



## Annual Report and Accounts For the Period 01.04.2011 — 31.03.2012





**NORTHERN IRELAND POLICING BOARD**

**ANNUAL REPORT AND ACCOUNTS TOGETHER WITH THE  
CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR  
GENERAL FOR THE PERIOD 1 APRIL 2011 – 31 MARCH 2012.**

**LAID BEFORE THE NORTHERN IRELAND ASSEMBLY IN  
ACCORDANCE WITH PARAGRAPH 16 OF SCHEDULE 1 TO THE  
POLICE (NI) ACT 2000 AS AMENDED BY THE POLICE (NI) ACT 2003  
AND NORTHERN IRELAND ACT 1998 (DEVOLUTION OF POLICING  
AND JUSTICE FUNCTIONS) ORDER 2010 ON 29 JUNE 2012.**

Northern Ireland Policing Board Copyright 2012

You may re-use this document/publication (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, please visit <http://www.nationalarchives.gov.uk/doc/open-government-licence> or email: [psi@nationalarchives.gov.uk](mailto:psi@nationalarchives.gov.uk)

For further details about the re-use of Northern Ireland Policing Board information please write to the Board at:

Waterside Tower, 31 Clarendon Road, Belfast BT1 3BG or email:  
[information@nipolicingboard.org.uk](mailto:information@nipolicingboard.org.uk)

This document/publication is also available on our website at:  
[www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)

Any enquiries regarding this document/publication should be sent to the Communications Branch of the Policing Board at the above address.

## CONTENTS

<b>1.0</b>	<b>CHAIR'S FOREWORD</b>	<b>4</b>
<b>2.0</b>	<b>CHIEF EXECUTIVE'S FOREWORD</b>	<b>7</b>
<b>3.0</b>	<b>POLICING BOARD MEMBERSHIP</b>	<b>8</b>
<b>4.0</b>	<b>MANAGEMENT COMMENTARY</b> <ul style="list-style-type: none"><li>- Background and principal activities</li><li>- Summary of financial information</li></ul>	<b>10</b>
<b>5.0</b>	<b>THE WORK OF THE NORTHERN IRELAND POLICING BOARD</b> <ul style="list-style-type: none"><li>- The Policing Board as an organisation</li><li>- Community Engagement and the work of District Policing Partnerships</li><li>- Overseeing policing and ensuring accountability</li><li>- Funding and resources</li></ul>	<b>18</b>
<b>6.0</b>	<b>REMUNERATION REPORT</b>	<b>95</b>
<b>7.0</b>	<b>NORTHERN IRELAND POLICING BOARD FINANCIAL STATEMENTS</b>	<b>108</b>
<b>8.0</b>	<b>GLOSSARY</b>	<b>146</b>

## 1.0 CHAIR'S FOREWORD



I am pleased to introduce the Policing Board's Annual Report for the period 1 April 2011 – 31 March 2012. The report sets out in detail how the Board has worked to deliver on its oversight role and responsibilities during the past financial year.

This has been a time of change for the Policing Board and following the Assembly elections in May 2011 the Board was reconstituted. Without doubt, the new political and independent members appointed to serve have brought new energy, new ideas and new skills to the Board's work and over the last number of months much has been achieved.

On the 4 November 2011 the ten year anniversary of the establishment of the Board and the PSNI was reached. Whilst the anniversary provided the opportunity to reflect on the changes that have taken place, it also focused attention on the future challenges facing policing in Northern Ireland.

Looking at the policing architecture, the Board continues to have a very central and critical role to play. But we too must look to the future and the three key themes for our work will now focus on Accountability, Advocacy and Adding Value.

Our statutory duty to hold the Chief Constable to account is essential for building community confidence in policing. The model of police governance the Board provides through its political and independent membership provides a powerful mechanism to achieve this goal.

But we are also moving into a new era in which statutory bodies work more collaboratively both to reduce crime and the fear of crime. There is a need for the Board and its Members to be greater advocates for policing and supporting the police in working with others for the benefit of the whole community. In terms of Adding Value,

we need to make sure that policing is efficient and delivers value for public money. Value in terms of resources and value in terms of ensuring our policing service represents best policy and practice.

