

NORTHERN IRELAND POLICING BOARD 2002-2003

annual report

efficient and impartial

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

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

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INTRODUCTION

THE NORTHERN IRELAND POLICING BOARD HAS A STATUTORY RESPONSIBILITY UNDER THE POLICE (NI) ACT 2000 TO ISSUE A REPORT ON THE POLICING OF NORTHERN IRELAND FOR THE YEAR 2002-2003.

THIS REPORT RECORDS THE WORK OF THE BOARD DURING THIS PERIOD AND PROVIDES AN OVERVIEW OF HOW THE POLICE HAVE PERFORMED.

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CHAIRMAN'S FOREWORD

word

I am pleased to present the second annual report on the role and work of the Northern Ireland Policing Board during the period 1 April 2002 to 31 March 2003.

The Policing Board is responsible for ensuring that the Police Service of Northern Ireland is effective, efficient and accountable to the community it seeks to serve. This means holding the Chief Constable to account for all his actions and those of his staff. Independent police oversight is essential for public confidence in the Service and the Board remains committed to ensuring that it is open and transparent in how it conducts its business.

The year 2002-2003 has seen further changes and challenges for the Policing Board. But despite the busy agenda of the last year, I am pleased to report that significant progress has been and continues to be, made right across the policing agenda.

This year, the Board has continued to build on the foundations laid since its creation. Objectives, structures and mechanisms for the delivery of accountable policing - for the whole community - are being firmly embedded in the Service.

Through ensuring real police oversight, the Board is also assured, that on policing issues which have in the past raised public concerns, systems have been and are being put in place - systems which will help secure even greater public confidence in everything that the police do.

Once again this year the Board has had to deal with some contentious issues. However, Members have dealt with such issues in a mature and constructive way. The Reports presented by Sir Dan Crompton, Sir John Stevens and HMI David Blakey identified key recommendations for the Service. To take these recommendations forward the Board has worked closely with the Chief Constable to make sure that they are being implemented in line with best practice.

However, such progress would not be possible without the commitment and dedication of those involved in policing in Northern Ireland and I would like to pay tribute to all those who are making policing work. In particular, the Chief Constable, and all the officers and support staff within the PSNI who are tasked with embracing and effecting the

change process must be commended for the dedicated manner in which they have done so. The Board is responsible for appointing senior police officers and this year there have been significant changes within the PSNI senior management with the appointment of a new Chief Constable, a new Deputy Chief Constable and two Assistant Chief Constables.

The Board is committed to ensuring that the police have the resources they need to do their job, but available resources must be used to maximum benefit and value for money must be achieved. To this end, for the first time, a Best Value provision was included in last year's Policing Plan and work in this area will be further developed during the year ahead.

The PSNI, in consultation with the Board, put in place a new Human Resources Planning Strategy for the Service, which we believe, is critical to the future effectiveness of policing within Northern Ireland. This comprehensive package embraces a wide range of measures designed to ensure that the human resources of the Service are used and managed effectively - ensuring police officers are doing the job they have been trained to do - that is, delivering policing to the community.

But effective policing is not just about resources. If we are to achieve the policing service we all need and deserve, full community support must be afforded to the police to ensure that they can fully meet their responsibilities.

In February of this year the Board published a new Code of Ethics for the PSNI. Unique in these islands, the Code sets out the standards of behaviour that are acceptable for police officers and those that are not. The code also states that if officers carry out their duties in line with the new code they should be given the support of the community. They deserve no less.

Policing with the community and working in partnership with the community must be at the heart of policing in Northern Ireland. A major success for the Board this year was the establishment of the new District Policing Partnerships. The Board believes that these new groups will make a significant contribution to achieving this goal. Made up of both local Councillors and independent members, the DPPs will provide a vital link between local police and the community they serve.

CHAIRMAN'S FOREWORD CONTINUED

The process to appoint the independent members to each of the new DPPs was probably the single largest public appointments process undertaken in recent years in Northern Ireland, or indeed in these islands. In March 2003, 207 people were appointed and the Board was pleased that this process was regarded by the Impartial Assessors appointed to oversee the process as 'fair, robust, open and transparent.'

This was a significant achievement and the Board is encouraged by the enthusiasm and commitment of those who have stepped forward to play their part in the new policing arrangements. However, despite the substantial progress that has been made in a wide range of areas, policing in Northern Ireland continues to face difficulties.

The lack of full political support for policing has helped create an unhelpful vacuum where dissident terrorist groups can operate. Unfortunately, the level of threat means the police must divert valuable resources from the delivery of normal policing to deal with the security threat.

Threats made against those who have stepped forward to make a positive contribution to our community are to be totally condemned. It is my sincere hope that those willing to make a worthwhile contribution to policing will not be deterred from their work by the actions of those who have nothing to offer but fear and intimidation.

The increase in paramilitary involvement in organised crime is also a matter of grave concern to the Board and Members are resolved to do all they can to support the PSNI as it addresses this threat.

The suspension of the Assembly had direct implications for the Board's Membership with the Board reconstituted by the Secretary of State, albeit with the same members, following the suspension of the institutions in October 2002.

Whilst the Board has continued to get on with the business it was set up to do, it has been to some degree operating in an environment of uncertainty and political deadlock. It is also my sincere hope that, in the weeks and months ahead, political stability is restored and policing receives the full support of the community.

On behalf of the Board I wish to acknowledge the contribution and hard work of its staff in the year that has passed.

I have no doubt that in the year ahead further challenges and changes will be presented for the Board, and indeed for policing. However I remain assured that the positive attitudes of Members of the Policing Board, the Chief Constable, officers in the PSNI and all those involved in policing here including members of DPPs, will make sure that the common goal of ensuring effective, efficient and accountable policing for all the people of Northern Ireland can, and will, be secured.

Professor Desmond Rea
Chairman

CHIEF EXECUTIVE'S FOREWORD

By the time this Report has been published I will have left the post of Chief Executive.

This has been a challenging year for the Policing Board as an organisation and one which has proved eventful and enjoyable. In addition to supporting Board Members and moving forward the programme of change for policing, significant organisational changes have also been made to the staffing and structures of the Board.

The Policing Board had inherited the staffing and structures of the former Police Authority and it was clear that changes were required to ensure the organisation was properly geared up to meet the needs of Board Members, and meet new demands arising from the change programme and oversight of a changing policing environment.

Following a comprehensive review by Business Development Service, recommendations for the creation of key additional posts and major organisational restructuring were proposed, considered and accepted by the Board.

To complement the revised staffing structures, a review of the Board's committee structure was also completed. Board Members were keen that a structure should be developed that would reflect the new dynamics, culture, and change the community was experiencing in policing and ensure that policy issues and work areas were dealt with by the most appropriate committee. The Board is satisfied that the committee structure it now has in place is best suited to its evolving needs and those of the police service.

Substantial progress has also been made in developing and enhancing the management of financial resources within the Board. Making sure that the funding made available to the Board, and the PSNI, is used effectively, meets public accounting requirements and ensures Best Value is high on the Board's agenda. New processes and practices have been introduced, which will reassure the wider community that public money is being used efficiently and will help ensure an improved service.

I would also like to acknowledge the significant pressures faced by the staff of the Board in meeting the demands of a heavy workload, and in particular dealing with several major reports affecting the future of policing here. However, the professionalism and commitment is unquestionable and I would like to take this opportunity to thank everyone for their personal contributions to the smooth running and efficiency of the organisation during the last year.

It remains for me to wish the organisation every future success in ensuring effective and efficient policing for the whole community of Northern Ireland.

Bob McCann

Chief Executive



EFFECTIVENESS AND EFFICIENCY

THE BOARD HAS A NUMBER OF KEY FUNCTIONS IN RELATION TO THE COMPOSITION OF THE POLICE SERVICE...

THESE INCLUDE THE APPOINTMENT OF SENIOR OFFICERS AND SENIOR STAFF, MONITORING IMPLEMENTATION OF THE HUMAN RESOURCES PLANNING STRATEGY AND OVERSEEING PLANS TO ADDRESS RELIGIOUS AND GENDER IMBALANCES WITHIN THE PSNI.



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PART ONE: SECURING AN EFFECTIVE AND EFFICIENT POLICE SERVICE

one 1: COMPOSITION OF THE POLICE SERVICE

This section identifies the Board's responsibilities in relation to securing an effective and efficient police service. The Board has a number of key functions in relation to the composition of the PSNI including the appointment of senior officers and senior staff, monitoring implementation of aspects of the Human Resources Planning Strategy and overseeing plans to address the religious and gender imbalance within the Service.

Appointment of Senior Officers

Under Section 35(1) of the Police (NI) Act 2000 the Board has a responsibility, subject to the approval of the Secretary of State, to appoint senior officers to the Police Service.

During 2002/2003 four such appointments were made. These were the appointment of Mr Hugh Orde to the post of Chief Constable (as a replacement for Sir Ronnie Flanagan); the appointment of Mr Paul Leighton as Deputy Chief Constable (to replace Deputy Chief Constable Colin Cramphorn) and the appointments of Mr Duncan McCausland and Mr Roy Toner as Assistant Chief Constables.

The Board is also responsible for appointing its own senior staff and in July 2003 appointed Mr Bob McCann as its Chief Executive.

Recruitment to the PSNI - Regular Officers

Significant change to the composition of the PSNI has been brought about by the recruitment of regular officers on a 50:50 basis, through the hugely successful recruitment campaigns, independently run for the PSNI, by the Consensia Partnership.

Progress in terms of changing the composition of the PSNI through recruitment of regular officers is monitored by the Personnel and General Purposes Committee. This Committee also takes a keen interest in the recruitment process itself as well as the training which new recruits receive.

Recruitment to the PSNI - Civilian Recruitment

Civilian staff play a key support role in respect of policing in Northern Ireland and perform an essential function in relation to the delivery of the policing service, not least by ensuring that the maximum number of police officers are released for front line operational police duties.

An important part of the Police Service Human Resources Planning Strategy is the action that has been agreed to identify posts currently held by police officers but which would be suitable for civilianisation.

An external recruitment campaign, managed by an independent recruitment agency, announcing some 650 civilian opportunities over the next 2/3 years was initiated in June 2002. This campaign, coupled with the need to fill other critical civilian positions has created over 150 career opportunities within the PSNI support team over the last 12 months.

The Board's Personnel and General Purposes Committee has been monitoring the progress of the civilian recruitment programme as part of its monitoring of the overall Human Resources Planning Strategy. Securing high calibre staff to meet the needs of the PSNI, coupled with the goal of achieving a civilian workforce which is representative of the community in Northern Ireland, are aims high on the Board's agenda. Significant progress towards achieving these aims continues to be made.

Recruitment to the PSNI - Part-Time Officers

Considerable work has been undertaken over the course of the last year by the PSNI, the Northern Ireland Office (NIO) and the Board in developing a strategy which will deliver the goal of increasing the size of the part-time reserve to 2,500 officers. This goal is now also a key part of the Human Resources Planning Strategy agreed between the Board and PSNI in October 2002.

It is planned that additional recruits will come from those areas where there are currently very few part-time officers or none at all. The role that these new part-time officers will be required to fulfil is firmly focused on policing with the community and their recruitment will provide useful support to full-time officers already involved in providing a community based service.

A pilot recruitment exercise covering 4 District Command Units, was launched by the Consensia Partnership, the independent recruitment agency for the Police Service, in January 2003. The Board welcomed this initiative as a positive step towards securing widespread community involvement in policing in a very real and tangible way.

The pilots, which ran in Newtownabbey, Lisburn, Banbridge and Coleraine, attracted substantial interest. The PSNI have identified a total of 1,500 new part-time posts over the next 3 years. Progress on the implementation of this recommendation of the Patten Commission on Policing will help contribute to the provision of effective community policing.

Recruitment to the PSNI - Vetting of Candidates

The Police (Recruitment) (NI) Regulations 2001 require the Chief Constable to establish a panel of people to decide on the suitability of any candidate for appointment as a police trainee or a police reserve trainee who does not meet the criteria laid down in the regulations. The vetting panel makes sure that as far as possible applicants are law abiding and people of integrity, so that the community can have confidence in the Police Service and in its officers. The Panel is made up of people with backgrounds in law, personnel and equal opportunities and includes a person nominated by the Policing Board, known as the independent panel member.

In making its decisions, the vetting panel does not get the name of the candidate or details of community background, and all decisions of the Panel can be reviewed by the Independent Assessor, Richard Chambers QC at the request of any applicant.

During the year the Board's Community Affairs Committee met with the independent panel member to discuss issues arising from the vetting process. In addition the Board also considered the report that the Independent Assessor makes each year to the Secretary of State. To date the Board is satisfied that the vetting process operates in a fair manner.

Independent Community Observer Scheme for Recruitment to the PSNI

Community Observers - Background

Community Observers are volunteers from the community who observe the police recruitment processes and the Board has been responsible for managing the Scheme since its inception in 2001. While Community Observers have no role in the selection or vetting of candidates, they do however report back to the Board on:

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

There are around 50 volunteers throughout Northern Ireland who carry out this role for the Board. The volunteers come from a wide variety of backgrounds and areas, and range in age from early 20s to late 70s.

Observing the Recruitment Process in 2002/2003: Recruitment of Full-Time Police Officers

During the period of this report, the Community Observers observed PSNI recruitment competitions 3 and 4. During the third PSNI recruitment programme the Observers made a total of 66 visits to various parts of the recruitment process. This included two visits to observe initial selection tests held in the Republic of Ireland. In total they sat in on 19 initial selection tests, 37 assessment centres and 10 test days which represented approximately 30% of the entire recruitment process. While Observers had a small number of comments about the facilities and some of the arrangements, they reported that the same procedures were applied to all the candidates they observed and that, overall, they were content with the management of the process and the facilities provided.

During the fourth PSNI recruitment programme the Observers made a total of 51 visits. They made 22 visits to observe initial selection tests, and 20 visits to observe assessment centres. There was no test day in the fourth recruitment programme. The Observers found that the same procedures were applied to all of the candidates they observed and that, overall, they were content with the management of the process and the facilities.

Recruitment of Part-Time Police Officers

Observers also visited the initial parts of the recruitment process for new part-time police officers, known as the screening test. At the date of writing this report, this recruitment process is continuing.

Recruitment of Civilian Support Staff

During 2002/2003, Observers visited the recruitment process being undertaken for civilian support staff where the recruitment was being taken forward on a 50:50 basis. A total of 108 hours have been spent observing the recruitment of:

- IT specialists;
- Trainee Police Analysts;
- Driving Instructors;
- Press Officers, and;
- Station Enquiry Assistants.

Observers found that the same procedures were applied to all candidates they observed.

Volunteers

The Board appreciates the work that the Community Observers put into this important area. As volunteers, they give up their own time to carry out this role and they do so with enthusiasm and dedication. The very fact that they are volunteers and are not required to be expert or trained in recruitment assessment design and delivery means that they bring a common sense view to the parts of the process that are within their remit. Their independent oversight of the recruitment processes helps to provide openness and ▶

transparency and an assurance to the Policing Board and the wider public that the recruitment processes within the Police Service are fair and equitable.

Gender and Religious Imbalance

The purpose of this section is to provide an assessment of the extent to which membership of the PSNI is representative of the community in Northern Ireland. This is required by Section 57 (f) of the Police (NI) Act 2000.

