



ENSURING AN  
EFFECTIVE, EFFICIENT  
ACCOUNTABLE AND IMPARTIAL  
POLICE SERVICE

THE LIFE & TIMES OF THE FIRST NORTHERN IRELAND POLICING BOARD 4 NOVEMBER 2001 - 31 MARCH 2006





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There shall be a body corporate to be known as the Northern Ireland Policing Board.

Police (Northern Ireland) Act  
2000



The participants recognise that policing is a central issue in any society... [and] believe that the Agreement provides the opportunity for a new beginning to policing in Northern Ireland with a police service capable of attracting and sustaining support from the community as a whole.

The Belfast Agreement, Good Friday, 1998

Not many people have noticed, but the Policing Board is the only institution established as a result of the Belfast Agreement to have survived unscathed.

Irish News, 19 May 2005

The Northern Ireland Policing Board set up in 2001 with a majority of elected representatives is perceived as one of the most efficient public bodies in the Province...

News Letter, 1 March 2006



# FOREWORD BY THE CHAIRMAN OF THE NORTHERN IRELAND POLICING BOARD

# INTRODUCTION

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THE POLICE (NORTHERN IRELAND) ACT 2000 states that: “There shall be a body corporate to be known as the Northern Ireland Policing Board.”

A simple legislative clause, in a seminal Act of Parliament, that gave life to a new beginning to policing outlined in the 1999 Report of the Independent Commission on Policing for Northern Ireland.

At midnight on 4 November 2001, when the Policing Board and the Police Service of Northern Ireland (PSNI) came into being, the Board was entrusted with ensuring for all the people of Northern Ireland the delivery of an effective, efficient, accountable and impartial police service which would secure the confidence of the whole community. An important task, but not a simple one.

Given the nature of our history, the times that the Board found itself, the absence of complete political support for policing, the threats and intimidation, the controversial issues Members had to deal with, and ongoing political uncertainty: one of the Board’s most remarkable achievements is, perhaps, that it survived at all, and still accomplished what it was set up to do.

At midnight on 31 March 2006, this first Policing Board comes to an end after 1,607 days. Until then, we will continue to serve and ensure the delivery of an effective, efficient, accountable and impartial police service.

The time between those two midnight hours has seen radical and complex change in policing on a road to a normal future. It has also been coupled with significant progress which we believe has laid a solid foundation for those that follow.

We have come a long way since 2001. And that progress has been achieved without full political and public support for policing. That will come, and when it does those that once did not engage may wonder why it took them so long.

It will be, perhaps, best left to others to judge the achievements of this Policing Board. Before they do however, I would like to pay tribute to the Members who served, the staff who supported them and everyone who contributed to the Board’s work.

In that tribute I also include the Chief Constable, his officers and staff, all the members of the District Policing Partnerships, Her Majesty’s Inspector of Constabulary, the Police Ombudsman, the Northern Ireland Office, the Criminal Justice Inspectorate, Independent Custody Visitors and the Independent Community Observers.

Tribute must also be paid to former RUC and PSNI Chief Constable Sir Ronnie Flanagan, for embracing the initial change process.

The Board is mindful of the sacrifice of police officers who lost their lives, as it also remembers their families left behind. At the same time, the Board acknowledges those officers who have been injured on duty in the service of the community.

On behalf of the Board I am pleased to present this document as an overview of the life and times of the first Northern Ireland Policing Board.

If there is belief, willingness, commitment, drive and enthusiasm, as there has been, real change happens.

From our experience of policing in Northern Ireland, the community can be assured that when these five ingredients are present, much is possible. Along with all my fellow Board Members, it has been a privilege to have been of service.



**Professor Sir Desmond Rea**  
Chairman  
March 2006



■ Flanked by Denis Bradley, the Policing Board's Vice Chairman, Chief Constable Sir Hugh Orde and Deputy Chief Constable Paul Leighton, the Chairman makes a point during a public session of the Board.



# A STRONG AND INDEPENDENT POLICING BOARD

## PART ONE

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## An entirely new Policing Board should be created to replace the present Police Authority.

### Patten Recommendation 8

THE 1999 Independent Commission on Policing for Northern Ireland - known as the Patten Commission, after its Chairman Chris Patten - recommended that "An entirely new Policing Board should be created, to replace the present Police Authority."

Established by the Police (Northern Ireland) Act 2000, the full composition of the Policing Board was announced by the Secretary of State for Northern Ireland on 29 September 2001.

In line with Patten Recommendation 16, 19 Members were appointed, 10 political members on the basis of their representation in the Northern Ireland Assembly, and 9 independent members. Appointed by the Secretary of State following an open and public competition, the Independents represent a cross-section of the community.

While they brought a sense of objectivity to all discussions, their political colleagues brought their electoral mandates to the boardroom table.