Board Members also recognise that the foundations on which our new policing service has been built must be consolidated. Continuing to build confidence in policing remains a key priority but with the Devolution of Policing and Justice a new opportunity has been provided to build stronger community partnerships and to work much more collaboratively.

This year work has been progressed, in partnership with the Department of Justice, towards the establishment of the new Policing and Community Safety Partnerships (PCSPs). Bringing together the functions previously undertaken by District Policing Partnerships (DPPs) and Community Safety Partnerships (CSPs), these new bodies' primary aim will be working to make communities safer.

I would like to pay particular tribute to the work undertaken by all the members of the DPPs since they were first established in 2003. People in the community have made a real impact in relation to improving policing services across Northern Ireland. The new PCSPs provide an opportunity to deliver a more cohesive approach to identifying and designing solutions to local policing and community safety problems. The Board and Department of Justice are working together to ensure that happens.

Each year we set out objectives, performance indicators and targets in the Policing Plan for the PSNI to achieve and, throughout the year, we monitor police performance against this plan. A detailed assessment of that performance is outlined in this report. I am pleased that recorded crime here has reached its lowest level in fourteen years.

That said, there can be no complacency and we must continue in our efforts to ensure that the public receive a Personal, Professional and Protective policing service when needed. For the year ahead, the Board has published a new style plan which focuses on the service provided to the community.

The funding available to policing and how monies are being used to deliver and support policing priorities remains an area of ongoing scrutiny, particularly in light of the need for the PSNI to deliver efficiency savings of £135m during the Budget 2010 period.

The Board itself has completed an organisational review to ensure that its resources are also used most effectively. As elsewhere in the public sector, the Board and the PSNI have to make sure that value for money is achieved across all aspects of business.

There are a number of challenges ahead and in the last year we have also seen how the unwanted actions of a minority can bring fear and disruption to communities. The Board unequivocally condemns all those who have attacked officers in the course of their duty. Policing and the officers who work on our behalf have an important job to do in ensuring a safe environment for all and it is essential that they receive support from the community as they go about their work.

I would like to thank the Chief Constable and all the officers and staff for their service on behalf of the community. I would also wish to thank Board Members and staff for their commitment and work to make sure that the policing service is meeting and responding to community issues and needs.

**Brian Rea MBE JP**

**Board Chair**



## 2.0 CHIEF EXECUTIVE'S FOREWORD



I am responsible for the day to day management of the Policing Board and ensuring that work programmes are delivered as agreed by the Board.

This Report provides a detailed account of progress over the last year and also sets out how the Board has worked to meet its statutory and legislative functions.

As Accounting Officer I am responsible for financial probity for the funding provided to the Board and am pleased that this report presents a full and audited statement of accounts. Throughout the year internal audit arrangements and corporate governance procedures ensure that the standards expected of a public authority are adhered to across all aspects of business.

I would wish to record my appreciation to Board Members and staff for their work over the last year. The organisation has gone through some changes including a major staffing review, but despite the challenges this change presented, delivery against business objectives has not been affected.

Policing remains a central issue in our community and the Board has an important job to do in overseeing how the PSNI deliver this service.

I would wish to record the commitment and dedication both of Board Members and staff to this work on behalf of the community.