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

TABLE A: Perceived Religious Affiliation: 2002 and 2003 comparison

Employee Group	Perceived Protestant		Perceived Catholic		Not known		Total		% Perceived Protestant		% Perceived Catholic	
	2002	2003	2002	2003	2002	2003	2002	2003	2002	2003	2002	2003
PSNI	6342	6118	641	841	251	236	7234	7195	87.7	85.0	8.9	11.7
FT Reserve	1959	1616	158	122	138	120	2255	1858	86.9	87.0	7.0	6.6
PT Reserve	966	888	53	49	13	13	1032	950	93.6	93.5	5.1	5.2
Sub Total	9267	8622	852	1012	402	369	10521	10003	88.1	86.2	8.1	10.1
Civilian direct recruits	1146	1324	196	250	79	74	1421	1648	80.6	80.3	13.8	15.2
NICS* staff on secondment	1668	1513	230	207	76	80	1974	1800	84.5	84.1	11.7	11.5
Sub Total	2814	2837	426	457	155	154	3395	3448	82.9	82.3	12.5	13.3
TOTAL	12081	11459	1278	1469	557	523	13916	13451	86.8	85.2	9.2	10.9

*Northern Ireland Civil Service

TABLE B: Gender: 2002 and 2003 comparison

Employee Group	Male		Female		Total		% Female	
	2002	2003	2002	2003	2002	2003	2002	2003
PSNI	6281	6123	1015	1072	7296	7195	13.9	14.9
FT Reserve	1976	1678	199	180	2175	1858	9.1	9.7
PT Reserve	644	608	357	342	1001	950	35.7	36.0
Sub Total	8901	8409	1571	1594	10472	10003	15.0	15.9
Civilian direct recruits	552	624	869	1024	1421	1648	61.2	62.1
NICS* staff on secondment	572	513	1402	1287	1974	1800	71.0	71.5
Sub Total	1124	1137	2271	2311	3395	3448	66.9	67.0
TOTAL	10025	9546	3842	3905	13867	13451	27.7	29.0

*Northern Ireland Civil Service

The statistics in tables A and B above show the staffing diversity of both PSNI officers and civilian support staff as at 1 January 2002 and 1 January 2003. They show that the PSNI as a whole does not reflect at present the demography of ▶

the population of Northern Ireland either in terms of religion or gender. However the perceived Catholic figure for the PSNI has increased from 8.9% to 11.7% and the percentage of females employed has increased from 13.9% to 14.9%.

Successive survey data shows there is widespread public support for the need for the religious imbalance within the Police Service to be addressed. Table C shows that over half of respondents (54%) in 2002 thought that there were too few Catholics in the police compared to just over two thirds (69%) of respondents in 2001. The proportion of respondents who thought that the proportion of Catholics in the police

service was about right increased from 17% in 2001 to 24% in 2002. The number of Catholic respondents who thought that there were too few Catholics in the police fell from 85% in 2001 to 73% in 2002. Similarly, the proportion of Protestant respondents who thought that there were too few Catholics in the police fell from 57% in 2001 to 42% in 2002.

TABLE C: Community Attitudes Survey: Number of Catholics in the Police Service 1999-2002

Number of Catholics in the police service	Community background	Year of survey			
		1999	2000	2001	2002
Too few					
	Protestant	62%	60%	57%	42%
	Catholic	84%	85%	85%	73%
	All Respondents	71%	70%	69%	54%
About right					
	Protestant	17%	18%	24%	31%
	Catholic	5%	6%	6%	15%
	All Respondents	12%	14%	17%	24%
Too many					
	Protestant	1%	1%	2%	3%
	Catholic	0%	0%	0%	1%
	All Respondents	1%	1%	1%	2%
Don't know/refused					
	Protestant	20%	20%	17%	23%
	Catholic	11%	9%	9%	12%
	All Respondents	16%	16%	14%	19%

When asked if the PSNI tries harder to recruit Protestants or to recruit Catholics or does it try equally hard to recruit both, almost half of respondents (49%) in 2002 thought that the police try equally hard to recruit both Catholics and Protestants compared to 52% in 2001 (Table D). The proportion of respondents who thought that the police try harder to recruit Catholics increased from 30% in 2001 to 35% in 2002. Catholic respondents (53%) were more likely than Protestant respondents (48%) to

think that the police service tries equally hard to recruit both Protestants and Catholics.

Further information from the Community Attitudes Survey (CAS) shows that according to survey respondents the main reasons young Catholics do not pursue a career in the police service is a fear of intimidation and attack against them and their families and that other Catholics may put pressure on them not to join (see Table E).

TABLE D: Community Attitudes Survey: Recruitment to the Police Service 1999-2002

Year of survey	1999			2000			2001			2002		
Rating (%)	C	P	All	C	P	All	C	P	All	C	P	All
Tries harder to recruit Protestants	14	2	7	16	3	8	12	1	6	10	0	5
Tries harder to recruit Catholics	15	24	20	13	22	19	22	35	30	24	43	35
Tries equally hard to recruit both	50	61	56	49	60	56	50	54	52	53	48	49
Don't know	22	14	17	22	15	17	15	10	12	13	9	11

TABLE E: Community Attitudes Survey: Reasons which Might Deter Catholics from Joining the Police¹

Year of survey	1999			2000			2001			2002		
Rating (%)	C	P	All	C	P	All	C	P	All	C	P	All
Other Catholics put pressure on them not to join	44	60	54	57	60	59	56	64	61	54	64	60
They feel they would be treated badly in the police	34	18	24	34	17	23	35	15	24	28	17	22
They try to join, not chosen because of religion	15	4	9	15	7	10	15	6	10	10	6	8
They try to join, not chosen because of political beliefs	14	8	10	17	8	11	18	8	12	16	8	11
Fear intimidation or attack on them or their relatives	67	73	70	67	71	70	65	71	68	72	70	70
Don't join because they don't support the system of government	30	46	39	41	40	40	40	43	42	30	36	34
Fear they couldn't maintain contact with family and friends	42	52	48	47	46	47	47	48	47	46	45	46
Don't join because they don't support the police	30	38	35	35	32	33	35	36	36	36	38	37
The name ²	-	-	-	27	21	23	21	21	21	6	6	6
Symbols such as the badge ²	-	-	-	26	22	24	24	25	25	8	11	10
Other reasons	2	1	1	1	2	1	2	1	2	2	1	1
None of these	0	0	0	0	1	1	0	0	0	2	1	1
Don't know/refusal ³	-	-	-	-	-	-	4	4	4	2	4	4

NOTES

1: Percentages will not sum to 100 due to the possibility of multiple responses.

2: Option not included before 2000.

3: Option not included before 2001.

In 2002 for example, seven out of ten (70%) of respondents cited 'Fear of intimidation or attack on them or their relatives' as a reason why Catholics might be deterred from joining the police compared to 68% in 2001. 'Other Catholics putting pressure on them not to join' (60%) and 'Fear that they couldn't maintain contact with family and friends' (46%) were the next biggest reasons which all respondents believed might deter Catholics from joining the police. There were substantial decreases in the proportions of respondents who thought that Catholics would be deterred from joining the police by the name (21% in 2001 down to 6% in 2002), symbols such as the badge (25% in 2001 down to 10% in 2002) and 'don't join because they don't support the system of government' (42% in 2001 down to 34% in 2002).

Catholic respondents were much less likely than Protestant respondents to think that Catholics might be deterred by other Catholics putting pressure on them not to join and much more likely to think that they would be treated badly in the police or that they would not be chosen because of their religious beliefs.

Recruitment of Under-Represented Groups

In respect of measures to address the under-representation of any groups within the police service the emphasis on those 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 Catholic and (b) one half shall be non Catholic.
- 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 increasing female representation in the Police and in the Police Support Staff.

The above provisions, because they are based in statute, represent a significant change to traditional affirmative actions previously employed in an attempt to make the PSNI representative of the community. The Board will continue to monitor progress in this area to help ensure that the action taken to secure a service, which is representative of the community as a whole, is successful.

2: ACCOUNTABILITY

The Policing Board is responsible for holding the PSNI to account for the delivery of the policing service in Northern Ireland. This oversight is an essential activity to help ensure that the police are effective, efficient and accountable and that there is public confidence in the Service.

New Policing Legislation - Police (NI) Act 2003

Revised policing legislation made its way through Parliament during the course of the last year. This legislation has, in addition to other matters, put into statute commitments made by Government arising from the 2002 review of policing arrangements.

As this Bill progressed through Parliament, the Board recommended that a number of amendments should be included in the legislation to improve overall effectiveness and efficiency in relation to the way the Board carried out its functions. The changes brought about as a result of the Police (NI) Act 2003 include:

- changes to the way in which policing objectives for Northern Ireland are set and taken into account;
- changes to procedural provisions such as the timing of performance assessments issued by the Board;
- changes to the frequency and spacing of meetings of the Board;
- changes to the process by which the Chief Constable is required to make reports to the Board, and the process whereby the Board may hold inquiries;
- changes to give the Ombudsman power to investigate current police practices and procedures;
- changes in respect of District Policing Partnerships, the Board requested, for example, that the need for DPPs to be representative of the local community should be placed on a statutory footing;
- changes to emphasise the importance of the core principle of policing with the community;
- changes to allow the Chief Constable to make fixed-term secondments with policing powers to the police service; and
- changes to enable the Chief Constable to designate police support staff and other civilians to exercise certain police powers.

Her Majesty's Inspector of Constabulary's 2002 Report on the PSNI

There is a requirement under Section 41 of the Police (NI) Act 1998 that Her Majesty's Inspector of Constabulary (HMIC) will inspect and report to the Secretary of State on an annual basis on the effectiveness and efficiency of the Police Service. In late 2002 HMIC presented his report to the Secretary of State and the Policing Board was sent a copy in accordance with the legislation. Under Section 42(5) of the Act the Policing Board, on receipt of a report, is required to take the following action:

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

In respect of the 2002 report this requirement was completed in March 2003.

In his report for 2002 HMIC highlighted a number of important issues relating to the effective policing of Northern Ireland. These included:

- The effectiveness of the new Service within the context of the implementation of the recommendations for change.
- The impact the prevailing security situation has upon the Service and the fulfilment of its goals
- Progress towards community policing.

Arising from these areas of focus the following key issues were highlighted:

- Community policing.
- Crime management.
- Strategic planning.
- The management of financial resources.
- Security and public order management.
- The impact of down-sizing.

2002 was the first year an inspection had been undertaken since the inception of the Policing Board. The Board welcomed HMIC's report and considered it particularly useful as a mechanism to put into focus the critical factors, which require to be addressed if the Police Service is to be effective and efficient.

It is however unfortunate that the transition of the PSNI to a community oriented policing model should have to take place against a background of an increased security threat and considerable public disorder in Belfast. The Board's view is that the implementation of community policing and the consequent change management programme is in itself a major challenge made more difficult because of the difficult situation on the ground during 2002.

In respect of Strategic Planning within the PSNI the Board has noted the comments made by HMIC. It accepts that planning for change on the scale required as a consequence of the recommendations of the Patten Commission on Policing in Northern Ireland is an immense undertaking. The need for progress in areas such as improved local planning procedures, improved financial and performance monitoring and the difficulties which have been experienced because of the operation of the severance scheme are acknowledged by the Board and are all areas where the Board is working with the Chief Constable to make sure that progress is made.

HMIC has also commented on the unprecedented levels of rioting and public disorder during the Summer of 2002. While accepting that such situations need in some circumstances to be carefully managed the Board fully support the view of HMIC that while containment is a legitimate police tactic this should, where appropriate, be accompanied by a rigorous approach to making arrests at the scene and by post-incident investigation.

In his report HMIC confirmed that some significant progress had been made in the move towards community policing. The Board noted however that there was, in the view of HMIC, still progress to be achieved before community policing would be fully realised and it is concerned to make sure, as far as possible, that progress continues at a steady rate.

The Board is also concerned to ensure that public expectations of what can be delivered in the short term are tempered by an understanding of the difficulties, which the Chief Constable and his officers have, in implementing community policing against a backdrop of resource, security and public order difficulties. In spite of the difficulties identified the Board is fully committed to the concept of community policing and is determined to drive forward in partnership with the Chief Constable this fundamental aspect of the policing service.

In his report HMIC makes a number of points in respect of the management of Human Resources. He comments on issues such as civilianisation, sickness management and the impact of the Government's voluntary severance scheme for the Police Service. These are all topics, which have been the subject of considerable discussion between the Board and the PSNI. Action on the most critical areas has now been agreed and incorporated into a Human Resources Planning Strategy, which was agreed between the Board and the Chief Constable in October 2002. The Board will monitor progress on implementation of this plan and is committed to resolving the key Human Resource issues which both it and HMIC has identified.

The inspections of the Police Service provide a valuable oversight of issues in the PSNI and complement the Board's own role of holding the Service to account.

The Policing Plan

The Board's central role is to secure and maintain an effective and efficient policing service for the Northern Ireland community and to hold the Chief Constable and the PSNI to account for the performance of their functions. One of the main ways that the Board does this is through the Policing Plan, which contains the objectives, performance indicators and targets set for the PSNI by the Policing Board and the Secretary of State.

Each year the Policing Board and the PSNI are required to publish a Policing Plan in accordance with the Police (NI) Act 2000. The Policing Plan is prepared by the Chief Constable, agreed by the Board and endorsed by the Secretary of State. The 2003-2006 Policing Plan was published on the 26 March 2003. It sets out specific annual performance indicators and targets for the PSNI for 2003-2004 and in addition takes a strategic view of policing in Northern Ireland over the next three years.

In the current 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, and;
- to implement the programme of change.

Within these four overarching aims there are key priorities and targets for the PSNI to meet, and, for the first time, the policing aims set out in the Policing Plan have been costed. The 2003-2006 Plan also gives information on other important policing issues such as:

- **Civilianisation:** ensuring that administrative and support jobs formerly undertaken by police officers are transferred to civilians to free up officers to carry out front-line operational duties, particularly at DCU level;
- **Training, Education and Development:** making sure that training for police officers and civilian staff meets the needs of the individual, the organisation, and the community, and;
- **Best Value:** defining how the police will make sure that what they do is cost effective and carried out to high standards of quality, and that value for money is secured in how the police budget is spent.

It is the responsibility of the Secretary of State to decide longer term priorities for policing. The Board then sets medium to longer term priorities and develops targets and indicators to assess how well these priorities and strategies are met.

Finding out the policing issues of most concern to the Northern Ireland community was an important first step in the 2003-2006 planning process. The Board carried out a major consultation exercise with a wide range of organisations including community and voluntary groups, representatives of minority ethnic groups, church leaders and political parties. People were asked for their views about the crime and policing issues, which most affect them. These views and expectations were reflected in the priorities set out in the Plan.

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

The new District Policing Partnerships recently established in each Council area will have an important role to play in the future development of local policing plans. The partnerships will ask local people for their views on policing and crime in

their areas and will then ensure that local police Commanders take these views into account when setting local policing priorities. In this way, DPPs will work with their District Command Units to help draw up local policing plans for their own areas. DPPs will also monitor how well the local police are doing in meeting the targets set out in the Annual Plan and the local policing plans.

The Board considers the Policing Plan as an important mechanism for regularly monitoring police performance and reporting back to the community on how the PSNI is doing. A report on police performance against the 2002-2003 Policing Plan is set out in Part 3 of this report.

Work on establishing the objectives for policing for the 2004-2007 Policing Plan will include consultation, by the Board, with DPPs.

The Omagh Recommendations

On 7th February 2002, the Board made a statement setting out a number of recommendations, which it felt were necessary to address issues which had been identified in a report by the Police Ombudsman for Northern Ireland on the Omagh Bombing, which took place on 15 August 1998.

The Board is committed to playing its part in helping to resolve the issues raised in the reports into the Omagh Bombing. We feel this is important not just for future confidence in the PSNI but also for the families of the victims of the Omagh Bomb. During the last year considerable focus and energy has therefore been placed on securing the delivery of these recommendations. The areas covered by the recommendations and how they have been actioned by the Board is set out below.

Independent Oversight of the Omagh Bomb Enquiry

The Deputy Chief Constable of Merseyside Police, Mike Tonge, was appointed by the Board in May 2002 to oversee and progress the Board's recommendations in respect of independent oversight of the Omagh Bomb enquiry. As part of the process, the Corporate Policy Committee of the Board received reports, in August and October 2002, from DCC Tonge and from Detective Chief Superintendent Phil Jones, the External Senior Investigating Officer, on how the investigations into the atrocity is now progressing.

