICS staff on secondment	1668	230	76	1974	84.5	11.7
Sub Total	2814	426	155	3395	82.9	12.5
TOTAL	11977	1337	553	13867	86.4	9.6

Table B: Gender

Employee Group	Male	Female	Total	% Female
PSNI	6281	1015	7296	13.9
PSNI FTR	1976	199	2175	9.1
PSNI PTR	644	357	1001	35.7
Sub Total	8901	1571	10472	15.0
Civilian direct recruits	552	869	1421	61.2
NICS staff on secondment	572	1402	1974	71.0
Sub Total	1124	2271	3395	66.9
TOTAL	10025	3842	13867	27.7

¹PSNI figures relate to 31/03/2002

Civilian figures relate to 01/01/2002

Table C: Community Attitudes Survey: Number of Catholics in the police service 1993-2001

Number of Catholics in the police force	Community background	Year of survey								
		1993	1994	1995	1996	1997	1998	1999	2000	2001
Too few	Protestant	53%	48%	50%	46%	50%	54%	62%	60%	57%
	Catholic	77%	72%	76%	76%	80%	81%	84%	85%	85%
	Total	62%	57%	60%	57%	61%	65%	71%	70%	69%
About right	Protestant	20%	17%	20%	23%	21%	22%	17%	18%	24%
	Catholic	8%	7%	7%	7%	6%	6%	5%	6%	6%
	Total	15%	13%	14%	17%	15%	16%	12%	14%	17%
Too many	Protestant	1%	1%	0%	1%	1%	2%	1%	1%	2%
	Catholic	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Total	1%	1%	0%	1%	1%	1%	1%	1%	1%
Don't know/refused	Protestant	27%	34%	30%	30%	28%	22%	20%	20%	17%
	Catholic	15%	21%	19%	17%	14%	13%	11%	9%	9%
	Total	22%	29%	25%	25%	23%	18%	16%	16%	14%

Tables (a) and (b) show the staffing diversity of both police officers and civilian support staff at 31 March 2002 and 1 January 2002 respectively. The tables clearly show that the composition of the police as a whole does not reflect the demography of the population of Northern Ireland either in terms of religion or gender.

Successive survey data shows that there is widespread public support for both the religious and gender imbalances to be addressed. Table (c) shows that over two thirds of all people surveyed (69%) thought that there were too few Catholics in the police service. There is a large discrepancy in the views of Catholic and Protestant respondents as 85% of Catholic respondents think that there are too few Catholics in the police service compared to 57% of Protestant respondents.

Results from the Community Attitudes Survey (CAS) consistently show that the main reason young Catholics do not pursue a career in the police service is a fear of intimidation and attack against them and their families. When asked in the 2001 CAS survey what reasons might deter Catholics from joining the police:

- 65% of Catholics answered fear of intimidation or attack against them or their relatives;
- 56% of Catholics said that other Catholics pressurized them not to join; and
- 47% of Catholics said that they feared that they could not maintain contact with family and friends.

But even taking these factors into account the police service recognizes that more needs to be done to encourage young Catholics to join the police so there is still no room for complacency.

In respect of measures to address the under-representation of any groups within the PSNI, the emphasis on affirmative actions tried in the past have now been overtaken by the implementation of the Police (NI) Act 2000. The Act contains specific measures for the recruitment of under-represented groups as follows: Section 46 (1) makes provision for the appointment of police trainees on the basis that they shall be appointed from a pool of qualified applicants on the basis that (a) one half shall be persons who are treated as Roman Catholic and (b) one half shall be persons who are not so treated.

Section 46 (5) makes provision for the appointment of Police Support Staff in the same way.

Section 48 makes provision for an action plan for monitoring the numbers of females in the police service and the police support staff and if females are found to be under-represented for increasing their numbers.

These provisions are obviously a major change to traditional affirmative actions which the police have employed over the years. However, the police continue to promote a career in the police within all sections of the community through the activity of its careers advisers.



