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Northern Ireland Policing Board  
Waterside Tower  
31 Clarendon Road  
Clarendon Dock  
BELFAST BT1 3BG

**Tel:** 028 9040 8500  
**Fax:** 028 9040 8540  
**Email:** [information@nipolicingboard.org.uk](mailto:information@nipolicingboard.org.uk)  
**Web:** [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)



## Alternative Formats

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



THE NORTHERN IRELAND POLICING BOARD

# REVIEW

2004-2005



# INTRODUCTION

**Building effective and efficient policing... supported by the community.**

Professor Sir Desmond Rea  
Chairman  
the Northern Ireland Policing Board

**The Northern Ireland Policing Board is now well into its fourth year of operation overseeing the Police Service of Northern Ireland (PSNI). Our job as a Board is to ensure that Northern Ireland has an effective and efficient police service. The Board therefore seeks to support the police to these ends and to hold them to account through the Chief Constable for their delivery. It is the Chief Constable's job to take the operational decisions on how to run the service, and he will also be publishing a report for the public on the PSNI's work.**

As the PSNI is accountable to us in the Board, we want to be responsive to the community - so we consider that it is important to offer this update on our work to as wide a section of the community as possible.

Both the Policing Board and the PSNI were established in November 2001 following the report of the Independent Commission into Policing in Northern Ireland, chaired by Chris Patten. The Patten report contained 175 recommendations on policing, necessary to enter a new era of policing - an era in which policing could be seen as serving the whole community, and equally importantly, an era in which the whole community could be seen to support policing. Much progress has been made, although there are important steps that remain to be taken.

Throughout this document, you will find articles about different aspects of the Policing Board's work in overseeing policing. In many cases, you will see references to longer documents or publications offering more detailed information - which you can get hold of through our website [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk) or by telephoning or writing to us. We will also be publishing a full and detailed Annual Report and Accounts for the last year in September 2005, which will be freely available on request, or again via our website.

On the opposite page, you will find details of the nineteen people who make up the Policing Board, and of the committee structure we operate, as well as some details of the organisation in place to support our work. On page 5 you will find articles relating to the detailed targets we set for the PSNI, and how we hold them to account for their performance.

Pages 6-9 contain features on the work of District Policing Partnerships in monitoring policing at a local level throughout Northern Ireland. There is also an article about our Custody Visitor scheme, in which independent people visit police stations unannounced to check on the conditions under which people are detained.

There is a greater emphasis in Northern Ireland than perhaps anywhere else on ensuring that policing operates with proper respect for the human rights of individuals and communities. Page 10 contains articles on how the Policing Board has addressed some of these key human rights issues.

The Board is responsible for ensuring that PSNI officers have sufficient resources to do their job and that they then in turn make best use of those resources - and there are articles on pages 11-14 about how we oversee these financial, human resources and property issues. There is also an article about the Independent Community Observer scheme, to show how there is fully independent oversight of the process for appointing police officers.

The Policing Board is very keen to act on the issues that people tell us are most important to them. There are articles on pages 14 and 15 showing how we go about finding out what these issues are, as well as some information showing how we have acted as a result on these people's priorities.

I hope you will find this paper informative and interesting.

Please let me reassure you that whatever the prevailing political situation, the Policing Board will continue its work in driving forward policing for the whole community.

*Desmond Rea*

Professor Sir Desmond Rea  
June 2005

## WHO'S WHO IN THE NORTHERN IRELAND POLICING BOARD



**The Northern Ireland Policing Board has 19 members. Nine of these are independent members appointed by the Secretary of State from the community following public advertisement and competition.**

The other ten members are political members originally appointed on the basis of their party's electoral strength in the 1999 Assembly Elections, as nominated by their respective parties. The numbers of these political members from each party are decided on a proportional basis under the d'Hondt system, which was in operation for the Assembly. As Sinn Fein have not taken up the two seats on the Policing Board to which they would be entitled on this basis, they have been redistributed to the

other parties, again on the proportional d'Hondt system basis. There are therefore at present four members nominated by the Ulster Unionist Party, three from the Democratic Unionist Party, and three from the Social Democratic and Labour Party (SDLP). Following the suspension of the Assembly in October 2002, the Secretary of State appointed these ten political members on the same basis, but as independent members, so as to enable the Board to continue its work on behalf of the community.