**Edgar Jardine**  
**Interim Chief Executive**

## 3.0 BOARD MEMBERSHIP

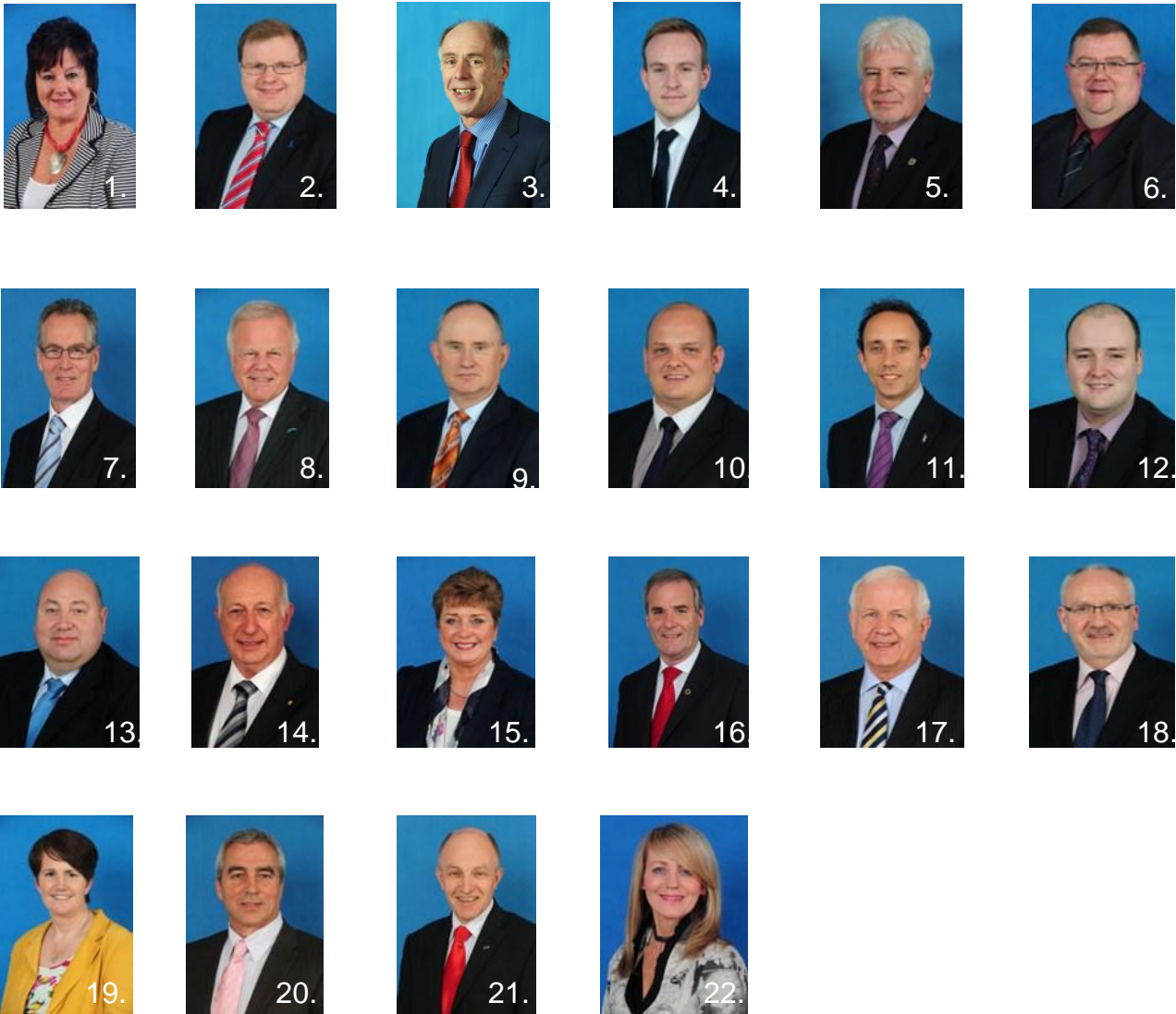
The Board is made up of ten political Members and nine independent Members. Prior to the devolution of policing and justice to the NI Assembly appointments were made by the Secretary of State. Subsequent to devolution appointments are made by the Minister of Justice. During the reporting period there were two Board Memberships. From 1 April 2011 – 4 May 2011 the membership comprised:



1. Martina Anderson MLA, Political member SF
2. Jonathan Bell MLA, Political member DUP
3. Dominic Bradley MLA, Political member SDLP
4. Leslie Cree MLA, Political member UUP
5. Barry Gilligan, Independent member
6. Alex Maskey MLA, Political member SF
7. Basil McCrea MLA, Political member UUP
8. Ian McCrea MLA, Political member DUP
9. Daithí McKay MLA, Political member SF
10. Mary McKee, Independent member
11. Rosaleen Moore, Independent member
12. Gearóid Ó hEára, Independent member Acting Vice Chair
13. Professor Sir Desmond Rea, Independent member
14. Brian Rea, Independent member Acting Chair
15. Trevor Ringland, Independent member
16. David Rose, Independent member
17. Alastair Ross MLA, Political member DUP
18. Suneil Sharma, Independent member
19. Jimmy Spratt MLA, Political member DUP