Part 4

PART FOUR: COMMITTEE ROLES, RESPONSIBILITIES AND MEMBERSHIP

This section outlines the membership, roles and responsibilities of the Policing Board Committees.

Membership of Policing Board Committees at 31st March 2002

AUDIT COMMITTEE

Mr F Cobain (Chairman)
Mr J Byrne (Vice-Chairman)
Mr B Dougherty
Mr S Foster
Mr T Kelly
Mr J Byrne
Mr I Paisley jnr.

COMMUNITY AFFAIRS COMMITTEE

Mr D Bradley (Chairman)
Prof D Rea (Vice-Chairman)
Viscount Brookeborough
Mr A Attwood
Mr B Dougherty
Mr W Hay
Lord Kilclooney
Mrs P McCabe
Mr I Paisley jnr.
Mr S Sharma

COMPLAINTS MONITORING COMMITTEE

Mr E McGrady (Chairman)
Mr W Hay (Vice-Chairman)
Viscount Brookeborough
Mr A McFarland
Mr T Kelly
Mrs R Moore

PERSONNEL & GENERAL PURPOSES COMMITTEE

Mrs P McCabe (Chairman)
Mr A McFarland (Vice-Chairman)
Mr S Foster
Mr B Gilligan
Mr E McGrady
Mr S Sharma
Mr S Wilson

FINANCE AND RESOURCES COMMITTEE

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

CORPORATE POLICY COMMITTEE

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

* Floating members serve for a period of 6 months.

Corporate Policy

1. Considering the Board's broad strategies and making recommendations to the Board on policy matters.
2. Co-ordinating policy matters and making recommendations, where appropriate, on matters pertaining to various functions discharged by the Board, including co-ordination of the Boards statutory responsibilities under the Police Acts (N.I.) 1998 and 2000.
3. Setting policing objectives and performance targets for policing in Northern Ireland.
4. Issuing, subject to endorsement by the Policing Board, the Policing Plan before the beginning of each financial year and monitoring the performance of the police in carrying out the annual Policing Plan and the three to five year strategy
5. Oversight in the preparation of the Board's Annual Report to the Secretary of State.
6. Managing the Board's overall review of the efficiency, effectiveness and impartiality of the police service in conjunction with Her Majesty's Inspector of Constabulary.
7. Appointing the Board's Secretary and Chief Executive and chief officers of the police service.
8. Discharging the Board's responsibility for complaints, not the responsibility of the Ombudsman and the discipline of Senior Officers of the police service in accordance with guidance on such matters and, where appropriate, suspending from duty Senior Officers of the police service.
9. Discharging the Board's responsibility for matters which have been referred back from the Police Ombudsman as not being within her remit.
10. Co-ordinating the Monitoring of Change within the Police Service.
11. Making arrangements for police appeals tribunals under the Appeals Regulations 2000.
12. Monitoring performance of the police service in complying with the Human Rights Act.
13. Discharging the Board's responsibility for considering appeals in respect of legal and financial support in cases of actions by police officers.
14. Overseeing the Board's public relations, communications and openness policies.
15. Approving and exercising general oversight of the Board's research programme.
16. Meetings with the Police Staff Associations.
17. Formulating policy for visits by Members to Northern Ireland Police Service establishments.
18. Monitoring police performance in public order situations.
19. Monitoring Policy regarding openness of the police service and the effectiveness of police, public, press relations.
20. Issuing the Code of Ethics after consultation (Police Act {NI} 2000 Section 52). Keeping under review the steps taken by the Chief Constable to ensure all police officers read and understand

- the Code and assessing its effectiveness.
21. Co-ordinating the submission of Policing Board Implementation Progress Report to the Oversight Commissioner.
22. Equality issues under Section 75 of the Northern Ireland Act (Police Act {NI} Schedule 6 24 (1)).
23. Board policy regarding complying with Human Rights legislation and developing Targeting Social Need Action Plan.
24. Arranging for the independent appointment of the Chief Constable's recruitment vetting panel.