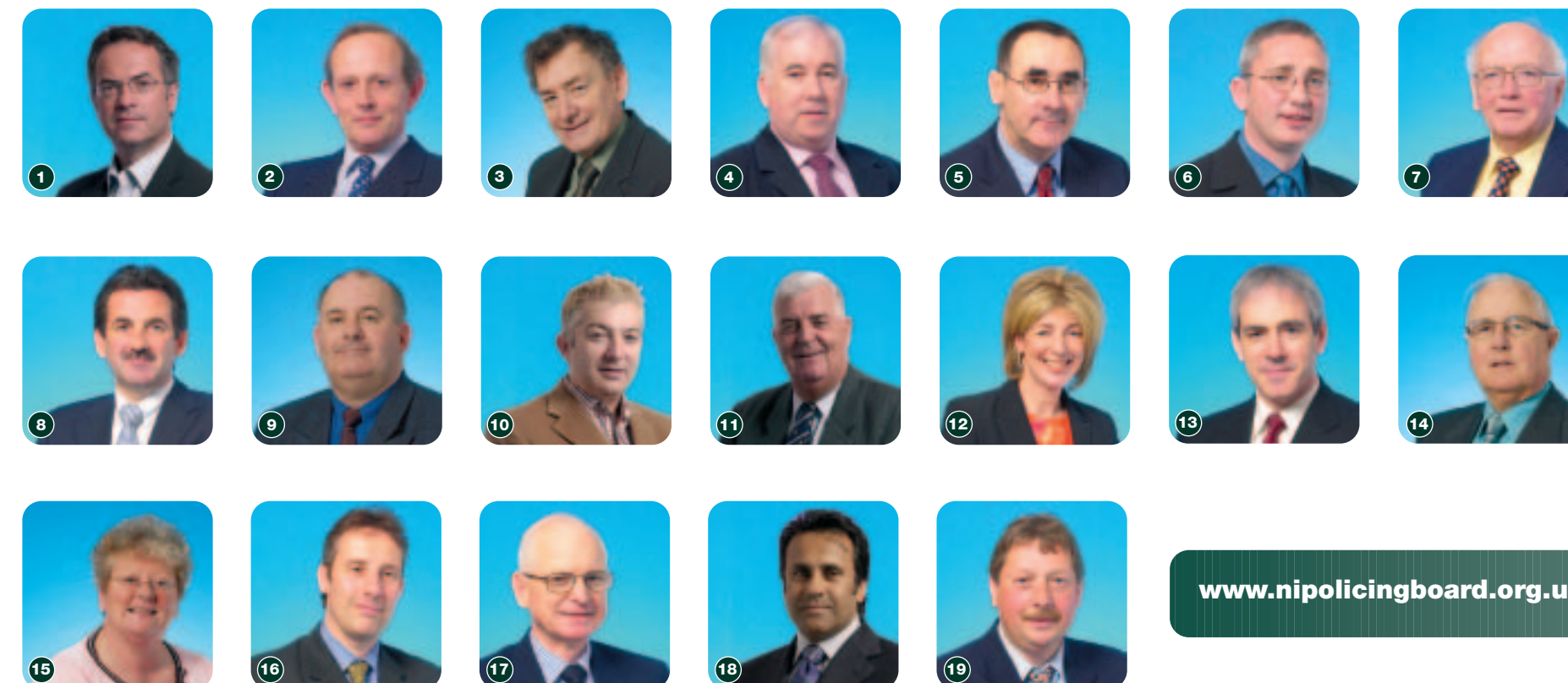
All members of the Policing Board have terms of office that run until October 2005 - and the Board will be reconstituted at that time.

The 19 Board members are supported by a team of around 60 permanent staff, led by Chief Executive Trevor Reaney. The Board has a budget of around £8 million pounds a year, of which nearly half is in support of the 26 District Policing Partnerships through grants payments for DPP running costs made to each District Council.

Fuller details of all nineteen Board members and also of Board staffing, activity and finances will be published in the Board's Annual Report and Accounts for 2004-2005 in September. These details are also available currently on the Policing Board website: [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)

### Members of the Northern Ireland Policing Board

- 1 Alex Attwood
- 2 Viscount Brookeborough
- 3 Denis Bradley (Vice Chairman)
- 4 Joe Byrne
- 5 Fred Cobain
- 6 Brian Dougherty
- 7 Sam Foster
- 8 Barry Gilligan
- 9 William Hay
- 10 Tom Kelly
- 11 Lord Kilclooney
- 12 Pauline McCabe
- 13 Alan McFarland
- 14 Eddie McGrady
- 15 Rosaleen Moore
- 16 Ian Paisley Jnr
- 17 Professor Sir Desmond Rea (Chairman)
- 18 Suneil Sharma
- 19 Sammy Wilson





# THE WAY WE WORK

## Meetings in public

The Board meets at least eight times each year in public session. Most of these meetings are held at the Policing Board's headquarters in Belfast, although a number of public meetings are also held each year in other parts of Northern Ireland - including Armagh and Omagh in 2004, with a meeting already planned in Derry/Londonderry in 2005, and another to be arranged elsewhere. The Board and its Committees also meet regularly in private session to carry out more detailed work.

At these meetings of the board in public session, the Chief Constable provides a report to the Board on key policing issues, and the Board questions him on a range of issues relating to policing in Northern Ireland. These meetings are advertised in newspapers, and details are also available on the Board's website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk) or by telephoning on 028 9040 8538. These meetings are also open to the press, and they are widely reported.

These meetings allow the public to see first hand how the Chief Constable and his senior officers are held to account. You are very welcome to attend.

We also produce a range of documents and publications about our work throughout the year - for example our Equality Scheme, setting out how the Board demonstrates its commitment to equality

in all aspects of its work. You can see full copies of most of these publications on our website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk) or by telephoning us to request publications on 028 9040 8538 or writing to us at Waterside Tower, 31 Clarendon Road, Belfast, BT1 3BG. The Board's public relations work is overseen by its Press & Public Relations Committee, chaired until February 2005 by Tom Kelly.

Since January 2005, members of the public also have a statutory right to most information held by the Board under the new Freedom of Information Act. If you would like to use your rights to request information under this Act, again, please look at our website or contact us at the above address, by phone on 028 9040 8628 or by email to [foi@nipolicingboard.org.uk](mailto:foi@nipolicingboard.org.uk)

## The work of the Board and its Committees

In addition to these meetings in public, members meet regularly as a full Board, and in smaller Committees to handle a much larger volume of detailed work. Although these other meetings are not open to the public, the agendas and minutes of these meetings are available on request, and are routinely published on the Board's website, [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk). Each of these Committees contains a balance of independent and political Board members.

The make up and responsibilities of these Committees are currently being reviewed, but as currently constituted they comprise:

### Corporate Policy Committee

Chair: Professor Sir Desmond Rea  
Vice-Chair: Denis Bradley

### Community Involvement Committee

Chair: Denis Bradley  
Vice-Chair: Viscount Brookeborough

### Audit & Best Value Committee

Chair: Fred Cobain  
Vice-Chair: Joe Byrne

### Finance & General Purposes Committee

Chair: Sammy Wilson  
Vice-Chair: Barry Gilligan

### Human Resources Committee

Chair: Pauline McCabe  
Vice-Chair: vacant

### Human Rights & Professional Standards Committee

Chair: Eddie McGrady  
Vice-Chair: William Hay

### Press & Public Relations

Chair: Tom Kelly (up to February 2005)  
Vice-Chair: Suneil Sharma

If you would like more information about any aspect of the Policing Board's meetings, please look on our website at: [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk) or telephone 028 9040 8538.

# POLICE PERFORMANCE

In March of each year, the Policing Board publishes the Northern Ireland Policing Plan. The Policing Plan is prepared by the Chief Constable in consultation with the Board and endorsed by the Secretary of State.