**Northern Ireland Policing Board**  
**Annual Report and Accounts 1 April 2011 – 31 March 2012**

From 24 May 2011 – 31 March 2012 the membership comprised:



1. Anne Connolly, Independent member
2. Jonathan Craig MLA, Political member DUP
3. Brice Dickson\*, Independent member
4. Ryan Feeney, Independent member
5. Sammy Douglas\* MLA, Political member DUP
6. Ross Hussey MLA, Political member UUP
7. Gerry Kelly MLA, Political member SF
8. Trevor Lunn MLA, Political Member Alliance
9. Stuart MacDonnell, Independent member
10. Ian McCrea MLA, Political member DUP
11. Conall McDevitt MLA, Political member SDLP
12. David McIlveen\* MLA, Political member DUP
13. Adrian McQuillan\* MLA, Political member DUP
14. Robin Newton\* MLA, Political member DUP
15. Joan O’Hagan, Independent member

16. Gearóid Ó hEáira, Independent member Vice Chair
17. Brian Rea, Independent member Chair
18. Brian Rowntree, Independent member
19. Caitriona Ruane MLA, Political member SF
20. Pat Sheehan MLA, Political member SF
21. Michael Wardlow\*, Independent member
22. Deborah Watters, Independent member

\*Adrian McQuillan – resigned 17/10/11  
 \*David McIlveen – appointed 18/10/11  
 \*Michael Wardlow – resigned 02/03/12  
 \*Robin Newton – resigned 13/03/12  
 \*Brice Dickson – appointed 15/03/12  
 \*Sammy Douglas – appointed 15/03/12

Full details of each of the current Board Member’s biographical information and register of interests can be obtained from the website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk). Details of Board Members’ remuneration for the period 1 April 2011 – 31 March 2012 can be found in the Remuneration Report and are also published on the Board’s website.

## 4.0 MANAGEMENT COMMENTARY

### Background and Principal Activities

#### History

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

On 12 April 2010, justice functions in Northern Ireland were devolved to the Northern Ireland Assembly and the Department of Justice (DOJ) came into existence as a new Northern Ireland Department. From this date, the Board became an executive NDPB of the DOJ.

In accordance with the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010, the Annual Report and Accounts of the Board are laid in the Northern Ireland Assembly.

During the period up to 12 April 2010, the Board complied with the corporate governance and accountability framework arrangements (including *Managing Public Money*) issued by HM Treasury and the Northern Ireland Office.

From 12 April 2010 onwards, the Board complied with the corporate governance and accountability framework arrangements (including *Managing Public Money Northern Ireland*) issued by the Department of Finance and Personnel and the DOJ.

The Board's Chief Executive, who is the Accounting Officer for the Board, reports directly to the Permanent Secretary who is the Principal Accounting Officer of the DOJ.

## **Principal Activities**

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

- To consult with the community to obtain their views on policing and their co-operation with the police in preventing crime;
- To set and publish objectives and targets for PSNI as part of an Annual Policing Plan and to monitor PSNI performance against this plan;
- To appoint all officers of the Service above the rank of Chief Superintendent;
- To set the budget for policing and monitor expenditure;
- To oversee complaints against the police and to conduct investigations into complaints against senior officers; and
- To monitor PSNI Human Rights compliance with the Human Rights Act 1998.

The Board continues to seek all opportunities to ensure for all the people of Northern Ireland the delivery of an effective, efficient, impartial, representative and accountable police service which will secure the confidence of the whole community by reducing crime and the fear of crime. Detail of the work of the Board for the current year is included in section five of this report.

At 31 March 2012 the work of District Policing Partnerships (DPPs) ceased due to the enactment of legislation in the Justice Act 2011 to establish Policing and Community Safety Partnerships (PCSPs). Further information can be found in section five of this report.

## **Social and Community Issues**

The Board recognises that it has specific responsibilities which fall under the heading of social and community issues. These are detailed in the two policy documents entitled the 'Community Engagement Strategy' and 'Implementing the Community Engagement Strategy'. The Board takes account of its responsibilities under the Programme for Government and in particular to the priority to 'Promote Tolerance, Inclusion and Health and Well-being'.