Community Affairs

1. To facilitate and monitor policing with the community as the core function of the police service.
2. Making arrangements, if appropriate, for obtaining the views of the public about matters concerning policing.
3. Making arrangements for the co-operation of the public with the police in preventing crime.
4. Overseeing police service strategy for preventing crime and promoting community safety.
5. Development, oversight, funding and support of District Policing Partnerships.
6. Promoting consultation with local communities.
7. Arrangements for custody visiting including policy regarding the extension of the role of custody visitors.
8. Arrangements for the Independent Community Observers Scheme.
9. Board co-ordination with other agencies.
10. Keeping itself informed as to trends and patterns in crime in Northern Ireland.
11. Monitoring Police Communications and Public Relations Strategy for supporting the development of community policing.

Complaints Monitoring

1. To keep itself informed of Part VII of the Police (NI) Act 1998 and trends and patterns in complaints under that part.
2. To keep itself informed as to the manner in which complaints from members of the public against traffic wardens are dealt with.
3. To consider any reports produced by the Ombudsman under Section 61 of the Police (NI) Act 1998.
4. To keep itself informed about suspended officers and the outcome of disciplinary procedures.
5. To consider complaints about the Board (as distinct from the police service).

Finance and Resources

1. Strategic financial planning and monitoring the effectiveness of the police service financial planning process.
2. Approving estimates for police service and Board purposes.
3. Monitoring and where appropriate, approving support services strategies and policies.
4. Monitoring of police service expenditure and approval of expenditure outside delegated limits.

5. Dealing with issues relating to borrowing, sponsorship, special payments and write-off of losses.
6. Monitoring civilianisation, overtime, provision of support services and other areas of expenditure.
7. Considering novel or contentious expenditure.
8. Monitoring the changing appearance of police stations and where appropriate, approving the provision of buildings and maintenance of property.
9. Acquiring and disposing of land.

Personnel and General Purposes

1. Overseeing and monitoring human resources policy, strategy and effectiveness in the police service of Northern Ireland.
2. Overseeing and monitoring training and development in the Northern Ireland Police Service of Northern Ireland.
3. Discharging the Board's responsibilities as an employer.
4. Discharging the Board's responsibilities for the health and safety of the Police Service of Northern Ireland.
5. Discharging the Board's responsibilities for changes in rates of pay, allowance and conditions of service of the Police Service of Northern Ireland.
6. Monitoring and approving, as appropriate, the settlement of civil actions against the Chief Constable and the Board.
7. Discharging the Board's responsibilities under police and police pension regulations.
8. Keeping itself informed of trends and patterns in recruitment to the police and police support staff.
9. Monitoring other recruitment issues and keeping itself informed of the extent to which the membership of the police and the police support staff is representative of the community in Northern Ireland.
10. Undertaking responsibilities on behalf of the Board in respect of gender imbalance.
11. To monitor the development of the Police Service Staff Performance Review System.
12. To monitor the implementation of the Police Service Manpower Optimisation Plan.
13. Granting of Exemptions under Article 84(b) of The Licensing (NI) Order 1996 and Article 51 of The Registration of Clubs (NI) Order 1996.

Audit 1: Responsibility for Policing Board's own Internal Audit Service

- Considering Internal Audit's Terms of Reference, scope of work, planning documents and reports;
- Considering Internal Audit effectiveness;
- Ensuring that weaknesses in internal control are being addressed; and
- Considering reports made by the Northern Ireland Audit Office.

Audit 2: Responsibility for Oversight of the Audit Service to the police service

- Reviewing the police service Internal Audit's Terms of Reference, scope of work, planning documents and reports;
- Ensuring that weaknesses in internal control are being addressed; and
- Considering reports made by the Northern Ireland Audit Office.

Audit 3: Responsibility for Economy, Efficiency and Effectiveness

- Developing "Best Value" organisational framework and processes;
- Fulfilling "Best Value" responsibilities as determined and agreed;
- Analysing performance information;
- Analysing management information systems;
- Reviewing reports of Financial Audits of the police service;
- Reviewing reports on Financial Audits of the DPPs; and
- Monitoring occurrences of fraud.