The new Policing Plan (for 2005-2008) is based around six important areas at the centre of policing. These are - citizen focus; reducing crime; investigating crime; promoting public safety; resources; and progressing the programme of change for the PSNI.

Within each of these areas, the Policing Board has set objectives, performance indicators and targets for the police to achieve.

For example, during 2005-2006 we want the PSNI to work to:

- increase public confidence in the police;
- reduce crime, focusing on violent crime, burglaries and vehicle crime;
- reduce the fear of crime, particularly among people who are vulnerable;
- improve crime investigation and increase detection of crimes and focusing on drug crime, domestic violence and hate crime;
- promote public safety by dealing with anti-social behaviour in a way that improves people's quality of life. This includes tackling road safety problems by increasing the number of detections of speeding offences, driving while impaired through drink or drugs, and careless and dangerous driving;
- improve their organisational effectiveness and efficiency by, amongst other things, reducing the amount of overtime worked and the average sickness levels for police officers and civilian staff, and;
- continue to implement the PSNI programme of change.

During the year ahead the Policing Board will use the targets to measure how well PSNI are doing. We will do this at our public meetings and we will tell people the outcomes in our Annual Report and Accounts, to be published in September.

## Policing in your area

Each District Commander, along with your District Policing Partnership (DPP), issues a local policing plan that sets out policing priorities for the area where you live. For more information, please contact your local police, your DPP or see the local DPP website at [www.districtpolicing.com](http://www.districtpolicing.com)

It is important to remember that it isn't possible for policing plans to contain all the issues the police deal with - if a particular crime is not mentioned in the plan, this does not mean it is not being dealt with by the police.

## Performance against the 2004-2007 Policing Plan

A full assessment of PSNI performance against the quantitative targets in the Policing Plan published last year is available on the Board's website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk) or you can get hold of a free copy by telephoning 028 9040 8538. In relation to the qualitative targets, the Board received comprehensive briefings throughout the year from the PSNI on their contribution towards:

- delivery of the Northern Ireland Road Safety

Strategy through increased education and enforcement

- progressing the priorities agreed by the Organised Crime Task Force
- delivery of the Northern Ireland Community Safety Strategy
- implementing the Northern Ireland Drugs Strategy

The Board is encouraged by the successful projects and initiatives within the various strategies and how the PSNI continue to work in partnership with agencies to achieve positive results. In particular, the Board takes note of the work by the PSNI in relation to reducing crime.

Last month the PSNI published their crime and detection statistics for the period 1 April 2004 to 31 March 2005. These showed improvements for the second year running. Details of these improvements are posted on the Policing Board's website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk) or available by telephoning 028 9065 0222 ext: 24135 to ask for a copy.



# POLICING WITH THE COMMUNITY

## District Policing Partnerships



**The Policing Board through its Community Involvement Committee is responsible for considering ways to strengthen community support for policing and to ensure that the community has a say in the way in which policing is delivered. One of the ways in which it does this is through establishing and supporting the work of the District Policing Partnerships (DPPs).**

### What are District Policing Partnerships?

DPPs were established by District Councils supported by the Policing Board in March 2003 (Dungannon and South Tyrone was established in December 2004). There are 26 DPPs in total, one for each Council area in Northern Ireland. Belfast has one DPP comprising of 4 sub-groups, one for each police district.

Each DPP has been appointed with the aim of making it representative of the community of the district. The formation of DPPs is about local people shaping local policing, utilising partnerships to make communities safer and policing more effective.

### What do District Policing Partnerships do?

#### Consult

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

#### Prioritise

DPPs analyse and prioritise the issues identified by the public through the consultation, and provide the DPP's policing priorities to the

District Commander so that they can be taken into account when the local policing plan is being drawn up.

#### Monitor

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

From the date of establishment of DPPs in March 2003 until April 2005 DPPs have held 298 meetings in public in various areas across Northern Ireland to monitor police performance. Anyone can attend a DPP meeting and ask questions of the DPP or the local police on issues relating to the policing of their area.

#### Engage

Engaging with the community to gain the co-operation of the public with the police in preventing crime is a key role of the DPPs. In this role the DPP gauges the concerns of the community as identified through local consultation. This involves the public and the police working together to address crime in local communities.

### FINDING OUT MORE ABOUT THE WORK OF DISTRICT POLICING PARTNERSHIPS.

In November 2004, the Policing Board launched a new DPP website. The aim of the website is to provide a central information resource on the work of DPPs and encourage communities to play an important role in the success of the partnerships. The site consists of a Home Page with links to each of the 26 DPPs, which are tailored to each of the local DPPs area and provide the public with information about what is happening locally within the DPP in their area. To find out more contact your local District Policing Partnership or visit the DPP website on [www.districtpolicing.com](http://www.districtpolicing.com)



## WHAT'S HAPPENING IN THE DPP IN YOUR AREA?

**It isn't possible to feature all the work that is being undertaken on behalf of the community by the DPPs, but some of the initiatives and developments that are taking place in each area are detailed below.**

### Antrim DPP

Antrim DPP has launched an award for the Antrim area Community Police Officer of the year in recognition of the value of community policing.

To promote relations with the public, the DPP also took a stand at Greenmount's Country Fair and Antrim Agricultural Shows. This gave DPP members the opportunity to consult with the community, build better relationships and gain the public's support in the prevention of crime in the Borough.

### Ards DPP

Ards DPP supported the local PSNI Crime Prevention Officer in a Crime Prevention One-Stop-Shop Day.

At the event the public were informed about the latest crime prevention initiatives such as Neighbourhood Watch, the use of Car Tracker Systems and Help the Aged's Careline Service. Security equipment including door locks, property identification kits and personal alarms were distributed to members of the public. The event was popular with local residents and assisted in reducing the fear of crime amongst older persons.

### Armagh DPP

Armagh DPP held a number of interactive consultation events with people of all ages across the district.