Both are important because even though Northern Ireland is one of the safest places to live in Europe, unlike anywhere else on the continent, policing has been and still is, intensely political and makes headlines daily.

But the Board was given strong powers for the task ahead, and over the past four and a half years the Policing Board has held the Chief Constable publicly to account for the delivery of effective, efficient and impartial policing.

The Board has interpreted its role as:

- To support PSNI towards the ends of effective and efficient policing, and
- To hold PSNI to account through the Chief Constable for the delivery of those ends.

Its task undertaken during a period of elongated political uncertainty, and not without controversy.

During this time the Board has ensured that a Human Rights approach is now at the heart of policing. It oversaw and monitored the reform of PSNI's Crime Operations Department and with PSNI, agreed a Human Resources Strategy. The Board also made sure that PSNI's Human Resources were being organised to maximum effectiveness.

In the first few days of its existence the Board agreed a new emblem for the Police Service and in 2003 successfully established the District Policing Partnerships that enable local people to have a voice on, and help shape, local policing. The Board has set objectives for the Police Service to meet and shaped policing across Northern Ireland. It has also taken the lead on securing the resources necessary to deliver effective and efficient policing, while holding the Police Service to account for the way in which it has managed and used the resources it has been given.

In ensuring these things, the Board has met 94 times in public and in private session, while members have also carried out their work through 254 meetings of its seven committees.

It has also appointed all senior officers, the current Chief Constable, Sir Hugh Orde, the Deputy Chief Constable and the five Assistant Chief Constables.

Change has been ongoing. Change that Tom Constantine, the first Northern Ireland Police Oversight Commissioner for Policing Reform described as "complex and of a magnitude that is virtually unparalleled in their scope." That change is delivering a blueprint for modern policing.

Senior police officers, politicians and policing experts from as far a field as India, Australia, Canada, Macedonia and Columbia have come to learn about the work of the Board; and the Chairman was able to give the President of the United States a first hand account of the progress taking place in policing.

But undoubtedly the most important meetings during that time have been with the people of Northern Ireland, where Members have listened, offered reassurance and agreed to take action on issues of policing concern.

People from all parts of the community - the people that the Board was established to represent and also be accountable to.

Professor Sir Desmond Rea said in his opening remarks to the first public meeting of the Policing Board on 7 November 2001, that as the Board began its work, it would have the ability to shape the future of policing in Northern Ireland. That is what the Policing Board is really about and it has done that. And so will the next Policing Board.



Policing in Northern Ireland has made tremendous strides since the Good Friday Agreement. It is the outstanding success of the peace process.

Dr Mitchell Reiss, the President's Special Envoy to Northern Ireland, January 2006





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## PART ONE CONTINUED...

- 1 **Presidential appointment:** In March 2004 the Chairman and two DPP Independent Members met President Bush and his Special Envoy to Northern Ireland during the Saint Patrick's Day celebrations. Pictured in the Diplomatic Room of the White House are the President, Mary McCrea, Davy Adams, the Chairman and Dr Mitchell Reiss.
- 2 **Top Team:** At every public session of the Board the Chief Constable and his senior team are present to answer Members' questions. The Policing Board is responsible for appointing the Chief Constable, Deputy and Assistant Chief Constables along with senior PSNI staff. The Board has appointed all the Police Services current senior officers, including Sir Hugh Orde.
- 3 **Holding to account:** Attentive Members at a public session of the Policing Board.
- 4 **More questions:** Unlike anywhere else in the United Kingdom policing still makes headlines on a daily basis, Board Days in particular, with more questions especially from the media.
- 5 **Monitoring the monitors:** The Rt Hon Michael Mates MP, then Chairman of the House of Commons Northern Ireland Affairs Committee, listening to members on a visit by his committee. The committee was one of many organisations who monitored and reported on the work of the Board.
- 6 **Holding to account:** Ian Paisley Jnr and Sammy Wilson discuss the issues at the Armagh Board meeting.
- 7 **Reporting on the Board:** House of Commons Northern Ireland Affairs Committee - The Functions of the Northern Ireland Policing Board - Seventh Report of Session 2004-05.
- 8 **Reporting on the Board:** The former Chief Constable of Leicestershire and Her Majesty's Inspector of Constabulary, Sir Keith Povey, at the Board's request, undertook an independent assessment of the Board's work. "The Review Panel has been very impressed with the contribution which the Board has made in its first four years of operation, towards fulfilling the challenging recommendations made by the Patten Commission..." Sir Keith said in his December 2005 Report.

The Northern Ireland Policing Board has made solid progress in establishing and developing its role, and its achievements since 2001 in establishing a framework of accountability for policing in Northern Ireland have been significant.