Part 5



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: Director, West Belfast Partnership Board
Remunerated Employment, Office, Profession etc: Member Legislative Assembly Member Belfast City Council
Clients: N/A
Land and Property: N/A
Shareholdings: N/A
Unremunerated Interests: Trustee, John Hume Trust
Membership of Organisations: N/A



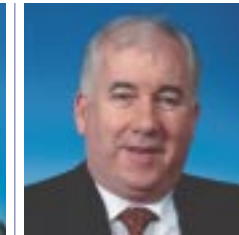
Viscount Brookeborough
 Viscount Brookeborough runs a farming and tourist business at his home, Colebrooke Park, in County Fermanagh. He is President of Outward Bound NI and is a member of the Advisory Council of the Duke of Edinburgh Award Scheme in NI. He is a trustee of the Housing for The Homeless Fund of the Simon Community NI. He sits as an independent Cross Bench Peer in the House of Lords.

Register of Interests
Directorships: Non-Executive Director - Basil Trust Corporation (Jersey) Financial Services
Remunerated Employment, Office, Profession etc: Farmer
 Owner Tourist Business - (Guest House - Corporate Entertainment)
Clients: Various
Land and Property: Colebrooke Estate - 1000 acres - Fermanagh
Shareholdings: Shareholding in Basil Trust Corporation (Jersey)
Unremunerated Interests: Members of the House of Lords
Membership of Organisations: Orange Order
 Ulster Unionist Party
 Various Charities



Denis Bradley
 Mr 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 Director of Treatment and Education at 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. He is also a trustee of the Foyle Downs Syndrome Trust.

Registered Interests
Directorships: Northlands Films - Television Production
Remunerated Employment, Office, Profession etc: Freelance Journalism - Writing and Broadcasting
Clients: N/A
Land and Property: N/A
Shareholdings: N/A
Unremunerated Interests: Board Member Northlands Centre - Treatment and Education Facility for Alcohol and Drugs
Membership of Organisations: N/A



Joe Byrne MLA
 Joe Byrne, the MLA for West Tyrone, 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; and became a member of the Northern Ireland Assembly in 1998.

Register of Interests
Directorships: Director, Manorland Investment Properties Ltd
 Director, Maryland Investment Properties Ltd
Remunerated Employment, Office, Profession etc: Member of Omagh District Council
 Member of the Northern Ireland Assembly
Clients: N/A
Land and Property: Commercial property/offices/retail in Omagh
Shareholdings: Manorland Investment Properties Ltd, (property development)
 Maryland Investment Properties Ltd, (property development)
Unremunerated Interests: Trustee of Omagh Boys and Girls Youth and Community Trust
 Member of Omagh Chamber of Commerce and Industry
Membership of Organisations: N/A



Fred Cobain MLA
 Fred Cobain (55) is an Ulster Unionist Party assembly member for North Belfast. He is married with two children, a boy and a girl, and was elected to Belfast City Council in 1985. He served as Lord Mayor in 1990 and has been a member of the Northern Ireland Assembly since 1998.

Register of Interests
Directorships: Remunerated
Employment, Office, Profession etc: Clients:
Land and Property: Shareholdings:
Unremunerated Interests: Membership of Organisations:
 Nothing Declared

**Brian Dougherty**

Mr Brian Dougherty holds a BSc (Hons) Degree in Regional Analysis and Development and is a Master of Town Planning. At present he is a coordinator with the Tullyally and District Development Group in Londonderry. Currently Chairperson of the North West Community Network, he is also a member of the Northern Ireland Civic Forum and Area Representative of the Derry Urban Community Policing Forum. He has been widely involved with many local youth and sporting groups.