The DPP organised a youth forum aimed at gaining the views of pupils from 7 post-primary schools within the district on policing in the area. The young people identified public and underage drinking, vandalism and joyriding as their main concerns. The DPP and PSNI plan to hold a series of workshops to explore these views further, debate the main issues and develop future initiatives to help young people shape local policing in the area. Over 200 older people attended Armagh DPP's 'Keep Safe - Keep Well' information day where

they received practical advice on how to avoid falling victim to crime. With a range of information stands and presentations, a local celebrity host, a lively comedy sketch on bogus callers and even some ballroom dancing, the day addressed the serious issue of crime prevention with a lively and fun approach that managed to inform and entertain everyone who attended.

### Ballymena DPP

Ballymena DPP have been promoting an ID Citizen Card for all the youth in the Borough. The ID card has been endorsed by the Council, PSNI, retailers and licencees. Young people are now required to produce ID when purchasing products such as alcohol, tobacco, glue and knives. Retailers can now protect themselves against prosecution by insisting that the ID card is produced before making a sale.

The card also encourages young people to make an informed choice about issues such as the intake of alcohol. Once Citizen Cards are distributed throughout the district, it is expected that there will be a reduction in crime related incidents involving youth.

## Ballymoney DPP

Following extensive public consultation Ballymoney DPP identified road safety as one of the primary policing concerns in the area. In shaping the local policing plan for 2005-06 new targets aimed at reducing the number of accidents in the area and ensuring that drivers and passengers always wear seatbelts have been agreed. The DPP will be closely monitoring this area in the months ahead.

Ballymoney DPP also organised an Outward Bound event in Bushmills for three local secondary schools to engage with and find out the views of young people in the district.

## Banbridge DPP

Banbridge DPP has teamed up with media students from the Upper Bann Institute to develop a unique DVD to be played in the town's bars and night clubs. The two-minute long DVD is designed to encourage young people to think about their personal safety on a night out and to make sure they plan ahead to get home safely. The DPP approached the students after Banbridge night traders identified a need for this type of product. Developed by young people, for young people, the DVD conveys the 'get home safe' message in a way that is relevant and appealing to them.

## Belfast DPP

Belfast DPP operates 4 sub-groups, for North, South, East and West Belfast. Each sub-group focuses on key local issues. For example, the South Belfast sub-group held a public meeting at which the increase in racial incidents in the South of the city was addressed. Mediation Northern Ireland facilitated the meeting which was attended by a wide variety of minority ethnic groups.

A number of suggestions were put forward including anti-racism training for PSNI, the use of a 24 hour translation line for incident reporting, producing multi-lingual leaflets and letters and better interaction with local PSNI's Minority Liaison Officers.

Improved communication systems and cooperation between minority ethnic groups and PSNI should raise awareness and promote confidence in the police service within the South Belfast community; and help tackle this type of crime.

## Carrickfergus DPP

In partnership with PSNI, Carrickfergus DPP invited pupils from four local secondary schools to attend a youth conference. The event provided PSNI and DPP members with an insight into the views of young people on policing.

The pupils voiced their opinions on how they felt police should deal with young people, discussing issues such as underage drinking and youths causing annoyance.

The conference will be followed up with a similar event designed to empower and encourage the young people to take responsibility for their actions. The event will be planned and facilitated by the pupils themselves.

In the meantime, the DPP will visit the schools on a quarterly basis to assess the pupils concerns on policing issues.

## Castlereagh DPP

Castlereagh DPP and PSNI held road show events across the district to highlight the role of the Partnership. Coinciding with the launch of the Local Policing Plan the events provided an opportunity for the DPP to inform the public of how their views, gathered from the results of the consultation process, had been incorporated into the Plan.

During the road shows DPP members highlighted to the public what the PSNI is already doing in the area and to suggest ways that the public could work with them. Information on the role of the DPP, PSNI, Community Safety Partnership and other agencies was also provided.

## Coleraine DPP

Coleraine DPP held a series of consultation meetings with a large number of local business people and members of the Chamber of Commerce and Industry. This provided the business community with an opportunity to pass on their ideas regarding day time policing, making the town centres safer and combating anti-social behaviour. A number of potential partnerships initiatives have been identified with the aim of reducing crime, creating safer streets and enhancing the shopping and retail experience of the local community.

## Cookstown DPP

In partnership with Age Concern and PSNI, Cookstown DPP has actively promoted awareness of bogus callers to senior citizens across the district. The DPP produced a door hanger that can be placed on the inside of a front door, which details the precautionary steps that should be taken before opening the door to a stranger. It is hoped that by using the hanger, older members of the community will develop a safe routine when answering the door of their home.

## Craigavon DPP

In partnership with the PSNI, Craigavon DPP has sponsored a district wide campaign to tackle the problem of low-level crime in the district. The 'Peace of Mind' campaign included a series of bus and bus stop advertisements highlighting the steps that local residents can take to counteract domestic burglary and bogus callers. It is hoped that, by raising awareness within the local community, low-level crimes will reduce during 2005/2006.

## Derry DPP

Following an in-depth cross-community consultation with over 5000 teenagers in the district, Derry DPP has identified a set of 'youth priorities' to be addressed by the PSNI in the local policing plan for 2005-2006. These priorities have been identified from the issues that young people highlighted as being most important to them with regard to local policing. As a result, during 2005-2006 the PSNI will be monitored on a number of key issues, including their approach to communicating and engaging with young people. The PSNI's training needs in this area will also be addressed. It is anticipated that this will lead to a better acceptance of the police amongst young people in the Derry area and a greater appreciation by the PSNI of the issues facing young people.

In a joint initiative between Derry DPP and Foyle District Command Unit, an awards ceremony was held in the Guildhall to recognise members of the public who had gone 'above and beyond' the call on public duty in assisting the police. The 'Public Recognition Awards' acknowledged six individuals, who had been nominated by Foyle DCU police officers, for their contribution to assisting officers in their duties. Derry DPP hopes to extend the Public Recognition Awards to include other community service providers such as the Fire Brigade and Ambulance Service and any other organisations that help support and protect local communities.

## Down DPP

Down DPP has launched a pilot outreach programme to allow its members to engage more fully with the local community.