House of Commons  
Northern Ireland Affairs Committee,  
March 2005



# POLICING PLAN

2005-2008

■ The Chief Constable at the launch of the 2005-2008 Policing Plan. Designed to be challenging, realistic and meet the policing needs of the public, the Policing Plan sets objectives, performance indicators and targets for the Police Service to meet. The Board holds the Chief Constable to account for progress in meeting the targets set.

CHIEF CONSTABLE





# DELIVERING ACCOUNTABILITY AND OVERSIGHT

## PART TWO

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The Police Service of Northern Ireland is possibly one of the most closely scrutinised police services in the world. It is undoubtedly one of the most accountable.

The Chief Constable,  
June 2005

THROUGH THE work of the Board, the provision of an independent complaints system through the Police Ombudsman's office and the critical role of the Police Oversight Commissioner, policing in Northern Ireland is now subject to more oversight than any other policing service in Europe, if not the world.

Together they have delivered the accountability, oversight and transparency mechanisms essential for measuring the programme of change; for building public confidence in policing and for delivering a service which truly meets the needs of the community.

The current Chief Constable, Sir Hugh Orde, is on public record as saying that "the Police Service of Northern Ireland is one of the most closely scrutinised police services in the world. It is undoubtedly one of the most accountable." And it is.

He is not alone in thinking that. Boston Chief of Police, Kathy O'Toole, who as a Patten Commissioner developed an intimate knowledge of policing in Northern Ireland, is also on record as saying that the Police Service of Northern Ireland is subject to more accountability than any other police agency that she is aware of.

Patten Recommendation 9 clearly states that, "The statutory primary function of the Policing Board should be to hold the Chief Constable and police service publicly to account." Throughout the past 1,607 days, the Members of the Policing Board have ensured that the community has had an accountable police service.

During this time, Members dealt with some difficult and controversial issues - the Castlereagh break-in, the Stormont investigation which precipitated the collapse of the Assembly, decisions to replace plastic baton rounds with a less lethal alternative, and the Northern Bank robbery, for example.

Policing in Northern Ireland is not yet normal because Northern Ireland is not yet normal, but policing is now accountable. One thing policing is not, however, is political.

During its term of office the Board has not shirked its responsibilities in dealing with difficult issues. One of the most critical was the Board's role in responding to the Police Ombudsman's report into the investigation of the 1998 Omagh Bombing.

The Board took control, put in place and implemented its own recommendations that demonstrated it didn't just 'talk' about ensuring police accountability. The Board proved it could deliver in a way that was not only beneficial for policing, but for those who had been so tragically touched by the Omagh Bombing as well.

The Board's handling of the Omagh Reports was a major indicator that this new policing institution - given its political make-up could, and would, work together.

The Board's review of the dissemination of intelligence between Special Branch and other parts of the Police Service has formed the basis for major change in how the police shares intelligence.

The Board's Crompton Report recommendations, combined with the findings from 2 other important reports - the Blakey and Stevens 3 Reports - formed the basis for the establishment and structuring of the Police Service's new Crime Operations Department. All of which was closely scrutinised by the Board with information presented in the Board's public sessions.

The area of intelligence, the reform of Special Branch and the handling of informants is an area where legitimate questions have been raised, but the oversight of these reforms over the last 3 years has led to significant changes.

The dedicated structure and staffing put in place for Crime Operations Department ensures that the policies, processes and practices for the management of intelligence now meet national professional standards and provide for public confidence and a better public service.

The Board has met the challenge of delivering on difficult issues and effecting comprehensive change. At the same time, it has held the Chief Constable to account across a range of day-to-day policing issues.

Much of the Board's work is mundane. But it is essential for effective policing. Monitoring sickness absence, monitoring crime figures and driving up police performance in the Annual Policing Plan, have all lead to greater accountability through the simple power to ask the question 'why?'



Substantial progress has been achieved within the areas of accountability through the establishment of the Policing Board, DPPs, transparency policies, legislating for covert policing, financial and internal accountability. The leadership of the Policing Board, Chairman Professor Sir Desmond Rea and Vice Chairman Denis Bradley, and their committees has been key to achieving these results.