The role undertaken by DCC Tonge formed part of a unique model developed by the Board to provide reassurance to the community, that all opportunities for prosecutions arising out of the Omagh Investigation were maximised and that all lessons arising from the Omagh Bombing have been taken on board. Through the briefings from DCC Tonge the Board has been able to satisfy itself that progress is being made, and continues to be made in implementing the Terms of Reference set out for the Merseyside Officers.

To date Members are content that the involvement of the Merseyside Officers has injected crucial independent elements into the investigation while ensuring that the continuity of the investigations is maintained; and that confidence and reassurance has been given to the wider community. They are also assured that the necessary focus, commitment and resources have been made available to tackle the issues raised by an investigation of this scale and nature. The Board was pleased to hear from DCC Tonge that he and Chief Superintendent Jones had established an excellent working relationship with PSNI officers and all those involved in the case.

DCC Tonge's period of appointment was due to expire in December 2002 but was extended to March 2003 to allow his involvement in work that was ongoing to be completed. A full report from DCC Tonge was presented on completion of his appointment in April 2003.

Review of Terrorist Linked Murder Inquiries

Included in the Board's February 2002 statement was a recommendation relating to a review of Terrorist Linked Murder Inquiries. In April 2002 the PSNI fulfilled its commitment to this recommendation and secured the services of HMIC Blakey to carry out a full review of all terrorist linked murder inquiries with a view to reporting on structures, resources, strategies, policies, practices and processes within the PSNI. The Board is pleased to report that HMIC has completed the review and submitted his report to the Chief Constable in April 2003.

The Board looks forward to working with the Chief Constable to ensure that any improvements, identified by HMIC, to the way in which terrorist linked murder inquiries are handled, are implemented as effectively and efficiently as possible.

Association of Chief Police Officers (ACPO) Policy on Murder Reviews

The Board recommended that PSNI should adopt the ACPO policy on murder reviews. PSNI formally adopted the policy in June 2002 but shortages of skilled, experienced investigators have prevented full implementation of the ACPO policy. In addition to finding innovative ways of addressing this skills gap, PSNI are currently looking at other ways in which the policy can be implemented with the resources currently available.

Review of Special Branch

In line with this recommendation HMIC, Dan Crompton, was commissioned to carry out a focussed review of Special Branch and his report, containing 11 recommendations on how the sharing of intelligence could be improved within PSNI, was received and endorsed by the Board in November 2002.

The Chief Constable accepted all 11 recommendations and agreed to develop a plan for implementing them. The implementation plan will take account not only of the recommendations made by HMIC Dan Crompton but also relevant recommendations from other reports such as that from HMIC Dan Blakey and Sir John Stevens. The Board will continue to closely monitor progress in this area.

Relationships between PSNI and the Office of the Police Ombudsman

This recommendation centres around working relationships and protocols. The Board considered that lessons could be learned for the handling of such issues as the Omagh Bomb reports in the future. This included arrangements for the timely review of draft reports, as to factual accuracy, and for individuals to see and respond to content as necessary before publication of the final report. The Board also considered that, as with current policing arrangements, there should be a review mechanism for the work of the Police Ombudsman.

Implementation of this recommendation was delayed until the outcome of a Judicial Review into the processes adopted by the Police Ombudsman was known. This Review has concluded recently and the NIO has written to the Board seeking views on how this recommendation could best be taken forward. The Board looks forward to working with all the relevant organisations to ensure that lessons are learned for the future.

Complaints Against Senior Officers

In addition to appointing senior officers, the Board is the disciplinary authority for PSNI officers at Assistant Chief Constable level and above. During the reporting period the Board received 5 reports, allegations or complaints* that the conduct of senior officers did not meet the appropriate standard.

In 3 cases the Board agreed that there was insufficient evidence to justify disciplinary proceedings against the senior officers concerned.

In one case the Board agreed that in the light of preliminary inquiries no disciplinary proceedings should be taken but that it would be desirable in the public interest to refer the matter to the Police Ombudsman for investigation under Section 55 (1) of the Police (NI) Act 1998.

One other case is still under consideration as at 31 March 2003.

**The Board is required under the Police (NI) Act 1998 to refer all complaints received from members of the public, including those against senior officers, to the Police Ombudsman. If the Ombudsman determines that a complaint involving a senior officer is not within her remit, the complaint may be considered by the Board under the Conduct (Service Officers) Regulations 2000.*

Research into Alternatives to Baton Rounds

Recommendation 69 of the Report of the Commission on Policing in Northern Ireland said that a research programme should be initiated to find an acceptable and potentially less lethal alternative to the Baton Round. To take this recommendation forward the Northern Ireland Office convened a Steering Group to undertake a research programme into alternatives. During the period of this report the Steering Group published an interim report on its work.

The Board has noted that, arising out of the work of the Steering Group, it has been established that there is no commercially available acceptable alternative to the Baton Round and that as a consequence the Steering Group has initiated an in-house development programme. The Board strongly supports the work of the Steering Group and awaits its final conclusions.

In the context however of the search for an alternative to the Baton Round the Board welcomed the announcement from the Northern Ireland Office that the PSNI were being funded to purchase 6 new vehicle-mounted water cannons. While the use of water cannons is not a direct alternative to the use of Baton Rounds it will be an additional resource for use by the police in public order situations.

Earlier this year the Board also gave its endorsement to a recommendation from the Chief Constable for the introduction of hand held incapacitant CS Spray for the personal protection of individual police officers.

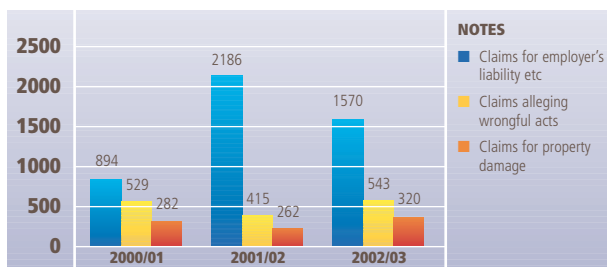
Civil Action and Compensation Claims

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 a statutory duty to approve all such settlements.

During the financial year 2002/2003 a total of 2433 claims for compensation were received. These can be divided into three categories:

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

Figure 1: Number of claims received under each category for the last three financial years

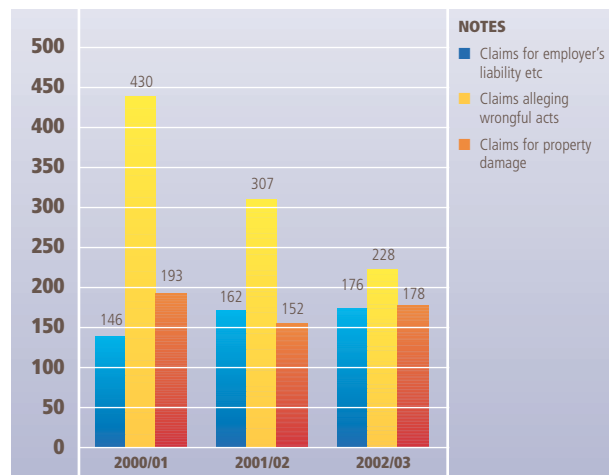


Number

The 2433 claims received during the financial year 2002/2003 is down on the previous year’s total of 2863. This decrease of 15% is largely due to a reduction in the number of claims lodged by police officer’s alleging Post Traumatic Stress Disorder (PTSD) as a consequence of incidents, which occurred in the course of duty.

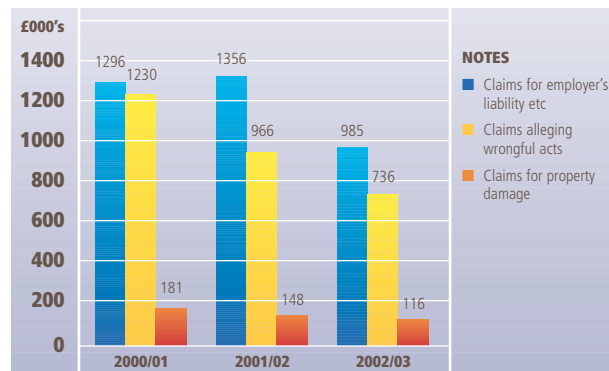
A total of 1923 PTSD claims were lodged in the year 2001/2002 and 1314 in the year 2002/2003. In contrast the number of claims from members of the public alleging wrongful acts by police officers increased from 415 to 543 [30.8%]. The 320 claims for property damage show an increase on last year’s figure of 262 [22.1%].

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



The total number of claims settled during the year decreased from 621 to 582 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



While the amount paid in respect of damage to property and payments relating to wrongful acts by police officers increased there was a fall in the amount paid in respect of

employer's liability settlements from £1.356m to £985k [27.4%]. The total payments for claims settled during the year amounted to £1.837m, which was a decrease of 25.6% on the previous year.

Table 1: Total Amount Paid in Respect of all Civil Action Claims:

	£'000	change on previous year
2000/01	2594	+18.2 %
2001/02	2470	- 4.8 %
2002/03	1837	-25.6%

Table 1 shows the total amount paid in respect of all civil action claims. Table 2 shows the average amounts paid for the three types of claim over the last three financial years. Claims for property damage are on average much smaller than claims against the Chief Constable. Claims relating to employer's liability are on average the largest payments.

Table 2: Average Settlement Amounts:

	Employer's liability claims	Claims for wrongful acts	Claims for property damage
2000/01	£8880	£2860	£350
2001/02	£8370	£3145	£975
2002/03	£5597	£3228	£653

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

There is a wide range of reasons for employer's liability claims. These vary from relatively minor incidents where, for example, an employee has tripped on an object to cases where more serious injuries are sustained. These latter cases can be the result of faulty equipment, injuries sustained during training exercises or, for example, as a result of a road traffic collision. The majority of claims for wrongful acts result in relatively

small settlements. These mainly relate to incorrect arrest procedures and minor injuries. A number of higher valued claims relate to injuries received as a result of excess force.

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

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 the events which have occurred in the past.

3: HUMAN RIGHTS, EQUALITY AND DIVERSITY

This section reports on progress made during the last year in making sure that the police service respect and protect human rights, promote equality and embrace diversity.

A New Code of Ethics for the PSNI

On 13 February 2003 the Policing Board and the Chief Constable jointly launched a new Code of Ethics for the Police Service. The Code, which is unique in UK and Republic of Ireland, is based on the European Convention on Human Rights and other relevant human rights standards such as the United Nation's Code of Conduct for Law Enforcement Officials.

The Code of Ethics came out of Patten recommendation 3, which said that there should be a new Code of Ethics to integrate the European Convention on Human Rights into police practice. Section 52 (1) of the Police (NI) Act 2000, place a statutory responsibility on the Board to publish the Code of Ethics.

The Code was drafted by the PSNI and during a three month consultation on the draft, the Board consulted with the Northern Ireland Human Rights Commission, the Police Ombudsman, the Police Associations, the Equality Commission for Northern Ireland, the Committee on the Administration of Justice, the Irish Council for Civil Liberties

and British Irish Rights Watch among a range of other organisations.

Human Rights Standards Applied to Everyday Policing

The new Code of Ethics stresses the priority that the police must give to human rights and sets out the standards they must meet in each of the following key areas of their policing activity:

- professional duty
- investigations
- privacy and confidentiality
- the use of force
- detained persons
- equality
- integrity
- property
- fitness for duty

If police officers do not carry out their duties as set out in the Code of Ethics this may result in a criminal or disciplinary investigation. But equally, when police officers carry out their duties in accordance with the new Code, they have the right to expect the full support of the whole community, and they will certainly have the support of the Policing Board.

A Human Rights Culture in the PSNI

The publication of the Code of Ethics was the first stage of a very important area of work for the Board. The Police (NI) Act 2000 places a clear responsibility on the Board to review how the Chief Constable makes sure that all police officers have read and understood the Code of Ethics. Also, Section 3(3)(b)(ii) of the Police (NI) Act 2000 requires the Policing Board ***“to monitor the performance of the police in complying with the Human Rights Act 1998”***.

The Code of Ethics will be a key part of how the Board monitors the compliance of the PSNI with the Human Rights Act. This is very high on the Board’s agenda, and the Board has appointed Keir Stormer QC, a human rights barrister, to develop a framework to help the Board monitor police performance in this important area.

The Custody Visiting Scheme Custody Visitors - Background

Custody visitors are volunteers from the community who make unannounced visits to police custody suites to check on the welfare of people being held in custody. They look, listen and report back to the Board on what they find. There are five custody visiting teams in Northern Ireland. They are in Belfast, Antrim, Tyrone/Fermanagh, the North West and Down/Armagh.

The Policing Board’s Role

The Board’s Community Affairs Committee carefully monitors the custody visitors’ reports on a month-by-month basis. This includes looking at the treatment of detainees in terms of Code C of the Police and Criminal Evidence (NI) Order 1989 (PACE), human rights provisions and the Code of Ethics. For example, custody visitors check that detainees have:

- access to legal advice
- someone informed of their detention
- medical attention if required
- 15 minute checks from the custody staff if they are vulnerable in some way such as being at risk of self-harm or heavily intoxicated
- an interpreter if required
- adequate food and drink

Custody visitors also report on conditions of detention. These include issues such as the heating, lighting and cleanliness of the custody suite.

Custody Visiting During 2002/2003

During 2002/2003 custody visitors made 912 visits to custody suites throughout Northern Ireland. There were 654 detainees in custody during these visits and they saw and spoke to 314 detainees. Custody visiting is based on the consent of the detainee to see the visitors. Some 137 detainees did not want to see the custody visitors and the remaining 203 detainees were not seen for some other reason, for example because they were being interviewed or were asleep.

The custody visitors found that 766 of the 912 visits (84%) were entirely satisfactory and raised no issues in relation to either the treatment of detainees or the conditions in which they were being held. Most of visits they said were

unsatisfactory were to do with the conditions of detention, such as cleanliness of cells or repairs being needed. Such matters are referred to the Board to raise with the PSNI and make sure they are addressed as soon as possible. In relation to the treatment of detainees, custody visitors reported that 12 detainees had made complaints in connection with their arrest, mainly alleging injuries to their wrists caused by handcuffs. Custody visitors do not investigate complaints, but their role is to make sure that such complaints have been referred to the Police Ombudsman for attention.

Also during their visits, 2 detainees asked to contact their solicitors, and visitors were able to see that these requests were dealt with immediately by custody staff. They met two detainees who could not speak any English and found that in both cases the police had already made arrangements for interpreters. Similarly, in the case of a detainee with learning difficulties, the custody staff had arranged for a social worker to attend. Four detainees asked custody visitors to see a doctor or about access to medication and these issues were referred to custody staff for immediate attention.

During their visits, custody visitors encountered 6 detainees who had been assessed by custody staff as being at risk of self-harm. In these circumstances custody visitors were able to check that custody staff were carrying out very regular checks on the detainees' well-being. Some were under constant supervision.

Developments in Custody Visiting - Detained Terrorist Suspects

In August 2002 the Policing Board extended the role of the custody visitors to enable them to visit people detained in custody under the Terrorism Act 2000. This development, which came about as a result of Patten recommendation 64, was new for custody visiting in Northern Ireland, as previously custody visitors had visited only detainees held in custody under the Police and Criminal Evidence (NI) Order 1989.