The purpose of the programme is to develop a two way dialogue with people in the community, so that members may identify local policing concerns and to encourage the community to become actively involved in policing.

The pilot initially visited five organisations where members gave a ten minute presentation followed by a discussion session during which the audience were invited to talk about policing issues in their community.

All five events proved to be successful highlighting a number of areas that can be taken forward and providing members with a real insight to what is happening on the ground in terms of policing.

## Dungannon and South Tyrone DPP

Dungannon and South Tyrone DPP was formed in December 2004 and held its first meeting in public on 11 March 2005. Members of the DPP are looking forward to hearing the views of local residents and working to gain the co-operation of the public, with the police, in preventing crime.

## Fermanagh DPP

Fermanagh DPP has worked in partnership with other statutory agencies to produce the Enniskillen at Night Strategy. This recently launched strategy aims to address the issues and concerns identified by the local community regarding night time disorder in the town. The creation of a taxi rank, safe and controlled hot food facilities, a door supervisor's scheme and customer care training for staff in local bars and clubs and the use of CCTV are just some of the initiatives implemented by the strategy. The overall aim is to assist in establishing real and lasting solutions to crime and anti-social behaviour, at night, in Enniskillen.

## Larne DPP

Larne DPP supported a Road Safety Event in Carnlough which was organized by PSNI and the Institute of Advanced Motorists following a fatal accident in the area. Speeding is an ongoing problem in the district and PSNI took the opportunity to emphasise the potentially tragic consequences of not only speeding but driving while under the influence of alcohol/drugs.

Police officers related their personal experiences of attending road traffic accidents and explained the benefits of young people applying for their advanced driving licence such as cheaper car insurance.

As a follow up to this event, the DPP will partly sponsor and facilitate the Roadsafe Roadshow and it is hoped 'hard hitting' facts will encourage safer driving throughout the community.

## Limavady DPP

In response to the community's ongoing concern over drug use and abuse, Limavady DPP has produced and distributed a branded credit card sized calendar which contains details on crime reporting, as well as information for local drug and victim support groups and domestic violence organisations. The aim of this initiative is to

encourage the reporting of crime and also raise awareness of the support available within the community.

## Lisburn DPP

Lisburn DPP in partnership with MENCAP and PSNI promoted awareness of the difficulties faced by young people with learning disabilities. Over 100 police officers have received training from the charity which included advice on how to deal with specific situations involving young people with learning difficulties.

## Magherafelt DPP

Magherafelt DPP is promoting, and involved with, a cross-community schools drama project. The project involves nine post primary schools from across the district. The objective of the project is to encourage young people to examine their own attitudes to youth crime and encourage participants to come up with innovative initiatives to reduce crime committed by young people.

## Moyle DPP

Moyle DPP has identified violent crime, anti-social behaviour and alcohol misuse as prominent issues within their district. In partnership with PSNI and the local Community Safety Partnership the DPP have been involved in a project to address the situation with a view to improving public safety in the area.

The seafront area in Ballycastle has been one area of concern and the DPP has held discussions with PSNI on how they propose to address these problems and in partnership with other agencies. Increased policing presence, landscaping, enhanced lighting and construction of a youth shelter will help to provide the public with a safer environment and increase confidence in policing.

## Newtownabbey DPP

Newtownabbey DPP held a working lunch with members of local clergy representing denominations from across the Borough. Churches play an important role in engagement with all sections of the community and provide an extremely important link to the DPP. A number of issues were raised at the lunch in relation to young people including how to engage with them and deal with anti social behaviour.

The DPP have followed this event by hosting a number of 'Business Breakfasts' in the Borough for local churches and other individuals and organisations who can make a contribution to tackling issues of concern to the community.

## Newry and Mourne DPP

Newry and Mourne DPP has sponsored an innovative anti-burglary scheme in Newry. The ROBIN (Reduction of Burglary in Newry) scheme involves bus advertising highlighting crime prevention methods that can be adopted on both residential and commercial premises. The scheme aims to contribute towards a 5% reduction in all burglaries throughout the district during 2005-2006.

## North Down DPP

North Down DPP in partnership with PSNI has been promoting awareness of home security with a series of roadshows aimed at reducing the incidences of domestic burglary.

The 'Safe as Houses' roadshows visited eight different areas in the district providing local residents with advice on how to make their homes and property safe. Crime prevention officers who attended each show also provided advice on the various types of security equipment available to home owners to reduce the risk of becoming a burglary victim.

## Omagh DPP

In response to a recent survey showing that over 45% of Omagh residents placed Road Safety as one of their main concerns, Omagh DPP hosted a Roadsafe Roadshow in October 2004. Attended by parents and teenagers from across the district, the roadshow aimed to educate young drivers as to the potential impact of a road traffic collision on themselves and their loved ones and, ultimately, have a positive impact on their driving behaviour. Throughout 2005/2006 Omagh DPP will monitor the PSNI's contribution towards improving road safety in the district.

## Strabane DPP

In response to an increase in low-level crime in Sion Mills, Strabane DPP has been instrumental in establishing a Neighbourhood Watch Programme in the village. The scheme will be piloted for six months to determine if it can be rolled out to other villages and areas across the district. The benefits of Neighbourhood Watch include raising the awareness of crime prevention methods that can lead to a reduction in home insurance premiums.

# HUMAN RIGHTS – PUTTING THE THEORY INTO PRACTICE

**The Policing Board is responsible for monitoring the PSNI's compliance with the Human Rights Act 1998. This monitoring is facilitated through the Human Rights and Professional Standards Committee which is chaired by Eddie McGrady. To enable the Committee to carry out this monitoring role, the Board appointed Human Rights Advisors in 2003 and since then, Keir Starmer QC and Jane Gordon have successfully produced a number of key works to assist with the monitoring process.**

The first stage of the monitoring process began with the agreement and publication of a Code of Ethics. The Code is unique as a disciplinary code in British and Irish policing and is drawn from standards found in the European Convention on Human Rights as well as other relevant international Human Rights instruments. This Code governs all police conduct on or after 14 March 2003 and applies to all members of PSNI regardless of rank or status.

could be measured. Our Human Rights Advisors subsequently devised and published a robust framework document in December 2003. This framework details the 12 areas in which PSNI performance is monitored and it formed the basis for the assessment of PSNI's compliance with the Human Rights Act as reported in the Board's first Annual Report on Human Rights.