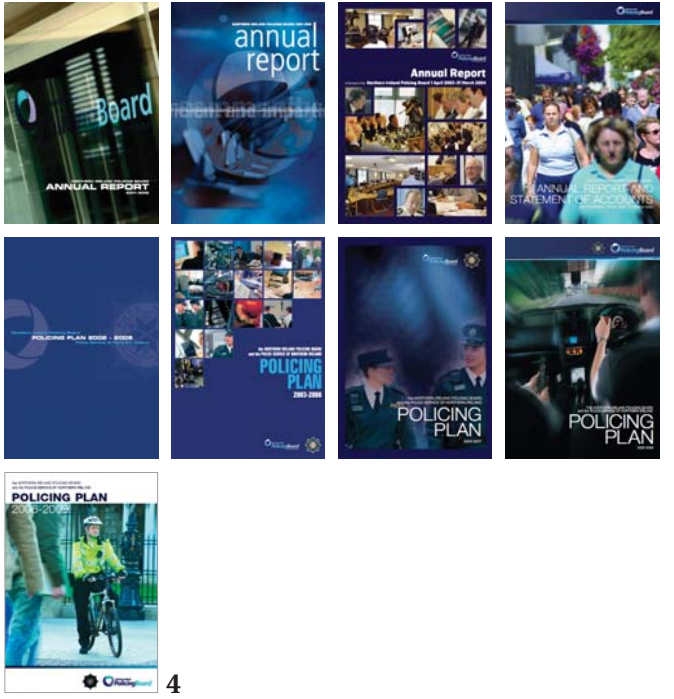
Report 13 of the Office of the Oversight Commissioner for Policing Reform, June 2005



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## PART TWO CONTINUED...

- 1 **Holding to account:** The Vice Chairman listens as the Chief Constable answers Members' questions.
- 2 **Ensuring effective and efficient policing:** Members at the last public session of the current Policing Board, 1 March 2006.
- 3 **Launching the Plan:** The Chairman and Chief Constable with the 2004-2007 Policing Plan.
- 4 **Reporting accountability:** The Annual Policing Plans and the Board's Annual Reports that it has produced. Both are statutory documents. While the Policing Plan sets the targets and performance indicators for the Police Service to meet, the Annual Report sets out the work of the Board over the previous year, and reports on PSNI performance.

The statutory primary function of the Policing Board should be to hold the Chief Constable and police service publicly to account.

Patten Recommendation 9

The Board has shown that a cross-community, new beginning to policing is not just an aspiration, it is an achievable reality.

Secretary of State for Northern Ireland,  
 Rt Hon John Reid MP,  
 January 2002



Despite the cynicism and attempts by people to undermine the role of the Policing Board, it has risen magnificently to continual challenges, not least most recently on the subject of the Omagh inquiry. I am sure that it will act with just as much wisdom, circumspection and concern for effective policing.

Secretary of State Rt Hon John Reid MP,  
House of Commons,  
February 2002





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## PART TWO CONTINUED...

- 1 **Stevens 3:** The Chairman and Vice Chairman with the then Metropolitan Police Commissioner, Sir John Stevens, before he briefed the Board on the findings of his independent investigation into the 1987 murder of Belfast solicitor, Pat Finucane. Presented in April 2003, the Report, known as Stevens 3, made 21 recommendations. The Board ensured progress on the implementation of its recommendations.
- 2 **Constant Attendance:** The media have reported on progress and the work of the Board since it came into being on 4 November 2001.
- 3 **Omagh:** The Police Ombudsman's 2002 Report into the police investigation into the 1998 Omagh Bomb that killed 29 people, made serious allegations regarding police effectiveness and efficiency. The Chairman listens to the then Deputy Chief Constable of Merseyside, Mike Tonge deliver his final report. He was appointed by the Board to oversee the implementation of its Omagh recommendations following the Ombudsman's report. Omagh was one of the most difficult issues the Board successfully dealt with.
- 4 **Crucial Reports:** Sir Dan Crompton presents his Report to the Board. His report, Patten, the Stevens 3 and Blakey reports formed the basis for the establishment of PSNI's new Crime Operations Department.
- 5 **Visiting Custody Visitors:** The Board overseas and monitors work of the Independent Custody Visitors who ensure the welfare of people held in police custody by making unannounced visits to police stations. In November 2005 the Independent Custody Visiting Association held its national conference in Northern Ireland.
- 6 **New badge new beginning:** In December 2001 the Board agreed a new emblem for PSNI. The sunburst surrounding the roundel represents a new dawn for the new Police Service. Its symbols, include scales justice; a harp; a torch; an olive branch; a shamrock and a crown. The centre-piece houses the Cross of Saint Patrick which places all six symbols in the context of Northern Ireland.

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The simple rendering of these symbols in a neutral format of things that both unite and divide reflects an inclusive society where all our values, common interests and differences are recognised, celebrated and protected.

Independent Member  
 Pauline McCabe,  
 Chair of the Police Emblem  
 Working Group,  
 December 2001



■ The Chairman of the Policing Board, Police Ombudsman for Northern Ireland, Nuala O’Loan and the Chief Constable with the Code of Ethics at its 2003 launch. The Code is unique in UK, Irish and European policing.





# HUMAN RIGHTS AT THE HEART OF POLICING

## PART THREE

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The people of Northern Ireland have the right to expect their police service to work with effectiveness, efficiency, fairness and integrity... the Code makes it clear what standards and behaviours are acceptable and what are not. In the interests of effective, efficient and impartial policing, the Code will benefit both police officers and public alike.