Register of Interests**Directorships:** N/A**Remunerated Employment, Office, Profession etc:**

Tullyally and District Development Group - Community Association Morton Newspapers, the Londonderry Sentinel

Clients: N/A**Land and Property:** N/A**Residential Property:** N/A**Shareholdings:** N/A**Unremunerated Interests:**

Board Member at Waterside Area Partnerships Chairperson - North West Community Network, Community Development Representative of NI Civic Forum, Secretary of Northern Ireland Cricket Association, Board Member of Community Development Learning Initiative, Chairperson of Local Senior Cricket Club Membership of Organisations

Membership of Organisations: N/A**Organisations:** N/A**Sam Foster**

Sam Foster is an Ulster Unionist Party Assembly Member who has held the Fermanagh and South Tyrone seat since 1998. He served as Minister of the Environment from 1999-2002 (NI Assembly). He was born in Lisnaskea and is married with two sons and one daughter. He now lives in Enniskillen, Co Fermanagh. 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 1995-1997. He is also a former member of the Police Authority for Northern Ireland, the Ulster Defence Regiment with the rank of Major (4th) Fermanagh Battalion, and the Ulster Special Constabulary.

Register of Interests**Directorships:** N/A**Remunerated Employment, Office, Profession etc:**

MLA - Northern Ireland Assembly

Clients: N/A**Land and Property:** N/A**Shareholdings:** N/A**Unremunerated Interests:**

Hon President - Lisbellaw Credit Union Limited

Membership of Organisations:

Orange Order Royal Arch Purple Chapter of Ireland Imperial Grand Black Chapter of the British Commonwealth

Organisations: N/A**Barry Gilligan**

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

Register of Interests**Directorships:**

Atane Ltd

Cobra Estates Ltd (Property Investment/Consultancy Services)

Budget DIY Ltd - (DIY Products Retailer)

Crumlin Road Courthouse Ltd (Property Development)

Atane Ltd (Property Investment)

Remunerated Employment, Office, Profession etc:

Cobra Estates Ltd (Owner/Chairman)

Clients:

Various consultancy clients

Land and Property:

Cobra Estates Ltd

Clients: N/A**Land and Property:** N/A**Shareholdings:** N/A**Unremunerated Interests:** N/A**Membership of Organisations:** N/A**William Hay MLA**

Donegal-born William Hay (51) is a DUP MLA for Foyle. He is married with three sons and two daughters and 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 Deputy Mayor in 1992 and Mayor in 1993. He has been a member of the Northern Ireland Assembly since 1998; a member of the Western Education and Library Board; a member of the NI Housing Council in 1998 and a member of Londonderry Port and Harbour Commission in 1998.

Register of Interests**Directorships:** N/A**Remunerated Employment, Office, Profession etc:**

MLA - Northern Ireland Assembly; Member of Derry City Council; Member W.E.L.B.

Clients: N/A**Land and Property:** N/A**Shareholdings:** N/A**Unremunerated Interests:** N/A**Membership of Organisations:** N/A**Tom Kelly**

Mr Tom Kelly lives in South Armagh. He has an Honours Degree in Communications with a Post-graduate Certificate in Marketing. He is a 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:**

DCL (NI) Ltd; DCL Events Ltd; Newry Credit Union Ltd; Newry Town Centre Partnership Ltd; DCLMEDA Ltd.

Remunerated Employment, Office, Profession etc:

Managing Director, DCL Group Managing Director, DCL Group

Clients:

Various

Land and Property:

Residential

Shareholdings:

DCL (NI) Ltd; DCL Events Ltd; DCL Media; Drury Communications Ltd, Republic of Ireland

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 MMIT Member - SDLP

**Lord Kilclooney MLA**

Lord Kilclooney (John D Taylor) is an MLA and former MP for Strangford. The former MP is a company Director and Chairman of the Alpha Newspaper Group. He was formerly deputy leader of the Ulster Unionist Party, from 1995-2001 and has been a member of the Parliamentary Assembly of the Council of Europe and the Western European Assembly since 1997. He is a former M.E.P. for Northern Ireland (1979-1989).