As part of our review of public order policing, the Board committed itself in the framework document to monitoring the policing of certain parades in 2004. The parade that passed by the Ardoyne shop fronts on 12 July 2004 was one such parade that was subsequently monitored by our Human Rights Advisors. Given the controversy surrounding it a comprehensive report was published after the Board meeting on 4 November 2004 setting out our Advisors' findings. Our Advisors were, on the whole, satisfied that the policing operation complied with the requirements of the Human Rights Act 1998. They did, however, raise a few concerns relating to the question of communications between the PSNI and the Parades Commission; the arrangements for joint operations between the PSNI and the military; and the interpretation of a legal judgement, by the Parades Commission.

On the latter point, Government was asked to consider the need for legislative change and indeed this has now been put in place.

The most recent work that has been carried out by our Human Rights Advisors was the publication of the Board's first Annual Report on Human Rights Compliance in PSNI. The publication of this substantive report, which was the first of its kind in UK policing, examined and assessed the integration of Human Rights in the 12 key areas detailed in the monitoring framework published in December 2003. A range of recommendations were made by the authors, some for the PSNI to implement and some for the Board. These recommendations identify areas where further work is required and are designed to assist the service and the Board. Work has commenced to ensure that these recommendations are taken forward and progress will be monitored by the Human Rights and Professional Standards Committee on a regular basis.

The authors of the report commented that PSNI have done more than any police service in the UK to achieve Human Rights compliance and in many respects they were very impressed with the work the PSNI has already undertaken in the human rights field.

The Board recognises that Human Rights is a fundamental element in policing, furthermore, that achieving and maintaining high standards is a critical factor for securing community confidence in the delivery of the Police Service of Northern Ireland.

All documents relating to Human Rights monitoring and compliance can be downloaded from our publication scheme at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)

**PHOTOGRAPH**  
Eddie McGrady, Chair of the Board's Human Rights and Professional Standards Committee, Jane Gordon, Board Chairman, Professor Sir Desmond Rea, and Keir Starmer QC launch the Board's first Report on the PSNI's compliance with the Human Rights Act.



# WHERE THE MONEY GOES

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

The Chief Constable has delegated authority in relation to the day to day responsibility for the Police budget, but he must report to the Board on how the money is spent. The Board ensures that the funds are spent in an efficient and effective manner and in line with the objectives laid down in the Policing Plan.

The Board's Finance and General Purposes Committee is responsible for the oversight of the Police Budget and receives presentations at its bi-monthly meetings from the PSNI's Director of Finance and Support Services on financial matters relating to PSNI. The committee is chaired by Sammy Wilson.

The monthly management accounts are tabled at meetings of Committee throughout the year, and the year-end Annual Accounts are presented to the Committee for their consideration and comment. Police funding for policing is divided into several different categories - the largest

category being for expenditure on salaries and running costs (revenue expenditure) amounting to £661 million in the last year. PSNI also receives funding for expenditure on capital items such as land and buildings and vehicles, where benefit will be derived from the expenditure over a number of years. In the last year this capital expenditure was £31 million. There are still ongoing funding streams associated with the implementation of the recommendations coming from the Patten review Independent Commission on Policing for Northern Ireland referred to as 'Patten funds' - in the last year, these amounted to £26.6 million Patten severance funds (to assist with the move towards the 7,500 officer number envisaged by Patten and 50/50 recruitment) as well as £29.8 million Patten non-severance funds (to pay for other elements of reform). The Committee also looked at spending on two small fund accounts the Police Property Fund (disposal of seized or lost items) and the Police Fund (welfare for police officers and their dependants), as well as (for the first time) being able to question the PSNI on Police Pensions. The Board itself also has a role in administrating some aspects of police officer pensions, and these are handled by the Board's Policing Administration Branch.

The 2003-2004 financial year was the first time that PSNI was required to produce Pension

Scheme Accounts, and the committee took the opportunity to question PSNI on the figures contained within the Statements. The balance sheet shows a net liability of £3.2 billion relating to current and future pension liabilities.

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

A large part of the police budget relates to salaries (approximately 70%) and consequently overtime spending has been one of the main areas on which attention has been focused. Her Majesty's Inspectorate of Constabulary has set a target of 10% reduction in overtime which will realise savings over the period of approximately £5.5 million. The committee also maintained close scrutiny in relation to spending on the Information Systems Strategy as this is an area considered key in releasing more officers towards frontline duties.

# KEEPING AN INDEPENDENT EYE ON THINGS

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

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

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

There are three teams of observers based throughout Northern Ireland.

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

The Community Observers also visit the recruitment process for civilian support staff, where the recruitment is being taken forward on a 50:50 basis. During 2004/2005 the Community Observers made 12 visits to observe the recruitment of Senior Project Managers, Systems Analysts, Armourers and Crime Scene Investigators.

The Community Observers reported back to the Policing Board that, for the sections of recruitment that they observed, they found that the same procedures were applied as far as practicable to all the applicants, and that the facilities and arrangements for the recruitment processes were adequate and acceptable.

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

## GETTING THE SKILLS FOR THE JOB

**The Board's Human Resources Committee is also responsible for monitoring PSNI's Training, Education and Development Strategy (TED). The training and development of the police service is essential to ensuring the officers and civilian staff have the necessary skills to perform their role.**

The Board monitors the PSNI's TED strategy by assessing the Police college's performance against an agreed set of key performance indicators. These indicators focus on the efficiency and effectiveness of training by examining such areas as how Northern Ireland issues are integrated into training; the openness and transparency of the college; and how human rights based policing is at the heart of all training and development;

and importantly, the cost of training and development within PSNI.