The role of custody visitors in visiting detained terrorist suspects is the same as their role when visiting PACE detainees. In short, visitors are concerned with, and reporting on, the conditions in which people are held, how they are treated, and the adequacy of facilities. During the period of this report, detained terrorist suspects

were held in Lisburn custody suites, although with effect from April 2003, a new custody suite in Antrim has opened and is in use. Custody Visitors made a total of 18 visits to Lisburn since the Scheme was extended in August 2002. During these visits some 39 detainees were being held in custody and 22 detainees were seen by the custody visitors. A number of issues were raised:

- a complaint of injury on arrest and a complaint about interviewing, both of which had been referred to the Police Ombudsman
- a complaint about food, which the visitors took up with custody staff
- a request to see a solicitor, which was arranged by the custody staff.

Observing Police Interviews with Detainees on Camera

Patten recommendation 64 as referred to above says that custody visitors should be empowered not only to inspect the conditions of detention, as at present but also to observe interviews on camera subject to the consent of the detainee.

In December 2002, after consultation with the custody visitors, the Board agreed that their role should be extended to observe interviews on camera. The Board will work with the PSNI, the custody visitors and other people involved in the interviewing process to prepare training for the custody visitors who will carry out this role, along with drafting guidelines and agreeing protocols and other arrangements.

This enhanced role for the custody visitors will provide additional assurance to the wider community and the Board looks forward to its implementation.

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, policies and duties relating to Northern Ireland, to have due regard to the need to promote equality of opportunity between;

- people of different religious belief, political opinion, racial group, age, marital status or sexuality;
- men and women generally;
- people with disabilities and those without; and
- people with dependants and people without.

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.

The Board's equality scheme was approved by the Equality Commission on 12 February 2003. It sets out how the Board is going to meet its obligations with regard to all policies, powers, duties and functions. The Scheme also explains how the Board will carry out its duties in a way that will promote good relations between people of different religious beliefs, political opinions or racial groups.

Part of complying with section 75 duties is assessing the extent to which the Board's current and proposed policies have an impact on the promotion of equality of opportunity and the promotion of good relations. During the period of this report a screening of all policies, powers, duties and functions was completed.

First Stage Consultation Paper

In June 2002, the Board sent out its stage one consultation paper. Its purpose was to find out if people thought that all of our policies had been identified, which of our policies people thought needed equality impact assessments and how policies for equality impact assessment should be prioritised. The Board also wanted to know people's views on how equality of opportunity or good relations could be promoted more effectively, whether people agreed with the criteria proposed for prioritising policies for equality impact assessments, and if they thought there were policies that could be grouped together to make equality impact assessments more meaningful.

The Board sent the consultation paper to 166 groups and organisations, to 150 Community and Police Liaison Groups, and on request to a number of individuals. Personal contact was made with some 41 of the smaller groups and organisations to offer help, if they wished, in responding to the consultation - such as more information, more time, or a meeting. The Board received a total of 23 responses to the consultation document. The responses were very detailed and the Board took account of the comments made.

Second Stage Consultation Paper

In March 2003 the second stage consultation paper was issued. This consultation paper gives details of the responses

to the Board's consultation on Stage 1 of this process, and seeks views on our proposed programme of equality impact assessments.

In drawing up the proposed schedule account was taken of the following key factors; social need; effect on people's daily lives; effect on economic, social and human rights and views expressed by consultees. Also, account was taken of issues such as when a policy is due to be reviewed, to be replaced, or to expire, and the assessment timetables of the Northern Ireland Office and the Department of Finance and Personnel, as the Board shares policies with these organisations. Views received following the consultation period will be taken into account by the Board.

The Board is fully committed to meeting the responsibilities outlined in its Equality Scheme. The Board is also committed to meeting its obligations under section 75 and will devote the necessary resources in terms of people, time and money to make sure this happens.

4: POLICING WITH THE COMMUNITY

Policing with the community and working in partnership with the community must be at the heart of policing in Northern Ireland. This section reports on progress in this important area.

Policing with the Community

The Report of the Independent Commission on Policing for Northern Ireland recommended that:

"Policing with the Community should be the core function of the Police Service and the core function of every Police Station"

The Police Service in response published the policy document "Policing with the Community in Northern Ireland". This document sets out the strategic vision for the service, in relation to Policing with the Community, and emphasises the five key principles on which community policy is based, namely Service Delivery, Problem Solving, Partnership, Empowerment and Accountability.

Following the publication of the policy the Police Service submitted an Implementation Plan to the Policing Board. The central goal of this implementation plan is to ensure

that Policing with the Community becomes a core function of the Police Service, and that a programme is started to create Neighbourhood Policing Teams.

The PSNI is currently preparing a further document entitled "Working in Partnership". This document will communicate all aspects of 'Policing with the Community' to the service and the public and the Board looks forward to its publication, which it sees as another milestone towards achieving a community based policing service.

Community Policing Conference

In June 2002 the Policing Board hosted a major international policing conference based on the theme of "Policing Our Future". Exploring the concept of community involvement in the delivery of accountable and effective policing, the issue of policing against a background of civil unrest was also a theme of the conference, with reference made to disturbances in Belfast. The conference was delivered with the support of the Mediation Network who put together a wider programme of events during the week of which the conference was a major focal point.

The conference was held in Belfast and was attended by around 200 people from various community groups, academia and the public sector. Presentations were given by a number of leading experts in community policing from the US as well as members of the Policing Board and the PSNI. The format of the conference was based on a comparison of experiences of community policing from the US to those in Northern Ireland and discussion on issues surrounding the police and the community working together, police accountability and public responsibility.

The Chairman of the Policing Board opened the conference along with US Consul General, Barbara Stephenson. Other key speakers were Jeremy Travis from the Urban Institute, Professor George Kelling from the School of Criminal Justice, Rutgers University; Commissioner Paul Evans from Boston Police Department; Denis Bradley, Vice Chairman of the Policing Board; ACC Sam Kinkaid, PSNI and Peter Smith QC, a former member of the Patten Commission.

The importance of community based policing within the context of recent violence on the streets of Belfast was discussed as part of the conference. The US delegation

highlighted the need for communities to work in partnership with the police to control such circumstances and illustrated this point through reference to the handling of similar disturbances in the US.

District Policing Partnerships

The process to commence the establishment of the District Policing Partnerships (DPPs) marked a further milestone for policing in Northern Ireland and for the Policing Board.

DPPs form an integral part of the new policing arrangements and were envisaged by the Patten Commission as capable of playing a key role in developing real community policing across Northern Ireland. Part 3 of the Police (NI) Act 2000 sets out the statutory basis for their establishment. Made up of local people and local councillors, DPPs have specific responsibilities which, for the first time on a statutory basis, allow local people to be involved in shaping local policing.

Establishment of District Policing Partnerships

The Policing Board commenced the process to establish DPPs in September 2002, having already published its Code of Practice on the Functions and Responsibilities of DPPs in August 2002. The Code sets out the key functions of DPPs which include:

- consulting with the local community to find out their views on policing and reflecting these to the District Commander
- contributing to the formulation of local policing plans and priorities
- monitoring police performance against the annual plan and local policing plans and reporting progress to the Policing Board
- obtaining the co-operation of the public with the police in preventing crime.

Following the issue of the Code of Practice, the next step was to begin work with local councils to establish a DPP in each council area and appoint the Independent Members to the DPPs. This was to be the largest public appointment process ever carried out in Northern Ireland with the appointment of 215 Independent Members being required. Due to the scale of the task the Board appointed consultants by competitive tender, to manage the selection process for Independent Members of the DPPs in May 2002.

A team of four Impartial Assessors was also appointed to oversee the appointment of the Independent Members to make sure that the process was fair, robust, open and transparent. Each assessor was drawn from the list of assessors for public appointments maintained by the Office of the Commissioner for Public Appointments (OCPA) for Northern Ireland. The appointment process itself was progressed in a number of stages.

Public Advertisement

A major advertising and publicity campaign launched the first stage in September 2002. The Board wanted to attract as wide a range of applicants as possible. In addition to the widespread media coverage, it also held a series of information evenings throughout Northern Ireland which were designed to fully explain the role of the new DPPs. A total of 1,511 people submitted applications for consideration. While not all of these individuals secured a seat on the DPP the Board was overwhelmed with the huge interest shown and viewed it as an indictment of the need for local accountability of policing.

Interviews by Councils

Following an initial sifting process, the consultants passed fully completed applications on to each council. Using agreed criteria the council drew up a shortlist of candidates considered suitable for interview. The same panels that had undertaken the short-listing in each of the District Council areas carried out interviews of all the short-listed applicants. The objective of these interviews was to select, on merit, a number of applicants who were to be recommended as suitable for appointment, by the Policing Board to the DPPs. The interview panels each consisted of councillors and an independent member from the OCPA approved list.

The Policing Board Appointments Panels

Appointments Panels set up by the Policing Board made the final decisions as to which of the applicants nominated by the District Council panels would be selected for appointment. Each of the Appointments Panels comprised three members of the Policing Board and an independent Panel Member drawn from the OCPA approved list. The role of the Appointments Panels was to appoint Independent Members to each DPP from the councils' lists of those candidates deemed appointable. In seeking to make the DPPs as inclusive and as representative of the community they would serve, the

Appointments Panels took into account a wide range of criteria including the community background, gender, age, disability and ethnicity of the pool of appointable candidates. Accordingly appointments were made so far as reasonably practicable to ensure that the overall membership of each DPP was representative of the community it would serve.

Unfortunately the list of candidates considered appointable in the Dungannon and South Tyrone District Council area did not provide the breadth of candidates necessary to enable the Policing Board to appoint Independent Members to the DPP in a way, which would make it representative of the community balance of the District. The competition in Dungannon and South Tyrone was therefore extended and, at the time of writing this report, the process to appoint eight Independent Members is still ongoing.

The Policing Board has appointed 207 Independent Members across the other district councils in Northern Ireland thereby enabling 25 DPPs to be established. Following the establishment of the DPPs the Policing Board delivered a series of induction programmes in each district and held two conferences to launch the establishment of the new DPPs in March 2003. The induction programmes focused on developing the DPP in its primary partnership role. This has been followed by training on strategic planning. At present the Board is organising a series of training programmes on roles and responsibilities for the DPPs and an in-depth programme on statistical analysis of police performance.

Impartial Assessors Report

Following the appointment process the Impartial Assessors undertook a review of the entire appointment process. Their initial response as reported to the Board endorses the appointment process. The report also indicated that it was conducted to a high standard of integrity and had focused on achieving an equitable result in terms of recognising the merit of the individual candidate together with the need to create a DPP that was representative of the area from which it was drawn. Success ultimately depended on the willingness of members of the public to put themselves forward for appointment.

Community and Police Liaison Committees (CPLCs)

In the past CPLCs have played an important role in liaising with the police and local people on issues of concern within communities. Under the new DPP structures the responsibility for administering CPLCs will transfer from the Policing Board to the DPPs. The CPLCs will continue however as important consultation networks and to this end their role has been recognised by the Board's willingness to provide 100% funding to them via the DPPs to enable their work to continue.

Training Education and Development (TED) Strategy

As part of the ongoing programme of change within the PSNI the Board has a responsibility to monitor development and implementation of the PSNI TED strategy.

The training, education and development of the Police Service is fundamental to making sure that police officers and civilian support staff have the necessary skills to do their job and that those skills are developed and maintained. How the PSNI plans to meet the training needs of the organisation over the next five years has been set out in a Training, Education and Development Strategy, which has been agreed with the Board.

Throughout the year the Board continued to monitor the TED programme and to evaluate the evidence that would allow the quality and effectiveness of the programme to be assessed. A significant milestone was reached in March 2003 when the PSNI submitted a costed Training Plan based on its TED strategy document to the Policing Board. The training plan set out all TED activities for the coming year at an estimated cost of £21.8m.

The Policing Board's Role in Respect of TED

The Board is responsible for approving the TED Strategy and producing a monitoring plan to ensure that the principles of the TED Strategy are being adhered to in respect of its core themes, strategic aims and objectives. To achieve this, the Policing Board has drawn up a framework, which will be used to monitor progress within the strategy. The main elements of the framework are:

- analysing the TED strategy and related materials produced by the PSNI and reporting to the Board as to the ability of this strategy to meet its stated aims.

- analysing the TED strategy in relation to the key strategic documents namely the Report of the Commission on Policing, the Board's Policing Plan and the performance indicators set by the Police Oversight Commissioner.

- establishing the measures or performance indicators that need to be in place if the Policing Board are confidently to state that they are monitoring the effectiveness of police training.

- liaising with the PSNI to establish the validity of the budget supporting TED and identifying measures that demonstrate the transition of a financial input into a learning output.

- how the Policing Board should further develop its responsibilities to monitor, on behalf of the community, the effectiveness of the TED strategy.

A professionally implemented Training, Education and Development Strategy is seen by the Board as a critical success factor in ensuring that the Police Service is efficient and effective and it is confident that its monitoring role will help ensure that this is the case.

Police College

An important long-term element of the TED Strategy is the implementation of the Patten Recommendation to provide the PSNI with a new Police College. To take this recommendation forward, a tri-partite Project Board made up of representatives of the PSNI, the NIO and the Policing Board has been established. As part of the project, an outline business case for submission to HM Treasury has been prepared and action has been initiated to identify a suitable site for the college.

5: HEALTH, WELFARE AND CONDITIONS OF SERVICE

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

The Committee closely monitors the levels of sickness absence within the police service and for the year 2002/2003 the Board set the Chief Constable a target to reduce the average annual level of sick absence to 18.5 days for the police and 14 days for support staff. While these targets were not quite met with the figures for the year being 20 days and 16 days respectively, it should be noted that the figures for the police showed a decrease over the previous year of 3.3 days and the figures for civilians showed a small increase of 0.2 days.

The Committee reviews details on a quarterly basis of officers on long-term sickness (i.e. more than six months) and for the quarter ended 31 March 2003, noted that 119 regular officers (1.71%) and 73 Full-Time Reserve officers (4.05%) were absent due to sickness in excess of 6 months. It is the Board's firm view that more must be done to reduce sickness levels within the Service and the Chief Constable is taking action to ensure that appropriate processes are in place to enable this to be achieved.

Medical Retirements

Serving police officers may be retired from the PSNI if they are medically unable to perform their duties. The legislative authority for doing this is contained in the RUC Pensions Regulations 1988 and it is for the Policing Board to make this determination after taking medical advice. With effect from January 2003 the Board has appointed Independent Medical Advisers who review and assess each case and provide advice and guidance to it. During the calendar year 2002 a total of 305 officers were medically retired, 247 of whom were also awarded injury pensions by the Board. This compares to 2001 when 258 officers were medically retired, 190 of whom were also awarded injury pensions by the Board.

Extensions of Service

Under regulation A16 of the RUC Pensions Regulations 1988 a police officer's period of service can be extended on a yearly basis for up to 5 years beyond the normal retirement age by the Chief Constable with the approval of the Policing Board. During the financial year 2002/2003 the Board approved extensions of service for 101 Regular officers and 125 Reserve officers.

Severance

The Patten Commission recommended that the overall size of the police service should be reduced to a strength of 7500 full time officers and that generous severance packages be offered to those wishing to leave the Service.

This recommendation was accepted by Government and a severance scheme was introduced. During the financial year 2002/2003 a total of 512 officers took early retirement under the scheme. The lump sum severance payments in this third phase of the scheme amounted to £41.2m.

6: RESOURCE MANAGEMENT

Ensuring that the PSNI uses the physical and financial resources available to them effectively and efficiently is a key responsibility of the Board. This section indicates how resources have been managed during the financial year.

Human Resources Planning Strategy

In October 2002 the Board agreed a Human Resources Planning Strategy with the Chief Constable. This Strategy has the purpose of ensuring that the maximum number of police officers deliver community based policing through the District Command structure. The strategy will ensure that resources are allocated in order to meet operational policing priorities and the achievement of the Policing Plan objectives. To do this the document focuses on key Human Resources issues, on the devolvement of responsibilities to local management and on a reduction in the size of the Police Headquarters function.