Register of Interests**Directorships:**

Tontine Rooms Holdings Co Ltd; West Ulster Estates Limited

Remunerated Employment, Office, Profession etc:

MLA - Northern Ireland Assembly

Clients: N/A**Land and Property:**

Property in London and the Turkish Republic of Northern Cyprus, retail property in Belfast and Armagh City

Shareholdings:

Tontine Rooms Holdings Company Limited. West Ulster Estates Limited

Unremunerated Interests:

Gosford Voluntary Housing Association Ltd, Tyrone Courier Ltd, Outlook Press (NI) Ltd, Ulster Gazette (Armagh) Ltd, Tyrone Printing Co Ltd., Tyrone Constitution Ltd, Cerdac Print Ltd, Bramley Apple Restaurant Ltd, Sovereign Properties (NI) Ltd.

Membership of Organisations:

Chartered Management Institute - Member Institute of Management Services - Member Institute of European Industrial Engineers - Member MENSAs - Member

**Alan McFarland**

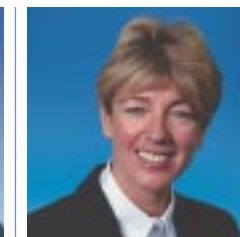
Alan McFarland is an Ulster Unionist Party Assembly Member for North down where he lives. Commissioned to the Royal Tank Regiment, he served for 18 years before retiring as a Major in 1992. Between 1992 and 1996, he was Parliamentary Assistant to Rev. Martin Smyth MP and Rt. Hon. James Molyneux at Westminster. Subsequently, he was Director of the Somme Heritage Centre, Newtownards (1996-1998) - 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, and Vice-Chair on the Education Committee in 1996/97. Elected to the Northern Ireland Assembly in 1998, he is Deputy chair of the Regional Development Committee.

Register of Interests**Directorships:** N/A**Remunerated Employment, Office, Profession etc:**

Member of Northern Ireland Assembly (MLA)

Clients: N/A**Land and Property:** N/A**Shareholdings:** N/A**Unremunerated Interests:** N/A**Memberships of Organisations:**

Chartered Management Institute - Member Institute of Management Services - Member Institute of European Industrial Engineers - Member MENSAs - Member

**Mrs 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. She is a non-executive Director of Newry & Mourne Health & Social Services Trust and also has links with Newry Hospice and the Princes Trust.

Register of Interests**Directorships:**

Non Executive Director Newry & Mourne Health & Social Services Trust

Remunerated Employment, Office, Profession etc:

MTC (McCabe Training & Consultancy) - self employed

Clients: All in professional capacity -no relevance to Board**Land and Property:** N/A**Shareholdings:** N/A**Unremunerated Interests:** N/A**Membership of Organisations:** N/A**Eddie McGrady MP, MLA**

Eddie McGrady has been the MP for South Down since 1987. The father of three was born in Downpatrick and educated at the town's St Patrick's Grammar. A chartered accountant by profession, he entered politics in 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 and the New Ireland Forum in 1984.

Register of Interests**Directorships:** N/A**Remunerated Employment, Office, Profession etc:** MP, Westminster, salary; MLA, Stormont, salary**Clients:** N/A**Land and Property:** residential**Shareholdings:** N/A**Unremunerated Interests:** N/A**Membership of Organisations:** N/A**Rosaleen Moore**

Mrs Rosaleen Moore lives in South Down and holds both a Diploma in Social Work and Health Services Management. She is a Director of Craigavon & Banbridge Community Health & Social Services Trust. She has served on numerous Boards and Committees and was the initial Chairperson of the Craigavon, Peace & Reconciliation Partnership Board.

Register of Interests**Directorships:**

Director - Mental Health & Disability Services, Craigavon/Banbridge Community Health & Social Services Trust Bannvale House, Gilford

Remunerated Employment, Office, Profession etc:

Mental Health & Disability Services

Craigavon/Banbridge Community Health & Social Services Trust Bannvale House, Gilford

Clients: N/A**Land and Property:** N/A**Shareholdings:** N/A**Unremunerated Interests:** N/A**Membership of Organisations:** N/A

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Waterside Tower, 31 Clarendon Road, Clarendon Dock, Belfast BT1 3BG

Tel: 028 9040 8500 Fax: 028 9040 8525 email: information@nipolicingboard.org.uk web: www.nipolicingboard.org.uk