Over the past year progress has been made in a number of areas including the education and development provided to students on issues specific to Northern Ireland. As policing in Northern Ireland increasingly requires an understanding of a diverse community, training on cultural issues is as essential as training on core policing skills.

The college recently implemented its own training needs analysis, which highlights the needs for new courses or for improvements to courses. As a result a number of courses are being developed including a senior leadership and first-line management programme. These programmes are essential to the success of a number of PSNI initiatives allowing the devolution of responsibility to local District Command Units (DCUs).

The college has a number of partnerships with academic institutions, including the University of Ulster and Queen's University, Belfast. These partnerships enable the college to deliver courses throughout Northern Ireland at a local level and allow the police service to gain accreditation for a number of courses.

The Police College will soon appoint a new Director who will lead this dynamic learning environment and the board will monitor progress during these changes. The TED strategy represents a £20m investment into the development of both officers and civilian staff within the police service.



## LOOKING BEHIND LOCKED CELL DOORS

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

The Policing Board's Community Involvement Committee receives a detailed report each month on the issues that the custody visitors have raised. The report looks at the treatment of detainees in terms of Code C of the Police and Criminal Evidence (NI) Order 1989, and the PSNI Code of Ethics with particular reference to the

treatment of people held in custody, and human rights provisions.

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

In 2004-2005 the overall target for the custody visiting teams to meet was 896 visits.

**Custody visiting during 2004-2005**

During 2004-2005 custody visitors made a total of 980 visits to custody suites throughout Northern Ireland, exceeding the target set by the Policing Board.

There were 889 detainees in custody at the times of these visits, and custody visitors saw and spoke

to 470 in total. Custody visiting is based on gaining the consent of the detainee to a custody visit, and some 174 detainees did not want to see the custody visitors. The remainder were not seen because they were unavailable for other reasons such as being with their solicitor, or because they were being interviewed by the police.

Custody visitors classified 800 (82%) of their 980 visits as being entirely satisfactory, that is, neither they nor the detainees raised any issues to do with treatment or conditions in the custody suite, any issues raised on visits which require attention are taken up by the Board.

The Board is very grateful to its Custody Visitor volunteers for providing this important form of civil oversight of detention procedures and conditions.

## HAVING THE RIGHT PEOPLE IN THE RIGHT PLACES

**In December 2004 the PSNI presented its second Human Resources Planning Strategy to the Board. The purpose of this strategy is to ensure that human resources are allocated to deliver the Policing Plan's objectives and to improve organisational performance through efficient and effective deployment practices.**

This strategy will build on the successes delivered through the 2002-2005 plan such as; the increased availability of regular officers in DCUs; the re-deployment of officers from HQ departments; reduced sickness absence and the release of officers through civilianisation. Since then there have been changes in organisational priorities which have resulted, for example, in the creation of the Crime Operations Branch which has responsibility to investigate serious and volume crime throughout the District Command Units and which have been taken into account in the new strategy for 2005-2008.

The Board was keen to ensure that this revised strategy could be easily monitored and was pleased to see the inclusion of a 22 point action plan with targets and timeframes. Progress against these will be monitored by the Board's Human Resources Committee and an independent advisor who reports to the Board every four months.

The new 2005-2008 strategy will focus on all staff within the police service. The plan has targets to further reduce sickness levels and in particular among civilian staff; to increase the current number of Roman Catholics from 16% to 30% by 2010; to focus on the retention and progression of females within PSNI; to increase the proportion of time spent by police officers on front line duties, such as community policing, and to progress the civilianisation programme.

This is building on the changes already in place over recent years as the proportion of Roman Catholic Police Officers has risen from 8% in 2001 to over 17.8% in 2005, and the proportion of female officers from 12% to nearly 19%. Members recognise the success of the first strategy but note

that some future challenges will impact on the delivery of the strategy such as the review of public administration which is likely to have a bearing on the future restructuring of DCUs and resource allocation. In addition to monitoring the 22 action points within the strategy Members will monitor the impact of key reviews such as this.

Pauline McCabe, in her role as chair of the Board's Human Resources Committee, met with all DPPs in February 2005 to brief them on of the new strategy and what their role would be in monitoring this locally. DPPs are aware of the key issues facing police resources locally and can monitor the performance of their DCU in such areas as; sickness levels; deployment of officers in operational posts; the percentage of time spent on frontline duties and numbers of new probationary constables within the DCU.

The Human Resources Committee will continue to work to oversee the use of resources in this important area.

## £200 MILLION INVESTMENT IN 21st CENTURY POLICE BUILDINGS

**The Policing Board's Finance and General Purposes Committee, which is chaired by Sammy Wilson, has duties including working with PSNI to ensure that they develop a strategy for creating and maintaining a police estate (land and buildings) to allow all police staff to work effectively to meet the objectives for policing.**

The Board recognises the importance of ensuring that the resources of PSNI - including the buildings from which people operate - are used to effectively and efficiently further the achievement of operational policing strategies. The Board has encouraged PSNI to develop an estates strategy which will compliment and enhance operational policing strategies and were pleased to receive a first draft of the document earlier this year. While some final amendments are still being considered, it is hoped that the revised strategy will have the support of the Board.

The strategy sets out a vision for the police estate, which supports policing with the community, an approach that will provide the most efficient policing service to local communities, Rural and Urban, and achieve the PSNI's objective of making Northern Ireland safer. The vision, ultimately, is to attain a "fit for purpose" police estate for the next 35-50 years.

The strategy represents a £200m investment in the construction of new stations, maintenance and upgrade programmes and running costs. The strategy also includes security review measures such as making stations more accessible and user-friendly for communities; what Patten called 'softening' of the police estate.

While many communities will be interested in these upgrade and softening programmes; many others will be interested in the plans for reviewing the police stations included in the police estate. In this context it is worth noting that of the 135 stations that PSNI maintain in Northern Ireland, 71 are open for a limited number of hours per day. 13 stations are over 100 years old and 54

are more than 50 years old. Much work and a substantial amount of funding would be needed to upgrade stations of such an age profile. The PSNI will therefore go through a process of reviewing, in consultation with the local community and the local District Policing Partnership, the need for the station and will explore alternative means of providing a policing service. Each District Policing Partnership will play a key role in informing that process and, where a decision is taken to close a station, to monitor PSNI's delivery of alternative policing methods.