Chairman of the Policing Board  
at the launch of the Code of Ethics,  
February 2003

POLICING IN Northern Ireland hasn't just survived in uncertain times - in many ways it has flourished - and now leads the way internationally.

The introduction of the Code of Ethics for the Police Service in February 2003 marked a milestone for Human Rights and policing in Northern Ireland and further afield.

For the first time, a Code laid down the standards of conduct and practice for police officers, and set out their rights and their obligations under the Human Rights Act 1998.

Human Rights are a fundamental element in policing. Achieving and maintaining these standards is a critical factor for sustaining community confidence in the delivery of policing.

The Code of Ethics now in place sets out the standards of behaviour that are acceptable - and those that are not.

The Policing Board has a statutory responsibility to monitor police compliance with the Human Rights Act. PSNI is the only police service in the United Kingdom under an express statutory duty to be subject to such monitoring.

To meet its important oversight role, the Policing Board, with the assistance of expert advisors, developed and published a robust monitoring framework to scrutinise how the police meet their Human Rights responsibilities across key areas of PSNI's work.

The Board has also published 2 major parading reports on how the police have met their Human Rights responsibilities in policing two contentious Belfast parades.

In March 2005, the Policing Board also published its Human Rights Annual Report, the first of its kind in European and international policing.

The report's authors concluded that in their view the Police Service had done more than any other service to achieve human rights compliance.

The Human Rights accountability mechanisms that are in place provide for a model of best practice.





I do solemnly and sincerely and truly declare and affirm that I will faithfully discharge my duties... with fairness, integrity, diligence and impartiality, upholding fundamental human rights and according equal respect to all individuals and their traditions and beliefs.

Oath for all new police officers contained in the Code of Ethics

## PART THREE CONTINUED...

- 1 **Reporting on Human Rights:** The Policing Board has a statutory duty to monitor PSNI compliance with the Human Rights Act 1998. Political Member Eddie McGrady MP, Chair of the Board's Human Rights and Professional Standards Committee with the Chairman and the Board's Human Rights Advisors Keir Starmer QC and Jane Gordon at the launch of the Board's first Human Rights Annual Report.
- 2 **Race Crime:** Northern Ireland is one of the safest places to live, yet incidents of racially motivated crime are on the increase and the Board is monitoring PSNI's response to it. Independent Board Member Suneil Sharma was one of the speakers at a major problem solving seminar in 2005 on tackling race crime. The seminar involved PSNI, DPP Members, community representatives and the Northern Ireland Office's Community Safety Unit.
- 3 **Talking Human Rights:** The Chief Commissioner of the Northern Ireland Human Rights Commission, Professor Monica McWilliams, met with the Chairman soon after her appointment. During the last four and a half years the Board has met with many prominent and influential figures.
- 4 **Publishing Human Rights:** Some of the key human rights publications published by the Policing Board from the Code of Ethics in February 2003 to the first Human Rights Annual Report in March 2005.



Integrity is non-negotiable.

The Chief Constable at the launch of the Code of Ethics, February 2003





# PART FOUR BRINGING POLICING TO THE COMMUNITY

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Having watched what you have achieved over the last couple of years, it has been wonderful and admirable to observe. I think you have begun to change the face of policing, the essence of policing and the ethos of policing.

Policing Board Vice Chairman  
Denis Bradley, to DPP Members,  
December 2005

■ (opposite) Over 500 District Policing Partnership members attended a series of briefings in early 2006 following their reconstitution by the Policing Board in December 2005. Working with local Police Service District Commanders, DPPs have been instrumental in bringing policing closer to the community and giving people a voice on local policing issues.

ENGAGING LOCAL people to participate in the new policing arrangements has provided challenges, but the real turning key for change has been the establishment of the 26 District Policing Partnerships.

Set up by the Board in 2003 - the 26 DPPs are a genuine success story with over 500 local people now having their say on local policing issues. They have become an integral and accepted part of local policing and have brought policing closer to the community and the community closer to policing in a way that has never happened before.

The Partnerships consult with the public to find out what policing and crime issues are of concern within their council district - each DPP covers the same area as the local council and PSNI District Command Unit. Consultation takes place in many different ways, from surveys to focus groups to meetings with local community forums and residents.

In appointing the DPP Independent Members, the Board used statistics from the 2001 Census - and other data - seeking to ensure that the membership of each DPP was representative of the community it served. In fact this is a statutory duty for the Board.

In seeking to make the DPPs representative the Board took into account the community background, gender and disability of those seeking appointment to balance each DPP. Not an easy task and for some it proved controversial. Where all the elected members were men, for example, the Board appointed all women Independents.

DPPs ensure that policing is at the heart of the community - they bring policing to the community helping to provide people with the police service they deserve, a police service that makes communities safer for all.