The Board views the production of this strategy by the Police Service and its subsequent agreement with the Board as an excellent example of the two organisations co-operating to achieve a common purpose for the ultimate benefit of the community. An integral part of the strategy is an action plan and progress on the achievement of the targets within this plan is monitored by the Board's Personnel and General Purposes Committee and by an independent advisor appointed by the Chief Constable. This independent advisor reports both to the Chief Constable and the Board.

Funding the PSNI

During the financial year 2002/2003 the PSNI was funded in respect of the main police grant to the extent of £655.3 m, actual net expenditure was £654.2m. The figures for the Police Service include an additional £39.5m made available by Government during the year principally to take account of increased levels of overtime which required to be worked because of public disorder during the Summer of 2002. Set out below at Figure 1 is a summary of expenditure incurred by the Police Service during 2002/2003. During the same period, the Board was funded to the extent of £5.17m and a full set of the Board's unaudited accounts is included at Section 2

At the beginning of the financial year an overtime target of 8,000 average daily hours (ADH) of activity was set by the Chief Constable and agreed by the Policing Board. Because of the requirement for increased police resources as a consequence of public disorder actual overtime activity over the year amounted to 14,450 ADH with a high figure of 19,700 ADH during July 2002. This figure of 14,450 ADH represented a significant increase over the overtime figure for the previous year, which was 11,190 ADH.

High levels of overtime working are of great concern to the Policing Board, not least because of the potential strain it puts on police officers and their families. The Chief Constable has advised the Board that it is PSNI practice to ensure that overtime is worked only at a level which is consistent with operational effectiveness and the policing requirements of the community, and to help achieve this a target of a 10% reduction in overtime worked has been set for the coming year.

In addition to the main Police Grant the PSNI was also funded to meet expenditure arising out of the implementation of the recommendation of the Commission on Policing on Northern Ireland (The Patten Commission).

A total of £42.2 million was provided by Government to finance the Voluntary Severance Scheme and under this scheme 512 Officers left the service during the year. Expenditure on Patten non-severance items such as training, education and development, information and communications systems, the building of a new Custody Suite at Antrim and the purchase of new uniforms amounted to £26.3m.

The high levels of expenditure within the Police Service means that effective financial management is a key issue both for the Board and for the Chief Constable in his role as accounting officer. To help ensure that best practice is implemented in managing the Police Service budget a project is underway to improve financial and resource management.

Good progress has been made and an important element is the delegation of budgets to local managers. This delegation began during the current year and during 2003/2004 will continue. Preparations have involved information technology access to corporate financial systems, financial management training for DCU Commanders and other managers and the running of pilot devolved budget schemes within Urban Region.

Progress towards improved financial management is monitored on a regular basis by the Board's Finance Committee, which receives bi-monthly updates from the PSNI Director of Finance.

Figure 1: PSNI Unaudited Summary Account

Receipts	£ millions 2001/2002	£ millions 2002/2003
HM Government Grant	641.8	655.3
Operating Receipts	3.4	5.8
Civilian Staff Pension Contributions (including transfer values received)	2.4	2.6
Disposal of Assets	9.5	0.5
Total Receipts	657.1	664.2
Payments		
Staff Costs		
Civilian Staff	56.6	60.2
PSNI	319.9	331.2
PSNI FT Reserve	87.1	81.4
PSNI PT Reserve	2.6	3.2
Superannuation	57.0	55.5
Total Staff Costs	523.2	531.5
Operational payments		
Travelling, subsistence and removal expenses	13.3	15.5
Transport and communication	25.2	27.0
Accommodation Services	25.8	27.6
Catering	2.0	2.0
Uniforms, clothing and equipment	4.1	5.8
Training aids and courses	2.3	2.6
Compensation and grants	4.7	3.4
Forensic Science Service	5.4	6.1
Professional and Specialist Services	9.4	6.3
Postage and Telephones	5.4	4.9
Printing and Stationery	0.8	1.3
Miscellaneous	5.1	7.6
Total operating payments	626.7	641.6
Capital payments	25.5	21.5
Total payments	652.2	663.1

POLICE PERFORMANCE

THE BOARD IS RESPONSIBLE FOR MAKING SURE THAT THE POLICE EFFECTIVE AND EFFICIENT AND MEETS THE NEEDS OF THE NORTHERN

THIS IS DONE BY MONITORING POLICE PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN; BY ROBUSTLY AND BY REVIEWING WITH HIM AREAS WHERE PERFORMANCE IS NOT MEETING TARGETS. IN DOING SO THE TARGETED AND THAT WIDER PERFORMANCE IS MONITORED AND MANAGED.



A man in a white police uniform with dark epaulettes and a dark tie is seated at a table. He is looking towards the camera with a serious expression. In front of him is a microphone and a laptop. A name tag is visible on his chest. The background is a blue curtain.

**SERVICE OF NORTHERN IRELAND IS
IRELAND COMMUNITY...**

**EXAMINING REPORTS FROM THE CHIEF CONSTABLE
BOARD ENSURES THAT THE RESOURCES ARE**

part



PART TWO: REPORT ON POLICE PERFORMANCE 2002-2003

two

Police Performance During 2002/2003

The Board is responsible for making sure that the PSNI is effective and efficient and meets the needs of the Northern Ireland community. This is done by monitoring police performance against targets in the Policing Plan; by robustly examining reports from the Chief Constable and by reviewing with him areas where performance is not meeting targets. In doing so the Board effectively contributes to decisions made within the Service about how under-performance is addressed. In the following paragraphs more information is provided on police performance during the period 1 April 2002 - 31 March 2003.

As can be seen, there were both positive outcomes and areas of concern where it is clear that more action is needed to address under performance.

Positive Outcomes

The main positive outcomes are:

- a reduction in the rate of increase in overall recorded crime;
- a reduction in the number of vehicle thefts;
- an increase in the value of drugs seized; and
- an increase in the number of detections for violent crime.

Areas of Concern

The main areas of concern are:

- an increase in the number of domestic burglaries;
- an increase in the number of thefts from vehicle crimes;
- a decrease in the number of persons charged/summoned for supply offences under the Misuse of Drugs Act as a proportion of those arrested;
- sickness targets that have not been met; and
- satisfaction levels in policing.

In the following paragraphs we look at some of these in more detail.

Public Order

The target in this area was to achieve confidence levels in the policing of public disorder of not less than 51%. The results from the September 2002 Northern Ireland Omnibus Survey show that only 35% of respondents expressed total or a lot of confidence in the policing of public disorder.

The Board realises that policing public disorder is extremely difficult - police officers need to balance their responsibilities and make difficult judgments, taking into account the need to protect the public, and the human rights of civilians and officers. Public disorder of course also puts an immense strain on limited police resources.

However, the Board has noted that policing public disorder is not just a policing issue. The public has a responsibility in helping to resolve differences, which lead to disorder. Political leaders, church leaders and the whole community have a fundamental role to play in developing safer communities for everyone to live in. That said, the police must play their part and the Board wants to see an improvement in the Omnibus Survey figures and believes that there is scope for this.

Reducing Crime and the Fear of Crime

The targets set for reducing the rate of increase in overall recorded crime, reducing the number of vehicle thefts, and increasing the number of detections for violent crime were all met by the PSNI and police activity in this area is to be commended. The Board hopes that the good practice displayed in some District Command Units (DCUs) will, where appropriate and necessary, be rolled out to other areas.

Overall Recorded Crime

Over the past three years the number of recorded crimes has been increasing - there were 119,912 in 2000/01, 139,786 in 2001/02, and 142,496 in 2002/03. The target set for the police was to reduce the rate of this increase, and this has been met. The increase for 2002/03 was 2% compared to the previous year when there was a 17% increase.

Vehicle Theft

There has been a significant decrease of almost 8% in the number of vehicle thefts - 9005 vehicle thefts recorded in 2001/02 and 8317 in 2002/03. This is very encouraging as the police have exceeded the target set, which was to reduce the number of thefts by 2%. Initiatives driven by the PSNI, including the work of the Auto Crime Team, have contributed to the successes in this area. The use of intelligence material prepared by the new crime analysts is also proving beneficial within the DCUs and the Board is encouraged by the positive steps taken to tackle this problem.

Detections for Violent Crime

There has also been an increase in the number of detections for violent crime - from 13,164 in 2001/2002 to 15,637 in 2002/03. While these outcomes are very positive there are other areas where more needs to be done.

Domestic Burglary

The Board set a target of reducing the number of domestic burglaries by 3%. However, the performance figures for 2002/2003 show an almost 12% rise in the number of domestic burglaries from 9,064 in 2001/02 to 10,125 in 2002/03.

Theft from Vehicle Crimes

The performance figures for theft from vehicle crimes show an increase of 8% - from 6,584 theft from vehicle crimes in 2001/02 to 7,140 in 2002/2003.

The Board will continue to closely monitor those areas during the year ahead where targets have not been met and where targets have not been met will expect the Police Service to take action to ensure that performance improves to reflect the agreed targets.

Domestic Violence

Our target for the police in respect of domestic violence was to reduce repeat victimisation. However, during 2002/03 the method of calculating the rate for this target changed and this means we cannot compare the 2002/2003 outcome of 23% with the previous year.

Organised Crime

The police continue to contribute towards delivery of the Northern Ireland Community Safety Strategy and the priorities agreed by the Organised Crime Task Force. The Board is alert to the fact that this type of crime is a blight on many businesses and communities and will endeavour to support the PSNI in their fight against organised crime.

Drugs

During 2002/2003 the police seized drugs with an estimated street value of £11.1million. This is an increase compared to the previous year when £6.5 million was seized. While this is welcomed, there has been a decrease in the number of people who have been charged or summoned for drugs offences as a proportion of those arrested, from 16% in 2001/02 to 15% in 2002/03.

However, the value of illicit drugs seized and the police commitment to a partnership approach in tackling the drugs problem provides assurance that every effort will be made to ensure that those who are responsible for drugs trafficking will be brought to justice. The Board will do its best to make sure that, in the coming year, tackling this multi-faceted problem remains high on the police agenda.

The Security Situation

The ongoing terrorist threat from dissident groupings during the year continued to place significant demands on police resources as did public disorder at a number of interface areas in Belfast. This undoubtedly has an adverse affect on the ability of the police to deal with day to day policing issues.

Fifteen people died during 2002/2003 and the number of casualties arising from paramilitary style attacks was 309 compared to 302 the previous year. The number of people charged with terrorist offences rose to 97 in 2002/03 from 62 in 2001/02, and the number of bombing incidents decreased to 178 from 318.

Public Confidence in the Police - September 2002

The Board has noted the findings from surveys which gauge people's confidence in and satisfaction with the police. These surveys are used to measure performance against public confidence targets set by the policing plan. The Northern Ireland Omnibus Survey, which was carried out in September 2002, shows that 61% of respondents thought that the police were doing a good job, against a target of 70%; the Community Attitudes Survey showed a 71% confidence level in overall equity of treatment; and the Omnibus Survey showed a 38% satisfaction level in respect of patrolling, against a target of 45%.

Having police officers visible on patrol in their area is a high priority for many people in Northern Ireland. It is unfortunate that the transition of the Police Service to a community focused policing model should have to take place against a background of a continuing security threat and considerable public disorder in Belfast, but the Board is fully committed to the concept of community policing and, together with the Chief Constable, is determined to drive this forward.

The Police Service Change Programme

The Secretary of State set an objective for the PSNI to take account of all the issues set out in legislation and in the Government's Implementation Plan in respect of the Patten Report recommendations and to increase the number of Catholic officers and civilian staff in the Service. Work in implementing and driving forward these changes is continuing and it is the Board's hope that it will help gain the community's support for, and ownership of, the PSNI. Because of its importance, the Board's Committees review progress on the Change Programme by reviewing reports from those senior officers within the PSNI who have been designated as accountable officers for the major Programmes of Change, which are being implemented.

The Organisational Effectiveness of the Police

It is the Board's responsibility to ensure that the police improve their overall effectiveness. This can be done in a number of ways, for example, better management of sick absence and more effective use of civilian staff. While the proportion of full-time officers available daily to perform the full range of duties remains at a high level, unfortunately, the targets set for reducing sickness levels for civilian staff (to 14 days) and police officers (18.5 days) were not met. The figures achieved were 16 days for civilian staff and 20 days for police officers. Although this outcome for 2002/2003 indicates an encouraging trend - the sickness level for police in the previous year was 23 days - 20 days sick absence per officer is still not felt to be acceptable.

The Chief Constable shares the Board's concerns and acknowledges the severe impact such levels of sickness has on the operational capability of the PSNI.

The Board also wants to see improvement in the processing of custody and bail cases. The target of processing 85% of custody cases within 90 days was missed by 25% points with only 60% of cases processed within the target time set. The target for bail cases was missed by 20% points with 65% of cases processed within the target time set.

Conclusion

In conclusion, while there were some positive outcomes in performance, there are also areas where targets were not achieved by the PSNI in the 2002/03 performance year.

However, any overall assessment of performance must take into account some important factors:

- the changes to the structure and size of the PSNI,
- the continuing terrorist threat,
- serious public disorder and
- the increase in crime levels.

The Board will continue to monitor police performance very closely and seek improvements in areas of under-achievement. We will make sure that the Chief Constable is held to account so that the PSNI is effective and efficient and meets the needs of the Northern Ireland community.



OUR MEMBERS

THE NORTHERN IRELAND POLICING BOARD IS MADE UP OF NINETEEN
THE BOARD UNDERTAKES ITS DUTIES INDEPENDENTLY OF PSNI AND OF GOVERNMENT WITH INTEGRITY AND
BIAS FOR THE BENEFIT OF THE ENTIRE COMMUNITY.



MEMBERS...
IN A WAY THAT IS FREE FROM

part



PART THREE: POLICING BOARD MEMBERS' BIOGRAPHIES AND REGISTER OF INTERESTS

three



Alex Attwood MLA 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 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 also 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: Member of the House of Lords

Membership of Organisations: Orange Order; Ulster Unionist Party; Various Charities



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.

Register of 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, 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 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: N/A

Remunerated Employment, Office, Profession etc: Member of the Northern Ireland Assembly

Clients: N/A

Land and Property: N/A

Shareholdings: N/A

Unremunerated Interests: N/A

Membership of Organisations: Member of Loyal Orange Institution



Brian Dougherty holds a BSc (Hons) Degree in Regional Analysis and Development and is a Master of Town Planning. At present, he is a co-ordinator with the Tullyally and District Development Group in Londonderry and is 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 is a Board Member on Waterside Area Partnership and Foyle Down Syndrome Trust.

Register of Interests:

Directorships: N/A

Remunerated Employment, Office, Profession etc: Tullyally and District Development Group - Community Association; Morton Newspapers; the Londonderry Sentinel; MGN Newspapers; Derry Tribunal

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: N/A



Sam Foster MLA 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 CQSW 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. His personal interests include sport, particularly football, campanology and politics

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 Ltd

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



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 Chairman of Groundwork Northern Ireland.

Register of Interests:

Directorships: Atane Ltd; Cobra Estates Ltd (Property Investment and Development / 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 (Chairman)

Clients: Various consultancy clients

Land and Property: Various commercial investment and development properties.

Shareholdings: Various small shareholdings

Unremunerated Interests: N/A

Membership of Organisations: N/A



William Hay MLA Donegal-born William Hay is a Democratic Unionist Party MLA for Foyle. 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 of the Western Education and Library Board; Commissioner with Londonderry Port and Harbour.

Clients: N/A

Land and Property: N/A

Shareholdings: N/A

Unremunerated Interests: N/A

Membership of Organisations: N/A



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.

Register of Interests:

Directorships: DCL (NI) Ltd; DCL Events Ltd; Newry Credit Union Ltd; Newry Town Centre Partnership Ltd; DCL Media Ltd.