The Estates Strategy is a 10 year programme of work but when implemented it will enhance the ability of PSNI to provide first class policing services to all communities, appropriate accommodation standards for employees of PSNI, and efficient utilisation of the PSNI building stock.

Through the Finance and General Purposes Committee, the Board will monitor the implementation of this Strategy on a regular basis.

## FINDING OUT WHAT THE COMMUNITY THINKS ABOUT POLICING

**During 2004, the Northern Ireland Policing Board commissioned the Central Survey Unit of the Northern Ireland Statistics and Research Agency (NISRA) to conduct the second District Policing Partnership (DPP) Public Consultation Survey.**

This postal survey was sent to 60,000 households to supporting the Board's work, this survey was designed to help DPPs identify key issues of community concern in each District Council Area. It also aimed to establish the main policing priorities at a local level, satisfaction with local policing and, for the first time, satisfaction with DPPs. Results from this survey and the 2003 DPP Public Consultation Survey are available on the Policing Board website:

[www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

### Omnibus Surveys

The Policing Board commissions modules in the NISRA Omnibus Surveys twice a year (normally in

April and October) to monitor performance indicators and targets contained in the Annual Policing Plan. The results also help the Policing Board meet its statutory requirement under Section 3(3)(d)(ii) of the Police (Northern Ireland) Act 2000 to assess the level of public satisfaction with the performance of the Policing Board, the Police Service of Northern Ireland (PSNI) and DPPs. Results from the two most recent Omnibus Surveys in April and October 2004 as well as results from previous surveys are available on the Policing Board website : [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

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

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

### Victims Surveys (jointly with PSNI)

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

with the quality of service provided by the police in relation to,

- First contact - making contact with the police
- Police actions to deal with the incident
- Follow up - being kept informed
- Treatment by police staff
- The whole experience - overall service.

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

### Consultation with DPPs in shaping the Annual Policing Plan and Local Policing Plans for 2005/2006

The results from the 2004 DPP Public Consultation Survey for each District Command Unit (DCU) were used by DPPs and DCU Commanders to develop local policing plans for 2005/2006. The survey results at the overall Northern Ireland level were used to develop the 2005/2006 Annual Policing Plan. Additionally, the views of DPPs were sought by the Policing Board on issues they wished to see reflected in the 2005/06 Annual Policing Plan. The importance of consulting with DPPs can clearly be seen in the 2005/06 Annual Policing Plan where two new policing objectives ('To reduce the fear of crime particularly amongst those who are vulnerable' and 'To deal with anti-social behaviour in a way that improves the quality of life') were created essentially to reflect the issues raised by DPPs.

## CHANGING FOR THE BETTER

**The Police (Northern Ireland) Act 2000 Sections 28-31 define the legislative requirement for economy, efficiency and effectiveness stating that : "The Board shall make arrangements to secure continuous improvement in the way in which its functions and those of the Chief Constable, are exercised, having regard to a combination of economy, efficiency and effectiveness".**

The Policing Board carries out these detailed responsibilities through its Audit and Best Value Committee, chaired by Fred Cobain. The Board also established a Continuous Improvement Strategic Working Group in April 2004 with a Terms of Reference "To advise both NIPB and the Police Service of Northern Ireland (PSNI) in developing, implementing and reviewing a continuous improvement environment within each organisation". This group meets quarterly and its membership includes representatives from NIPB, PSNI, National Audit Office, Her Majesty's Inspectorate of Constabulary, Criminal Justice Inspection for NI, Northern Ireland Office and the Association of Police Authorities. The agreed approach to satisfy this legislative requirement has been to use the Home Office led Best Value methodology. The Best Value Review Programme for both the PSNI and the NIPB are published along with the Annual Policing Plan by the 31st March each year. Continuous Improvement is also defined and monitored through agreed PSNI strategies such as the IS Strategy, the Human Resources Planning Strategy and the Training, Education and Development Strategy. The Best Value Reviews which were carried out by PSNI and the Board

during 2004/05 resulted in tangible efficiency savings and also improvements in service delivery.

### NIPB

During 2004/05 the first Policing Board Best Value Review of Police Administration Branch was carried out. The final report including the recommendations and implementation schedule were approved by the Audit and Best Value Committee in April 2005. The full report can be found on the NIPB web-site at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk) At the same meeting, the Terms of Reference for the 2005/06 NIPB Best Value Review of External Communication and Public Consultation were approved.

### PSNI

During 2004/05 all Best Value Reviews contained in the Best Value Review Programme were completed. All Best Value Review Reports including the recommendations and implementation schedule were approved at various Audit and Best Value Committee meetings throughout 2004/05. A summary of the 2004/2005 PSNI Best Value Review Programme can be found on the NIPB and PSNI web-sites at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk) and [www.psni.police.uk](http://www.psni.police.uk). At the April 2005 meeting of the Audit and Best Value Committee, the Terms of Reference for the 2005/06 PSNI Best Value Review of Patrolling were approved. The change of emphasis to a strategic, cross-cutting, outward facing Best Value Review in 2005/06 represents a significant change of direction which will lead to significant benefits in service delivery both within the PSNI and to the public.

### External Review

Under the legislation, the Comptroller and Auditor General (C&AG) conducts an annual inspection of the Continuous Improvement arrangements each year. This inspection will be carried out in May/June 2005 and will for the first time include an inspection of the Board's first Best Value Review of the Police Administration Branch.

Her Majesty's Inspectorate of Constabulary (HMIC) support the work of the C&AG by carrying out Best Value Inspections of the arrangements put in place by the NIPB and the PSNI against best practice Best Value arrangements in place in England and Wales. HMIC review methodology, priority Best Value Review areas and individual Best Value Reviews and measure the NIPB and the PSNI performance against existing baseline criteria. HMIC carried out an inspection of the Best Value arrangements within PSNI during 2004/05 in May 2005.