During their first term, DPPs held over 400 meetings in public, giving local people the opportunity to ask questions of the Police Service across Northern Ireland's villages, towns and cities. At these meetings each DPP continued to monitor local police performance.

For policing to win the support of the community it must be representative of the community; and historically policing in Northern Ireland was not. The 50:50 recruitment provision in the Patten Report has proved highly controversial and caused much public debate, but in reality has delivered real compositional change in a short space of time.

Nearly 20% (19.4%) of regular officers are now Catholic and the service is on course to meet the compositional target of 30% by 2010. The Gender Action plan which encourages women in policing is being implemented and female representation has doubled to nearly 20% (19.7%) since 4 November 2001.



Those serving on the Policing Board and the local Policing Partnerships are courageous people working to bring about the type of policing service we all want to see. Their work is vitally important and they deserve the support of the whole community.

I deplore the intimidation to which they have sometimes been subjected to in recent times.

Archbishop Seán Brady,  
Catholic Primate of All Ireland,  
November 2004



## PART FOUR CONTINUED...

- 1 **Trans-Atlantic support:** Councillor Thomas Kerrigan, then Chair of Strabane DPP walking in the town with President Bush's Special Envoy to Northern Ireland, Dr Mitchell Reiss with the then Vice Chair of the DPP, Councillor Tom McBride.
- 2 **Sharing experiences:** Boston's Eugene Rivers III, Co-Director of the National Ten Point Leadership Foundation as he shares his experiences of community policing with DPP Members. The conference, held in 2004 was called 'The Boston Experience' and has been one of many such initiatives. He told the conference, "If you are in it for the long haul you will win."
- 3 **Welcome in Armagh:** Archbishop Seán Brady, Catholic Archbishop of Armagh, chats to Policing Board Political Member Joe Byrne in November 2004, when the Board met in Armagh. It was the Archbishop's first visit to a meeting of the Policing Board.
- 4 **Communicating partnership:** Since the establishment of the DPPs the Board has produced a quarterly newsletter - DPP News - which highlights news, initiatives and best practice from around the Partnerships.

You are at the frontier of something very exciting, something very difficult, something very challenging.

Chuck Wexler,  
Executive Director of the  
USA's Police Executive  
Research Forum,  
May 2004





■ The Policing Board will continue to ensure that the people of Northern Ireland have a police service that is effective, efficient, accountable and impartial.





If there is belief, willingness, commitment, drive and enthusiasm, as there has been, real change happens. From our experience of policing in Northern Ireland, the community can be assured that when these five ingredients are present, much is possible.

Policing Board Chairman  
Professor Sir Desmond Rea,  
March 2006

WHILE THE Police Service took forward the myriad of complex organisational changes that were required by the Patten Commission, the Board began to monitor and support the Police Service in a number of key areas to ensure that the community had an effective and efficient police service.

No police service in the United Kingdom or any other country has in modern times had to manage and implement such fundamental change while continuing to police a changing society as the Police Service of Northern Ireland has. Yet it has embraced change and sought innovative ways to deliver a 21st Century policing service.

Mobile police officers patrol in Belfast and other cities and towns on bicycles – something that would have been unthinkable five years ago. In Northern Ireland’s cities, towns and villages more ‘soft skin’ patrol cars can be seen than the once familiar armoured Land Rovers.

Mobile police stations are also operational in many rural parts of Northern Ireland and many police stations are becoming more user-friendly, especially new stations. A new ‘super’ custody suite has also been built in Antrim. Times are changing and so is policing.

In many areas the Board has monitored developments and supported PSNI in the drive for more effective and efficient policing. It has worked closely with the Police Service on the development of its Human Resources,

Training, Education and Development strategies that bring the right people, trained to the highest professional standard while delivering the right service directly to the community.

Twenty-first Century policing also requires 21st Century training facilities. Working with the Police Service, in February 2003, the Board announced that a state-of-the-art Police Training College, providing PSNI with a first class training facility, would be built near Cookstown in County Tyrone.

While the College will train the Police Service’s new recruits, 70% of all training undertaken at the college will continue the professional development and education of serving police officers and civilian members of staff.

Drawing on police training best practice from around the world, the new College will open in late 2009 at an expected cost of £134 million. The Policing Board also has a responsibility to monitor the Police’s Estates Strategy.

Unveiled in January 2005 by PSNI the Strategy represents an additional £200 million investment in new stations, improved user-friendly buildings, reduced fortifications and targeted maintenance to meet the community’s policing needs and PSNI’s operational requirements.

An ambitious £65 million Information Solutions Strategy will put PSNI at the forefront of law enforcement technology and will remove a significant administrative burden from officers. The more efficient sharing of information will also lead to more effective and efficient use of resources.