Remunerated Employment, Office, Profession etc: 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; Stakeholder Communications, Park Green Ltd

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

Membership of Organisations: Member - Institute of Public Relations MIPR; Member - Marketing Institute of Ireland MMIT; Member - SDLP.



Lord Kilclooney MLA (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 MEP for Northern Ireland (1979 - 1989).

Register of Interests:

Directorships: Tontine Rooms Holding Co Ltd; West Ulster Estates Ltd

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 Ltd; West Ulster Estates Ltd

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: Presbyterian Church in Ireland; Loyal Orange Institution; Royal Horticultural Society; Glasgow Ulster Scots Society.



Alan McFarland MLA 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 the Northern Ireland Assembly (MLA)

Clients: N/A

Land and Property: N/A

Shareholdings: N/A

Unremunerated Interests: N/A

Membership of Organisations: Chartered Management Institute - Member; Institute of Management Services - Member; Institute of European Industrial Engineers - Member; MENSA



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 and Mourne Health and Social Services Trust and also has links with Newry Hospice and the Princes Trust.

Register of Interests:

Directorships: Non-Executive Director Newry and Mourne Health and Social Services Trust

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

Clients: All in professional capacity - no relevance to Board

Land and Property: Residential

Shareholdings: N/A

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

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, NI Assembly

Clients: N/A

Land and Property: Residential

Shareholdings: N/A

Unremunerated Interests: N/A

Membership of Organisations: Member of SDLP



Rosaleen Moore lives in South Down and holds both a Diploma in Social Work and Health Services Management. She was, until retirement in October 2002, a Director of Craigavon and Banbridge Community Health and Social Services Trust. She has served on numerous Boards and Committees and was the initial Chairperson of the Craigavon, Peace and Reconciliation Partnership Board.

Register of Interests:

Directorships: Director - Mental Health and Disability Services, until October 2002

Remunerated Employment, Office, Profession etc: N/A

Clients: N/A

Land and Property: N/A

Shareholdings: N/A

Unremunerated Interests: N/A

Membership of Organisations: N/A



Ian Paisley Jnr MLA is the Democratic Unionist Party Justice Spokesman and Assembly Member for North Antrim. Married with two daughters and one son, he was educated at Shaftesbury House College, Methodist College and Queen's University, Belfast. He began his political career as a political researcher and author in 1989. Notable positions include Northern Ireland Forum for Political Dialogue from 1996 to 1998, and Member of the Northern Ireland Assembly since 1998.

Register of Interests:

Directorships: The New Protestant Telegraph; Assembly Business Trust

Remunerated Employment, Office, Profession etc: Member of the Assembly; PA to Dr Ian Paisley MP, MEP

Clients: N/A

Land and Property: Residential

Shareholdings: N/A

Unremunerated Interests: N/A

Membership of Organisations: National Trust; British Motorcycle Federation



Professor Desmond Rea lives in Belfast and is Chairman of the Northern Ireland Policing Board. He is an Emeritus Professor of Human Resource Management at the University of Ulster. He is a non-executive Director of Allied Irish Banks (UK) plc and Editor of the Economic Outlook and Business Review. He is a former Chairman of the NI Local Government Staff Commission, the Labour Relations Agency and of the NI Council for the Curriculum, Examinations and Assessment.

Register of Interests:

Directorships: AIB (UK) plc; JIGSA Group, Non-Executive and Secretary

Remunerated Employment, Office, Profession etc: Editor, Economic Outlook and Business Review, First Trust Bank;

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

Clients: N/A

Land and Property: Residential

Shareholdings: Various small shareholdings, only two of which have local interests, namely BT and Viridian

Unremunerated Interests: Secretary of the JIGSA Group

Membership of Organisations: N/A



Sammy Wilson MLA is a former teacher who was elected to Belfast City Council in 1981 and served as Lord Mayor in 1986 and 2000. He is the Democratic Unionist Party (DUP) Assembly Member for East Belfast. Mr Wilson was elected to the Northern Ireland Forum for Political Dialogue in 1996 and has been a member of the Northern Ireland Assembly since 1998.

Register of Interests:

Directorships: N/A

Remunerated Employment, Office, Profession etc: Northern Ireland Assembly (MLA) Belfast City Council, CCEA

Clients: N/A

Land and Property: Residential

Shareholdings: N/A

Unremunerated Interests: N/A

Membership of Organisations: N/A



Suneil Sharma lives in Belfast and is a fellow of the Chartered Institute of Management Accountants. He is Managing Director of the Befab Group and a former Commissioner with the Commission for Racial Equality. He is also a Director of Preparing for Post Conflict Trust and Secretary of the Indian Community Centre.

Register of Interests:

Directorships: Varsity Estates Ltd - Property Development; IS Investment Ltd - Investment Holding Company; Rochester Property Developments Ltd - Property Development

Remunerated Employment, Office, Profession etc: IS Investments Ltd - Investment Holdings Company

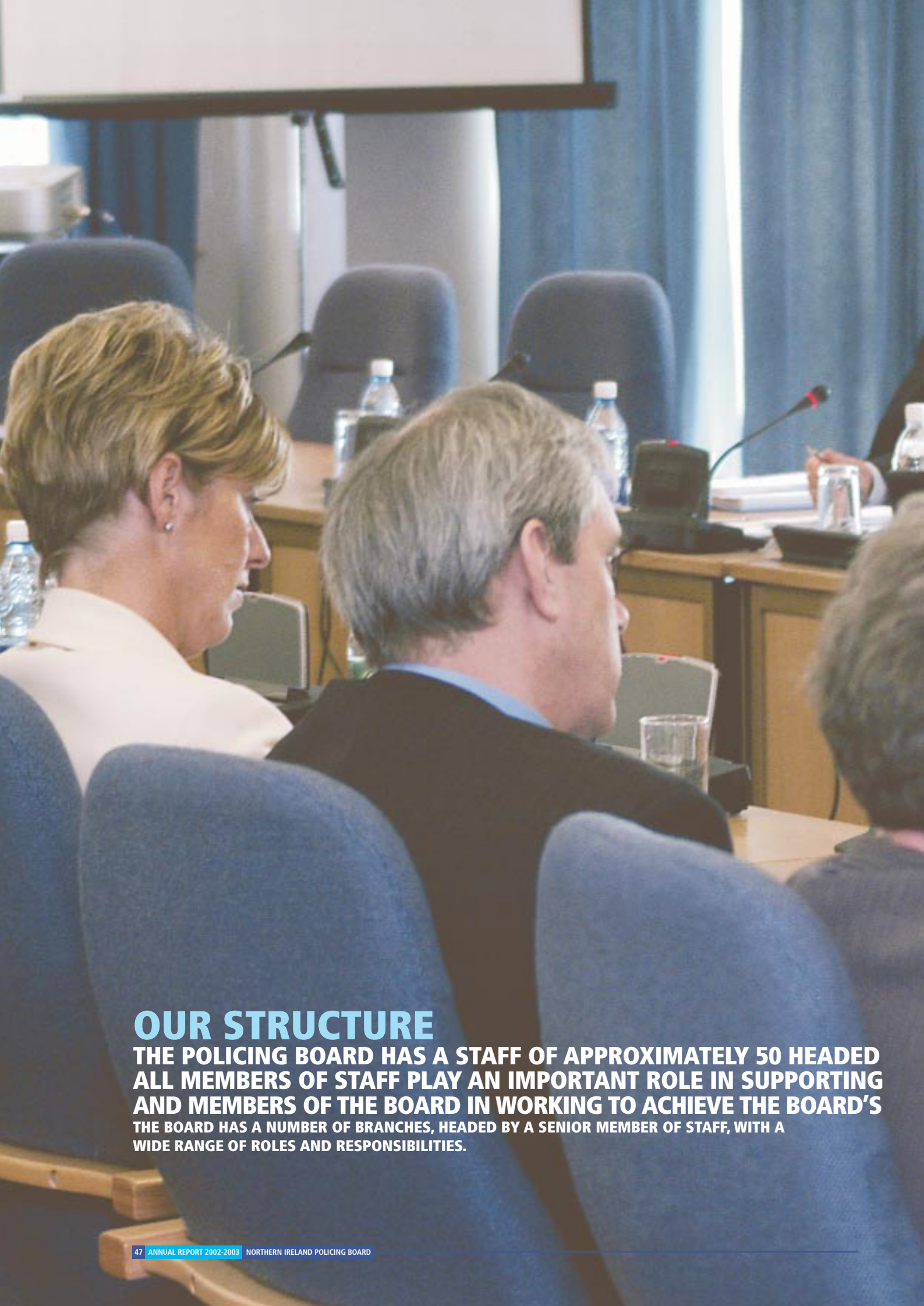
Clients: N/A

Land and Property: Residential

Shareholdings: Varsity Estates Ltd - 99% of Equity; Rochester Property Developments is a subsidiary of Varsity; IS Investments and 50% of Equity; IS Investment owns 50% of the Equity; Befab Ltd - Befab manufacturers construction industry materials.

Unremunerated Interests: N/A

Membership of Organisations: N/A



OUR STRUCTURE

THE POLICING BOARD HAS A STAFF OF APPROXIMATELY 50 HEADED ALL MEMBERS OF STAFF PLAY AN IMPORTANT ROLE IN SUPPORTING AND MEMBERS OF THE BOARD IN WORKING TO ACHIEVE THE BOARD'S THE BOARD HAS A NUMBER OF BRANCHES, HEADED BY A SENIOR MEMBER OF STAFF, WITH A WIDE RANGE OF ROLES AND RESPONSIBILITIES.



**BY A CHIEF EXECUTIVE.
THE CHAIRMAN, VICE CHAIRMAN
KEY AIMS AND OBJECTIVES...**

part

...overseeing policing
in Northern Ireland
and ensuring an efficient
and effective service

four

PART FOUR: THE POLICING BOARD AS AN ORGANISATION

The Policing Board as an Organisation

The Policing Board has a staff of approximately 50 headed by a Chief Executive. All members of staff 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, headed by a senior member of staff. Branch roles and responsibilities are detailed below.

Chief Executive

The primary duty and responsibility of the Chief Executive is to support the Policing Board in the fulfilment of its duty and to ensure that the PSNI is effective, efficient and focused on the core function of Policing with the Community.

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.

Secretariat

Secretariat is responsible for providing policy advice and 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.

It arranges panels for the appointment of senior officers and senior civilian employees to the Police Service and has responsibilities in connection with senior officers discipline and with the management of appeals tribunals.

The branch processes Her Majesty's Inspector of Constabulary's Annual Report, in accordance with the Police (NI) Act 1998.

The Secretariat prepares a programme of visits for Members to PSNI District Command Units. The branch has responsibility for arranging travel for Board Members and officials attending national and international policing events.

Personnel, Finance 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.

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 framework 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. It also supports the Audit and Best Value Committee's responsibilities with regard to overseeing the PSNI's implementation of Best Value.

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 that 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. The Press Office is also responsible for managing the Board's Internet site.

Research and Statistics

The branch provides a statistical and research facility for the Board. In particular it 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 and the District Policing Partnership Public Consultation Survey.

The Policing Board's two statisticians are on secondment from the Northern Ireland Statistics and Research Agency.

Training and Community Consultation

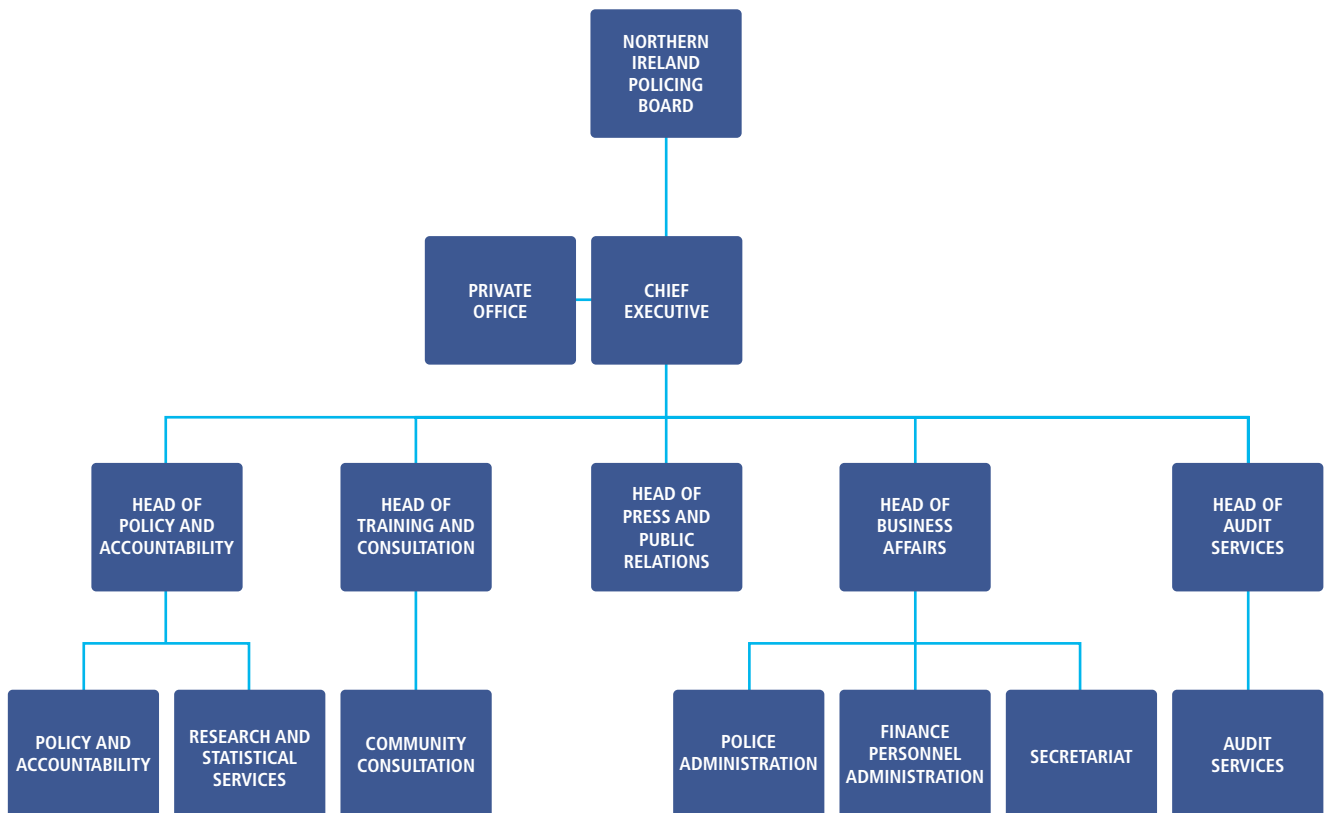
The training aspect of the work of Training and Community Consultation Branch relates to the oversight that the Policing Board has of the PSNI Training, Education and Development Strategy. The branch has developed a range of performance indicators, in conjunction with other agencies, to monitor the effectiveness of this important area of PSNI work.

The Branch also has responsibility for District Policing Partnerships, the initial recruitment process for the independent members of the DPPs and the overall establishment of DPPs. In addition, the Branch has oversight and evaluation of DPPs across a wide range of areas and is responsible for the training and development of the DPP Members.

Future staffing of the Policing Board

This year a report on the current and future staffing needs of the Board was completed. As a result a major restructuring process is ongoing which will ensure that the staffing structure fully meets the future needs of the Board.

ORGANISATIONAL STRUCTURE AT 31 MARCH 2003





OUR MISSION

TO SECURE IN PARTNERSHIP WITH THE CHIEF CONSTABLE, THE POLICE FOR ALL OF THE PEOPLE LIVING IN NORTHERN IRELAND AN EFFECTIVE, SERVICE WHICH WILL SECURE THE CONFIDENCE OF THE WHOLE PARTNERSHIP WITH THIS COMMUNITY TO CONTRIBUTE TO THE DEV HARMONIOUS AND PEACEFUL SOCIETY...

ON BEHALF OF THE COMMUNITY, THE BOARD WILL SET HIGH STANDARDS FOR THE BEHAVIOUR AND PERFORM THE POLICE TO ACCOUNT FOR ACHIEVEMENTS OF THESE STANDARDS. IN ADDITION, IT WILL SET HIGH WITH THE POLICE SERVICE AND THE GENERAL PUBLIC.



**SERVICE AND STAFF ASSOCIATIONS,
EFFICIENT AND IMPARTIAL POLICE
COMMUNITY AND WORK IN
ELOPMENT OF A SAFER MORE**

**ANCE OF THE POLICE SERVICE, AND HOLD
STANDARDS FOR ITSELF IN DEALING**

section



SECTION ONE: CORPORATE OBJECTIVES 2002 - 2005

one

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.

Mission

To secure in partnership with the Chief Constable, the Police Service and Staff Associations, for all of the people living in Northern Ireland an effective, efficient and impartial Police Service which will secure the confidence of the whole community and work in partnership with this community to contribute to the development of a safer more harmonious and peaceful society. On behalf of the community, the Board will set high standards for the behaviour and performance of the Police Service, and hold the police to account for achievements of these standards. In addition, it will set high standards for itself in dealing with the Police Service and the general public.

Core Values:

Accessibility

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

Accountability

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

Responsiveness

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

Objectivity and Independence

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

Impartiality

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

Integrity

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

Partnership

The Northern Ireland Policing Board will foster the development of partnership arrangements with the PSNI, Police and Civilian Staff Associations, other statutory and voluntary agencies and with the community. It will actively seek community views on the effectiveness and efficiency of the PSNI, the operation of the Board and DPPs.

Mutual Respect

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

Equality/Human Rights

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

Team Working

The Northern Ireland Policing Board will encourage members and staff to work together as a team to secure an effective and efficient Police Service on behalf of the Northern Ireland community.

During the first six months of its existence the Board formulated a Corporate Plan for the period 2002/2005. The Plan contained 10 Corporate Objectives and in 2002/2003, good progress has been made in meeting them as detailed elsewhere in this report.

Set out below is a summary of progress to date on how our Corporate Objectives have been met.

Corporate Objective Number One
To secure the maintenance of an effective, efficient and impartial Police Service and to hold the Chief Constable and Police Service publicly to account for the performance of their functions.

Probably the most critical duty which the Board carries out is securing and maintaining an effective, efficient and impartial police service. This duty encompasses many aspects of our work, some of which are so important that they are the focus of other corporate objectives. In addition to these, the Board, through a process of consultation with PSNI and the NIO, defines the priorities for policing in Northern Ireland through the development of an annual policing plan.

This plan represents Northern Ireland wide priorities for policing. The Board, through its various Committees, then monitors the performance of the police against the targets set to help focus police energy and resources on these priorities. This process has been enhanced greatly by the establishment of District Policing Partnerships in the last financial year and the need for local District Commanders to consult with District Policing Partnerships when developing local policing plans. These local plans will help ensure effective, efficient and impartial policing at a local level.

The most visible sign of the Board holding the Chief Constable to account is the monthly public meetings we hold. This is an opportunity for the Board to publicly question the Chief Constable on the policing of Northern Ireland over the last month and for the public to attend these sessions.

In order to effectively discharge these duties the Board must obviously know the type of police service that the Northern Ireland community expects and in doing so must continue to consult with the community and meet with a variety of interest groups.

Corporate Objective Number Two
To promote the concept of community policing.

The Policing Board has an important role in monitoring progress by the PSNI in respect of 'Policing with the Community as a core function of the Police Service' The PSNI published the policy document 'Policing with the Community in Northern Ireland'. This states the strategic vision for the service, in relation to Policing with the Community, and is built on 5 key principles of Service Delivery, Problem Solving, Partnership, Empowerment and Accountability.

Following the publication of the policy the Police Service submitted an Implementation Plan to the Policing Board. The central goal of this implementation plan is to ensure that Policing with the Community begins to become a core function of the Police Service, and that a programme is started to create Neighbourhood Policing Teams. The Board debated the policy and implementation plan and following minor amendments endorsed the policy.

The Policing Board looks forward to the publication of the PSNI Working in Partnership Strategy that will communicate all aspects of Policing with the Community to the service and the public.

Corporate Objective Number Three
To provide the principles of Human Rights, equality of opportunity and good relations in all that we do and to hold the Police Service similarly to account.

The Board devoted considerable energy to the development of its draft Equality Scheme and was pleased that this effort was rewarded when the Equality Commission approved the scheme in February 2003. This scheme commits the Board to certain activities over the next 5 years to ensure that staff understand the importance of promoting equality of opportunity and good relations and to ensure that we achieve this goal through all our activities – how we conduct our public meetings, how we consult and the policies and practices we develop and implement. A considerable degree of energy and resources will be required to ensure these important duties are undertaken effectively over the coming years.

The Board welcomes the fact that the PSNI Equality Scheme was also approved by the Equality Commission in February 2003, and work on screening policies is being taken forward.

In February 2003 the Board launched the PSNI Code of Ethics. The Code sets out standards of conduct and practice for all PSNI officers and makes police officers aware of the rights and obligations arising out of the European Convention on Human Rights.

The Board has a statutory duty to monitor the performance of the police in complying with the Human Rights Act. In February 2003 the Board was pleased to announce the appointment of Keir Starmer QC, an eminent human rights expert and barrister, to assist the Board in developing a system, which will allow us to comprehensively monitor this important aspect of police performance.

Corporate Objective Number Four Implementation of the Police Service Management of Change Programme.

The Policing Board has an important role in monitoring progress in respect of the change management programme. During 2002/2003 this role was undertaken by Board Committees reviewing progress on the Change Programme on a 3 monthly basis. This is achieved by Committees receiving reports from those Senior Officers within PSNI who have been designated as accountable officers for each of the major Programmes of Change, which are being implemented. The Board is content that the Change Programme within the PSNI continues to be given a high priority by the Chief Constable and his accountable officers.

The Board also liaises with the Office of the Police Oversight Commissioner on the implementation of the Management of Change Programme.

Corporate Objective Number Five To appoint Senior Police Officers and Senior Civilian employees in compliance with employment and equality legislation, and where appropriate to call upon these officers / employees to retire.

During 2002/2003 the Board appointed 4 senior Police Officers. These were the appointment of Mr Hugh Orde to

the post of Chief Constable as a replacement for Sir Ronnie Flanagan; the appointment of Mr Paul Leighton as Deputy Chief Constable, to replace Deputy Chief Constable Colin Cramphorn and the appointment of Mr Duncan McCausland and Mr Roy Toner as Assistant Chief Constables.

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

The Board is committed to raising awareness of its role and work within the Northern Ireland community. This year the Board held 10 meetings in public with the Chief Constable to allow the community to see first hand police accountability in action. During 2002-2003 a number of publications designed to raise awareness of the Board and its role were published and widely circulated.

The Board also held 13 information evenings throughout Northern Ireland in Autumn 2002. These were designed to raise awareness of the new District Policing Partnerships and how the community could become involved in these groups.

Corporate Objective Number Seven To create an environment of continuous improvement in which Board staff, members and the Police Service are provided with the necessary skills and competencies to perform their respective roles and in which they feel that their contribution is valued.

During the year 2002-2003 the Policing Board has worked to create an environment of continuous improvement primarily through the development of a corporate training plan. This has been supported by the delivery of a wide range of training programmes for Board Members and staff. A significant area contributing to the continuous improvement of the PSNI relates to the Board's role in establishing and monitoring of the PSNI Training Education and Development Strategy. The Board will continue to monitor closely the progress that PSNI are making under TED as its satisfactory implementation will result in a major contribution to the improvement in the delivery of police services.

Corporate Objective Number Eight

To secure adequate resources to fund the services provided by the Northern Ireland Policing Board and manage these in line with the Police (NI) Act 2000 and the Northern Ireland Office Management Statement and Conditions of Grant.

For the year 2002/2003 the Board has been successful in securing adequate resources to fund the services provided by the Policing Board. Details of the board's expenditure for this period are set out in the Board's accounts for 2002/2003 included within this report.

Corporate Objective Number Nine

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

The provision of adequate funding and ensuring that it is used effectively and efficiently is the responsibility of the Board's Finance and Audit Committees. During 2002/2003 the Board was successful in securing adequate funding for the Police Service in relation to both the main police grant and in respect of funding to take forward the Police Service Management of Change Programme.

Funding secured for 2002/2003 included an additional £39.5m obtained by the Board by way of a supplementary in-year grant.

Corporate Objective Number Ten

To secure continuous improvement in the way in which our functions and those of the Chief Constable are exercised.

The Policing Board is committed to securing continuous improvement to ensure economy, efficiency and effectiveness can be achieved both within the PSNI and how the Board conducts its business.

The Board published the first Best Value review programme within the Policing Plan 2003-06. The National Audit Office as per the Police (NI) Act 2000 is currently evaluating this programme. We await their report and recommendations.

The PSNI and the Board are currently taking forward this programme of action. The Board's Audit and Best Value Committee have received presentations from various parties including PSNI, National Audit Office and Her Majesty's Inspectorate of Constabulary on how this process has been developed and is being taken forward. We await the results with interest.



UNAUDITED ACCOUNTS
THE NORTHERN IRELAND POLICING BOARD UNAUDITED
FINANCIAL STATEMENTS FOR THE YEAR ENDED
31 MARCH 2003...





section

SECTION TWO: NORTHERN IRELAND POLICING BOARD UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2003

FOREWORD TO THE ACCOUNTS BACKGROUND AND PRINCIPAL ACTIVITIES

History

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

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

Principal Activities

The Policing Board's statutory duty is to ensure that the PSNI is effective and efficient and to hold the Chief Constable to account. Its primary responsibilities are:

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

Details of the Board's aims, objectives and achievements may be found in this Annual Report.

Basis of Accounts

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

Exclusion

The accounts do not incorporate the expenditure of PSNI.

Funding

The Board is funded from the NIO request for resources 3.

Results for the Period

The surplus for the period was £22k.

Events since the Period end

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

Future Developments in Policing

In June 2003 the Government published its updated Implementation Plan in respect of the 2000 Criminal Justice Review in Northern Ireland. Recommendation 257 of the review stated:

"we recommend the creation on devolution of a single Department of Justice headed by a Minister for Justice, bringing together all justice functions other than prosecution, responsibility for the Law Commission and judicial matters."

As a consequence of this recommendation, it is the Government's stated intention to transfer responsibility for policing and justice functions to a local devolved administration. The Government has said that the precise structural arrangements for the delivery of justice functions within a devolved administration will be a matter for a Northern Ireland Executive and Assembly. The Government has also indicated that it will work closely with the Executive in drawing up the necessary legislation to put structural arrangements in place on the devolution of justice and policing functions. The devolution of policing to a Northern Ireland administration would represent a significant additional step in achieving local accountability for the delivery of police services.

The establishment of a timescale for devolving Policing to a local administration will depend on the restoration of the Northern Ireland Executive and Assembly.

Fixed Assets

Movements in fixed assets are disclosed in Note 6. The Board does not believe there is any material difference between the market and net book value of its assets.

Management Board

Members of the Policing Board for the period of the accounts were:

Independent Members

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

Political Members

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

Payments to Suppliers

The Board is committed to the prompt payment of bills for goods and services received in accordance with the Better Payment Practice Code and British Standard BS 7890 – Achieving Good Payment Performance in Commercial Transactions. Unless otherwise stated in the contract, payment is due within 30 days of the receipt of the goods or services, or presentation of a valid invoice or similar demand, whichever is later. During the year a prompt payment figure of 90% of bills paid within 30 days was established.

Charitable Donations

No charitable donations were made in the period.

Disabled Employees

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

Employee involvement

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

Audit

The financial statements are audited by the Comptroller and Auditor General. His certificate and report will be included in the published accounts following completion of the audit.

A McDowell

Acting Chief Executive
30 August 2003

Statement of the Northern Ireland Policing Board and Chief Executive's Responsibilities

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

In preparing the accounts the Policing Board is required to:

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

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

Statement on Internal Control

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

The system of internal control is designed to manage rather than eliminate the risk of failure to achieve objectives, aims and policies; it can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify the principal risks to the achievement of the Board's policies, aims and objectives, to evaluate the nature and extent of those risks and to manage them effectively, efficiently and economically. I expect to have the procedures in place in March 2004 necessary to implement Treasury guidance. This takes account of the time needed to fully embed the processes which the Board has agreed should be established and improve their robustness.

We have carried out appropriate procedures to ensure that we have identified the organisation's objectives and risks and determined a control strategy for each of the significant risks. Following a series of meetings and discussions which included, the Senior Management Team, Internal Audit staff, Section Heads and other Policing Board staff, risk ownership has been allocated to the appropriate staff and the organisation has set out its attitude to risk to the achievement of the departmental objectives. As a result of these meetings and following a Risk Assessment Workshop attended by the Senior Management Team in June 2003, risk registers for each Policing Board department have been agreed. The Corporate Risk Register will be completed by September 2003. The risk registers will be presented to the

Audit and Best Value Committee for approval in September 2003 and will be reviewed and updated regularly through this committee.

The management board has ensured that procedures are in place for verifying that aspects of risk management and internal control are regularly reviewed and reported on. There will be full risk and control assessment before reporting on the year ending 31 March 2004. Risk management will be incorporated more fully into the corporate planning and decision making processes of the Policing Board.

The Board receives periodic reports concerning internal control. The appropriate steps are being taken to manage risks in significant areas of responsibility and monitor progress on key projects.

Following the identification of the Board's key objectives and risks, further work has been done to bring about more consistency in the way in which the Board treats risks.

The Policing Board has an Internal Audit service, which operates to the Government's new Internal Audit standards. They submit regular reports, which include the Head of Internal Audit's independent opinion on the adequacy and effectiveness of the Board's system of internal control together with recommendations for improvement. The Internal Audit function within the Board is in the process of being contracted out and it is anticipated that a supplier will be appointed by October 2003.

My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within the Policing Board who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letter and other reports.

A. McDowell

Acting Chief Executive
30 August 2003

UNAUDITED ACCOUNTS FOR THE NORTHERN IRELAND POLICING BOARD

Income and Expenditure Account for the year ended 31 March 2003

	Notes	2003	2002
		£000	£000
INCOME			
Grant from NIO RfR 3	2	5,127	1,461
Release from Capital Grant Reserve	10	31	20
TOTAL INCOME		5,158	1,481
EXPENDITURE			
Staff Costs	3(b)	1,785	700
Other Operating Costs	4	3,320	814
Depreciation	6	24	9
Permanent Diminution	6	7	11
Notional Cost of Capital	5	7	3
TOTAL EXPENDITURE		5,143	1,537
SURPLUS/(DEFICIT) BEFORE INTEREST		15	(56)
Credit in respect of notional cost of capital		7	3
SURPLUS/(DEFICIT) BEFORE INTEREST		22	(53)
AMOUNT TRANSFERRED TO/(FROM) RESERVES		22	(53)

There were no recognised gains and losses for the period ended 31 March 2003 other than the surplus for the period. All amounts derive wholly from continuing operations and are administrative in nature. Comparative figures relate to the 5 month period 4 November 2001 to 31 March 2002.

UNAUDITED ACCOUNTS FOR THE NORTHERN IRELAND POLICING BOARD

Balance Sheet as at 31 March 2003

	Notes	2003		2002	
		£000	£000	£000	£000
FIXED ASSETS					
Tangible Fixed Assets	6	165		153	
			165		153
CURRENT ASSETS					
Debitors	7	274		146	
Cash at bank and in Hand	8	101		26	
		375		172	
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	9	406		225	
NET CURRENT ASSETS/LIABILITIES			(31)		(53)
TOTAL ASSETS LESS CURRENT LIABILITIES			134		100
NET ASSETS/(LIABILITIES)			134		100
FINANCED BY:					
Capital and Reserves	10		(31)		(53)
Capital Grant Reserve	10		165		153
			134		100

A.McDowell

Acting Chief Executive

Comparative figures relate to the 5 month period 4 November 2001 to 31 March 2002.