The Policing Board has monitored the implementation of the IS Strategy and is also supportive of the working relationship that PSNI has with the Republic of Ireland’s police service An Garda Síochána. Joint protocols were signed between the two services to enhance cross-border co-operation in February 2005.

Over the past four and a half years, the Policing Board has also asked the community what it thought of, and wanted from, its police service. Through the biannual Omnibus Survey and other surveys the Board uses the findings to gauge public satisfaction with PSNI and how the Service is meeting the targets set in the Annual Policing Plan. It also uses the results to plan for the future.

Through these surveys and continuous monitoring the Board has held PSNI to account on the implementation of many key Police Service strategies. The Board will continue to ensure that the community has an effective and efficient Police Service for the 21st Century. The next Policing Board will do the same.



The policing change process in Northern Ireland represents the most complex and dramatic changes ever attempted in modern policing history.

Al Hutchinson,  
Oversight Commissioner  
for Policing Reform,  
June 2005



## PART FIVE CONTINUED...

- 2 **The future:** Five years ago mobile police officers patrolling in Belfast and elsewhere like this would have been unthinkable, such has been the pace of change in Northern Ireland.
- 3 **Co-operation:** The Chief Constable and An Garda Síochána Commissioner Noel Conroy, sign a joint protocol aimed at further enhancing the working relationship that has developed between Northern Ireland and the Republic of Ireland's police services. Then Secretary of State for Northern Ireland, Rt Hon Paul Murphy MP, and Irish Justice Minister Michael McDowell TD watch the Hillsborough Castle signing.
- 4 **Changing Communities:** In recent years Northern Ireland has become a more diverse society, becoming home to many new communities. Regrettably incidents of racially motivated and other forms of 'Hate Crime' have increased. Two Filipino nurses share their experiences at a seminar organised by the Board in October 2005. The Board has included a target for PSNI to increase its clearance rate for race crimes in the Annual Policing Plan, and will hold the Chief Constable to account for its delivery.
- 5 **Gender Action:** Assistant Chief Constable Judith Gillespie, Independent Member Pauline McCabe and Maura Muldoon, PSNI's Diversity Manager at the launch of the Gender Action Plan in October 2004, with special guest Margaret Moore, Executive Director for the USA's Women in Federal Law Enforcement. The Plan addresses important issues around retaining women in policing.



5 **Building for the future:** Like the Police Service, the Board sees the development and training of all police officers and civilian staff as essential to the future effectiveness and efficiency of the Police Service as a whole. In February 2004 the Board announced the purchase of 217 acres of land near Cookstown, County Tyrone for a new college. The Deputy Chief Constable and Chairman pinpoint where the college will be on the day the announcement was made.



■ As the first Policing Board comes to an end it will be up to the main political parties to agree a new devolved future for Northern Ireland and establish with the Secretary of State a new Policing Board.



Devolution of policing  
and justice will not  
happen overnight.  
It cannot happen until  
the Assembly is restored  
and until the Assembly  
wants and asks for  
devolution of these  
powers.

Rt Hon Peter Hain MP,  
Secretary of State for  
Northern Ireland,  
February 2006

FOR OVER four and a half years the Board has steadily moved the policing agenda forward and has confounded expectations in the process.

Symbols are important in Northern Ireland, and there is no doubt that when the Board succeeded at its first major hurdle - agreeing a new emblem and uniform for the Police Service - many were surprised that consensus had been reached.

That seems a long time ago and despite all the progress to date there are still challenges ahead for policing and for the Policing Board.

We are not policing a normal society yet, and we know that there is still a way to travel. Due to Northern Ireland's unique situation we have twice as many police officers per head of population than England and Wales.

But what we do know is that the Police Service of Northern Ireland under the leadership of Sir Hugh Orde has grasped the mantle of change and delivered on what has been asked. An ocean going tanker has been turned and the commitment to a process of change has put policing in Northern Ireland on the global map - and for the right reasons.

Others have not yet made that commitment. Others choose to threaten and intimidate those who have committed to playing a positive role, while others, suffering from past injustices are still unsure. If we are to truly move on Northern Ireland must also deal with its difficult past.

Policing has a major part to play in building trust, and the recent establishment of the Historical Enquiries Team will answer some of the many unanswered questions. But what has happened in the past in policing cannot be used as a reason for holding back the future. We must not look back - but engage, debate and move on.

The Policing Board is grateful for the local, national and international support it has received during its term of office. The Board is also grateful to those who have been prepared to voice support for what has happened in policing in Northern Ireland and trusts that support will continue.

There are still challenges ahead, and some are still political. The Board is concerned that plans for the transfer of National Security will reverse the progress that has been made in the procedures for managing intelligence over the past 3 years.

The future devolution of policing and justice to a new Assembly will provide many challenges, but will also deliver one of the final parts of the policing jigsaw put together so conscientiously by the Patten Commission.