Cash Flow Statement for the year ended 31 March 2003

	Notes	2003	2002
		£000	£000
OPERATING ACTIVITIES			
Net Cash Inflow/(Outflow) from Operating Activities	11	67	(67)
CAPITAL EXPENDITURE & FINANCIAL INVESTMENT			
Payment to acquire tangible fixed assets		(35)	(13)
FINANCING			
Grant received for capital purposes	10	43	13
INCREASE / (DECREASE) IN CASH		75	(67)

Comparative figures relate to the 5 month period 4 November 2001 to 31 March 2002

NOTES TO THE FINANCIAL STATEMENTS

1: Statement of Accounting Policies

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

1.1: Accounting Convention

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

1.2: Tangible Fixed Assets

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

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

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

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

1.3: Depreciation

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

The estimated useful lives of all assets are as follows:

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

1.4: Capital Grant Reserve

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

1.5: Early Departure Costs

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

The Board provides in full for the cost of meeting pensions up to normal retirement age in respect of early retirement programmes in the period. The total costs of these programmes are recognised in the year the announcement is made.

There were no early departures during the period.

1.6: Pension Costs

Past and present employees are covered by the provisions of the Civil Service Pension Schemes (NI) and the PSNI (Civilian) Pension Scheme, which are described at Note 3. The defined benefit elements of the schemes are unfunded and are non-contributory except in respect of dependents benefits.

The Board recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employees’ services by payments to the Principal Civil Service Pension Schemes (PCSPS) (NI) and the PSNI (Civilian) Pension Scheme of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS (NI) and the PSNI (Civilian) Scheme. In respect of the defined contribution elements of the schemes, the Board recognises the contributions payable for the year.

The PSNI (Civilian) Scheme, which is analogous to the PCSPS (NI), is being ‘wound-up’ retrospectively as at 30 September 2002 and transferred to the PCSPS (NI) as a Schedule 1 Member.

1.7: Value Added Tax (VAT)

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

UNAUDITED ACCOUNTS FOR THE NORTHERN IRELAND POLICING BOARD

1.8: Notional Charges

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

(ii) A notional charge for interest on capital is included in the Income and Expenditure Account. This is calculated at 6% of the average value of total assets less total liabilities.

1.9: Leases

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

2: Reconciliation of Grant

	2003	2002
	£000	£000
Grant from Northern Ireland Office	5,170	1,474
Less Transfer to Capital Grant Reserve	(43)	(13)
	5,127	1,461

3: Northern Ireland Policing Board members and staff

(a) Policing Board Members

Remuneration of Board Members is disclosed opposite for information purposes. None of the posts are pensionable and the only other benefit is insurance cover for accidental death while on Board business. Political Members do not normally receive remuneration unless the Assembly is suspended and their remuneration from the Assembly is reduced.

Name and Title	Age	2003 Salary £'000	2002 Salary £'000
Independent Members			
Professor D Rea (Chairman)	66	45	19
Mr D Bradley (Vice-Chairman)	57	35	15
Viscount Brookeborough	50	15	5
Mr B Dougherty	34	15	5
Mr B Gilligan	50	15	5
Mr T Kelly	39	15	5
Mrs P McCabe	46	15	5
Mrs R Moore	57	15	5
Mr S Sharma	43	15	5
Political Members			
Mr A Attwood	43	7	0
Mr J Byrne	48	7	0
Mr F Cobain	55	7	0
Mr S Foster	70	5	0
Mr W Hay	51	7	0
Lord Kilclooney	64	7	0
Mr A McFarland	52	5	0
Mr E McGrady	66	4	0
Mr I Paisley Jnr	35	7	0
Mr S Wilson	48	7	0

The average number of Members during the period was:

	2003	2002
	Number	Number
	19	19

UNAUDITED ACCOUNTS FOR THE NORTHERN IRELAND POLICING BOARD

(b) Staff costs and numbers

	2003 £'000	2002 £'000
Wages and Salaries	1,398	618
Social Security Costs	97	33
Other Pension Costs	107	49
Secondments/Agency	183	*
Total Cost	1,785	700

*Comparative figures for last year are not available

The average number of employees during the period was:

	2003	2002
	Number	Number
Directly employed staff	49	49
Secondments/Agency	8	*
	57	49

*Comparative figures for last year are not available

Title	Age	Salary, including performance pay	Real increase in pension at 60	Total accrued pension at 60 at 31/3/03	Benefits (rounded to nearest £100)	Employer contribution to partnership pension account including risk benefit cover to nearest £100
		£'000	£'000	£'000		
Interim Chief Executive Employed on consultancy Basis until 30/09/02	61	50 - 55	-	-	-	-
Chief Executive Date of joining 02/09/02	48	40 - 45	0 - 2.5	0 - 5	-	-
Head of Audit Services Two employees in post this financial year, one to 31/10/02 and one from 01/11/02	Consent to disclosure withheld Consent to disclosure withheld					
Head of Policy and Accountability	32	30 - 35	0 - 2.5	0 - 5		
Head of Business Affairs	58	45 - 50	0 - 2.5	15 - 20	-	-
Head of Training and Community Consultation	48	35 - 40	0 - 2.5	10 - 15	-	-
Head of Press and Public Relations. Two employees in post this financial year, one to 31/12/02 and one from 01/1/03	34 Consent to disclosure withheld	20 - 25	0 - 2.5	0 - 5	-	-

"Salary" includes gross salary, performance pay or bonuses, overtime and any other allowance to the extent that it is subject to UK taxation. The terms of the Interim Chief Executive's employment did not provide a pension entitlement.

(c) Principal Civil Service Pension Scheme (NI)

The Principal Civil Service Pension Scheme (NI), PCSPS(NI), is an unfunded defined benefit scheme which produces its own resource accounts, but the Board is unable to identify its share of the underlying assets and liabilities. The most up to date actuarial valuation was carried out as at 31 March 1999 and an interim estimate of the scheme liability is available at 31 March 2002. A full actuarial valuation of the scheme is currently underway.

For 2002/03, employers' contributions of £107,539.89 were payable to the PCSPS(NI) (£49,072.48 for the period 4 November 2001 to 31 March 2002) at one of four rates in the range 12 to 18 per cent of pensionable pay, based on the revalorized salary bands.

Employer contributions are to be reviewed every four years following a full scheme valuation by the Government Actuary. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

From 1 October 2002, civil servants may be in one of three statutory based "final salary" defined benefit schemes (classic, premium, and classic plus). New entrants after 1 October 2002 may choose between membership of premium or joining a good quality "money purchase" stakeholder based arrangement with a significant employer contribution (partnership pension account). No employees who joined after 1 October 2002 opened a partnership pension account.

Classic Scheme

Benefits accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. Members pay contributions of 1.5 per cent of pensionable earnings. On death, pensions are payable to the surviving spouse at a rate of half the member's pension. On death in service, the scheme pays a lump sum benefit of twice pensionable pay and also provides a service enhancement on computing the spouse's pension. The enhancement depends on length of service and cannot exceed 10 years. Medical retirement is possible in the event of serious ill health. In this case, pensions are brought into payment immediately without actuarial reduction and with service enhanced as for widow(er) pensions.

Premium Scheme

Benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum, but members may commute some of their pension to provide a lump sum up to a maximum of 3/80ths of final pensionable earnings for each year of service or 2.25 times pension if greater (the commutation rate is £12 of lump sum for each £1 of pension given up). For the purposes of pension disclosure the tables assume maximum commutation. Members pay contributions of 3.5 per cent of pensionable earnings. On death, pensions are payable to the surviving spouse or eligible partner at a rate of 3/80ths the member's pension (before any commutation). On death in service, the scheme pays a lump-sum benefit of three times pensionable earnings and also provides a service enhancement on computing the spouse's pension. The enhancement depends on length of service and cannot exceed 10 years. Medical retirement is possible in the event of serious ill health. In this case, pensions are brought into payment immediately without actuarial reduction. Where the member's ill health is such that it permanently prevents them undertaking any gainful employment, service is enhanced to what they would have accrued at age 60.

Classic Plus Scheme

This is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly as classic. All staff in service at 1 October 2002 will be given the option to join the premium or classic plus arrangements. Pensions payable under classic, premium, and classic plus are increased in line with the Retail Prices Index.

Partnership Pension Account

This is a stakeholder-type arrangement where the employer pays a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product. The employee does not have to contribute but where they do make contributions, these will be matched by the employer up to a limit of 3% (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of risk benefit cover (death in service and ill health retirement). The member may retire at any time between the ages of 50 and 75 and use the accumulated fund to purchase a pension. The member may choose to take up to 25% of the fund as a lump sum.

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

Pension benefits for direct recruits are provided through the PSNI (Civilian) Pension Scheme, which is analogous to the PCSPS (NI) scheme. This is a statutory scheme that provides benefits on a "final salary" basis at a normal retirement age of 60. Benefits accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to 3 years pension is payable on retirement. Members pay contributions of 1.5% of pensionable earnings towards provision for dependants. Pensions increase in payment in line with the Retail Prices Index.

On death, pensions are payable to the surviving spouse at a rate of half the member's pension. In addition, children's pensions are payable until the child (or children) ceases to be eligible. There is no service enhancement on computing the spouse's pension, however a lump sum benefit may be payable on death after retirement. Medical retirement is possible in the event of serious ill health. In this case the member can retire early and take the pensions and lump sum immediately. The reckonable service on which the benefits are calculated may be enhanced, depending on the member's age and reckonable service.

A full actuarial valuation of the PSNI (Civilian) Pension Scheme was carried out at 31 March 2000 and is being updated to 30 September 2002 by the Government Actuary. The present value of the scheme liabilities was estimated at £42.5 million at 30 September 2002 and £45.4 million at 31 March 2003. In accordance with the NDPB Accounting Guidance, the scheme liability has been discounted at 3.5%. The major assumptions used by the actuary at 31 March 2002 were that there would be a 4.5% increase in salaries and a 3 % inflation increase.

The PSNI (Civilian) Pension Scheme is being 'wound up' retrospectively as at 30 September 2002 and admitted to the main PCSPS (NI) as a Schedule 1 member. This is necessary to give all direct recruits employed within the Board as at 30 September 2002 the full range of pensions options available under the revised PCSPS (NI) Pensions arrangements, disclosed above.

4 Other Operating Costs

	2003 £'000	2002 £'000
Travel and Subsistence	118	31
Course Fees	51	32
Hospitality	21	5
Press and Public Relations	285	95
Custody Visitors	50	18
Independent Observers	13	11
Community Policing Liaison Committee	27	10
Crown Solicitor's Office	17	140
Public Attitude Survey	115	83
Equality	10	6
Running Costs	501	182*
Accommodation Costs	592	192
District Policing Partnership	1,397	0
Special Enquiry Costs	107	0
Audit Fees	16	9*
Total Other Operating Costs	3,320	814

* 2001/02 included the cost of audit fees as part of running costs. This has been restated to show audit fees as a separate cost heading.

5 Notional cost of Capital

	2003 £'000	2002 £'000
Notional cost of capital	7	3

UNAUDITED ACCOUNTS FOR THE NORTHERN IRELAND POLICING BOARD

6 Tangible Fixed Assets

	Computer Equipment £'000	Furniture & Kitchen Equipment £'000	Total £'000
COST OR VALUATION			
At 1 April 2002	63	110	173
Additions	42	1	43
Disposals	0	0	0
Revaluation	(8)	1	(7)
At 31 March 2003	97	112	209
ACCUMULATED DEPRECIATION			
At 1 April 2002	9	11	20
Provided in Period	13	11	24
Backlog Depreciation	(1)	1	0
At 31 March 2003	21	23	44
NET BOOK VALUE			
At 1 April 2002	54	99	153
At 31 March 2003	76	89	165

7 Debtors

	2003 £'000	2002 £'000
Amounts due within one year:		
Trade Debtors	0	0
Prepayments and Accrued Income	274	145
Other Debtors	0	1
	274	146

8 Cash at bank and in hand

	2003 £'000	2002 £'000
Commercial Banks and Cash in Hand	101	26

9 Creditors

	2003 £'000	2002 £'000
Amounts due within one year:		
Trade Creditors	236	109
Payroll Accrual	170	113
Other Creditors	0	3
	406	225

10 Reconciliation of Government funds and movement on Capital and Reserves

	Notes	General Fund £'000	Capital Grant Reserve £'000	Total £'000
At 1 April 2002		(53)	153	100
Grant received for capital purchases	6		43	43
Depreciation of assets released	6		(24)	(24)
Permanent diminution released	6		(7)	(7)
Surplus for Period		22		22
At 31 March 2003		(31)	165	134

11 Reconciliation of Operating Surplus/(Deficit) to Net Cash Inflow/(Outflow) from operating activities

	2003 £000	2002 £000
Net Operating Surplus/(Expenditure) before Interest	15	(56)
Adjustment for non-cash Transactions:		
Depreciation	24	9
Permanent diminution	7	11
Release from Capital Grant Reserve	(31)	(20)
Notional cost of capital	7	3
Adjustments for movements in Working Capital:		
(Increase)/Decrease in Debtors	(128)	(72)
Increase/ (Decrease) in Creditors	173	58
Net Cash Inflow/(Outflow) from Operating Activities	67	(67)

12 Capital Commitments

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

13 Financial Targets

The Board's key corporate financial target is to manage its resources effectively and efficiently and within two per cent of its budget. The Board's grant for 2002/2003 was £5,170k and actual outturn on a cash basis was £5,073k.

14 Obligations under leases

Annual commitments under non-cancellable operating leases are as follows:

	Land and Buildings £'000	Other £'000
Operating Leases which expire:		
Within one year	-	1
In two to five years	-	5
In over five years	286	-
	286	6

15 Losses and special payments

Type	Description	No. of Cases	£'000
Losses	Cash	8	1

16 Related Party Transactions

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

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

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

17 Contingent Liabilities

There are no contingent liabilities at 31 March 2003.

18 Post Balance Sheet events

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

GLOSSARY

ACPO	Association of Chief Police Officers
ADH	Average Daily Hours
CAS	Community Attitude Survey
CPLC	Community & Police Liaison Committee
DCU	District Command Unit
DPP	District Policing Partnership
DUP	Democratic Unionist Party
HMIC	Her Majesty's Inspector of Constabulary
MLA	Member of the Legislative Assembly
NDPB	Non-Departmental Public Body
NI	Northern Ireland
NIO	Northern Ireland Office
NIPB	Northern Ireland Policing Board
OCPA	Office of the Commissioner for Public Appointments
PACE	Police and Criminal Evidence (NI) Order 1989
PCSPS (NI)	Principal Civil Service Pension Scheme
PONI	Police Ombudsman for Northern Ireland
PSNI	Police Service of Northern Ireland
PTSD	Post Traumatic Stress Disorder
QC	Queen's Council
RUC	Royal Ulster Constabulary
SDLP	Social Democratic & Labour Party
TED	Training Education & Development

visit the Policing Board website at

www.nipolicingboard.org.uk

to find out more about the work of the Board and Policing in Northern Ireland

During the period 1 March 2002 - 31 March 2003 the Policing Board published the following documents:

- Corporate Plan 2002-2005
- DPP Code of Practice on the Exercise of Functions and Responsibilities
- Policing Board Equality Scheme
- Information leaflets on the role and work of the Policing Board
- Code of Ethics for the Police Service of Northern Ireland
- Policing Plan for Northern Ireland 2003-2006
- Annual Report 2001-2002

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.

Published by the Northern Ireland Policing Board

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