It is the hope of this Policing Board that a long lasting political settlement is delivered. But, until that time Members of the Northern Ireland Policing Board will continue in their duty of overseeing the delivery of an effective, efficient, accountable and impartial policing service for the whole of Northern Ireland.



As I step down from this Board, I do so in the knowledge that much of what was deemed ‘unachievable’ has been achieved and that one of the greatest and most challenging social experiments in Northern Ireland’s recent history is alive and well. We have established the new beginning to policing and laid its strong foundations.

Denis Bradley,  
Policing Board Vice Chairman,  
2001-2006



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## PART SIX CONTINUED...

- 1 **Denis Bradley:** Vice Chairman of the Northern Ireland Policing Board and Chair of the Board's Community Involvement Committee.
- 2 **Pastoral Support:** The leaders of the Presbyterian Church, Church of Ireland, Methodist Church and Catholic Church in Ireland visited the Policing Board together in 2003 and were welcomed by the Chairman and Vice Chairman.

- 3 **Looking to the future:** Throughout the life of the Policing Board it has worked closely with the Northern Ireland Office. The current Secretary of State, Rt Hon Peter Hain MP, met the Policing Board in November 2005. In February 2006 he introduced the Northern Ireland (Miscellaneous Provisions) Bill, legislation aimed at preparing the ground for the re-establishment of devolution. He also published a discussion document on the devolution of Policing and Justice. The paper sets out what the Government believes is a sensible and pragmatic framework for policing and justice in Northern Ireland under a new Assembly.

- 4 **Policing the Past:** The Historical Enquiries Team (HET) seeks to offer families in Northern Ireland a thorough and independent re-appraisal of unsolved cases. With the primary objective of working with families and victims to achieve some measure of resolution, families and victims have been placed at the very centre of everything HET does. The Unit will look at deaths that occurred in chronological order between 1968 and 1998 (pre-Good Friday Agreement).
- 5 **Devolving the future:** The Government's discussion document on the devolution of Policing and Justice published in February 2005.



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The Board has put in place mechanisms to monitor and assess the performance of the Chief Constable and the PSNI, including a human rights monitoring framework, human resource and training strategies, and a Code of Ethics for police officers. It has made difficult decisions successfully in a complex political environment.

Responses by the Government and the Northern Ireland Policing Board to the Northern Ireland Affairs Committee's Seventh Report of Session, 2004-05



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## PART SIX CONTINUED...

- 1 **Best Practice:** The Chairman and Deputy Chief Constable take questions at the Association of Police Authorities' annual conference in November 2005. It was the first time that the organisation had come to Belfast. "There is much to be learned from the Northern Ireland policing experience which could have wider resonance for policing in England and Wales..." the APA's Chairman told delegates.
- 2 **Ministerial Meetings:** The Chairman and Vice Chairman welcome the current Irish Minister of Foreign Affairs, Dermot Ahern TD to the Policing Board in 2005.
- 3 **The President's Man:** The Chairman with the US Consul General in Belfast, Dean Pittman. From the President to his Special Envoy and successive Consuls General, the Policing Board acknowledges the support that policing and the Board itself has received from the United States.
- 4 **Learning the Future:** The Vice Chairman speaking to students from the University of Washington. Students, diplomats and police officers from across the world have visited the Policing Board to see at first hand its work, where we have come from, and what the future holds.
- 5 **Welcome Visitors:** Police officers from India visited the Board in September 2003.



We continue to be impressed that the Board in a relatively brief period of time, and while simultaneously facing a number of difficult decisions, has met its complex responsibilities with courage, intelligence and commitment to the interests of all the people of Northern Ireland.

Report 7 of the Office of the  
Oversight Commissioner  
for Policing Reform,  
May 2003

If the sceptics had been told back in 1998 that a Policing Board would be formed with representation across the political divide in Northern Ireland, and that this Board would successfully govern the conduct of policing policy across a range of contentious issues, they would have been totally incredulous. Yet that is exactly what has happened. The Policing Board has fulfilled its mandate of holding the Chief Constable to account.

Dermot Ahern TD,  
Irish Minister of Foreign Affairs,  
May 2005



Northern Ireland  
**Policing Board**

4 November 2001 - 31 March 2006

Professor Sir Desmond Rea

Denis Bradley

Sunil Sharma

Alex Attwood

Sammy Wilson

Viscount Brookeborough

Ian Paisley Jnr

Joe Byrne

Rosaleen Moore

Fred Cobain

Eddie McGrady

Brian Dougherty

Pauline McCabe

Sam Foster

Alan McFarland

Barry Gilligan

James Leslie  
Member of the Policing Board  
4 November 2001 - 19 February 2002

Rt Hon Lord Kildooney

Willie Hay

Ivan Davies  
Member of the Policing Board  
4 November 2001 - 19 February 2002

Tom Kelly



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