The Board also contributes to the achievement of the strategic aims set in the document entitled 'Policing a Shared Future' where, in addressing community problems, the Board is working to build collaboration and trust between the police and the community.

The development of good relations between the Board, the police, and the community is crucial and requires that commitment and leadership is taken forward by the Board under the Strategic Framework for Good Relations in Northern Ireland.

The work of the Board is being implemented in line with responsibilities set out in Section 75 of the Northern Ireland Act 1998 to promote equality of opportunity and to promote good relations between persons of different religious beliefs, political opinions or racial groups from diverse backgrounds and communities.

### **Community Engagement Strategy**

The Board's Community Engagement Strategy is in place to facilitate the Board as it engages with those communities who are more vulnerable to becoming the victim of crime or who historically have had a difficult relationship with police. In doing this the Board is seeking to identify those issues which have a negative impact on community confidence in policing. The expectation is that the Board will prioritise these issues with the PSNI and that improvement will be brought about thereby leading to increased community confidence in policing and co-operation in preventing crime.

### **Financial Performance**

The Board is resourced by funds approved by the NI Assembly through the latest comprehensive spending review. The budget for 2011/12 was £8.0 million.

The Board's expenditure against budget is reported monthly in the Management Accounts which are scrutinised by the Resources and Improvement Committee, with in-year pressures and easements reported to the DOJ through the formal process of quarterly monitoring rounds.

The budget and actual expenditure for 2011/12 is shown below:

<b>Expenditure heading</b>	<b>Budget 2011/12 £'m</b>	<b>Actual 2011/12 £'m</b>
<b>Resource DEL</b>		
Salaries	2.66	2.46
DPPs	3.06	2.80
Other	2.11	1.96
Cash payment of provisions	0.17	0.13
<b>Total Resource DEL</b>	<b>8.00</b>	<b>7.35</b>
<b>Resource AME</b>	<b>0.06</b>	<b>0.19</b>
<b>Cash requirement</b>	<b>7.89</b>	<b>7.10</b>
<b>Capital DEL</b>	<b>0.006</b>	<b>0.005</b>

- Salary costs were down on budget primarily due to the implementation of the organisational restructuring;
- Other costs were under budget due to projects that were delayed or replaced with less expensive options;
- DPP expenditure of £2.80m was 91.5% of budget; and
- The above savings and delays are also reflected in a saving in cash requirements against budget.

The Statement of Comprehensive Net Expenditure is set out in the Financial Statements with supporting notes in the pages that follow.

### **Basis of Accounts**

The accounts have been prepared in accordance with an Accounts Direction issued by the DOJ on 5 April 2012, requiring the accounts to present a true and fair view and compliance with the Government Financial Reporting Manual (FReM).

### **Interest Rate and Currency Risk**

The Board has no borrowings, relies on the DOJ for its cash requirements and is therefore not exposed to liquidity risks. It also has no material deposits, and all material assets and liabilities are denominated in sterling, therefore it is not exposed to interest rate risk or currency risk.

### **Going Concern**

The Statement of Financial Position as at 31 March 2012 shows net liabilities of £256k. This reflects the inclusion of liabilities falling due in future years which, to the extent that they are not to be met from the Board's other sources of income, may only be met by future grants or grants-in-aid from the Board's sponsoring Department, the DOJ.

Grants from the Board's sponsor Department for 2011/12 take into account the amounts required to meet the Board's liabilities falling due in that year and have already been included in the Department's estimates for that year. These have been approved by the NI Assembly, and there is no reason to believe that the Department's future sponsorship and future NI Assembly approval will not be forthcoming. It has accordingly been considered appropriate to adopt a going concern basis for the preparation of the financial statements.

### **Risk**

The Board's policy on managing risk, the NIPB Risk Management Framework, details the roles and responsibilities of those parties involved in the process. The policy complies with HM Treasury Orange Book guidance and integrates with the Board's approach to corporate and business planning. The Board's attitude to risk is described as 'risk averse'.



Key risks identified:

- Security threat – post 21 November 2009 there has been an increased threat from dissidents against the Board;
- Resource implications – to ensure adequate resources are available to meet the requirements of the Board and PSNI discharging their statutory duties; and
- Information assurance – to ensure the Board implements procedures to safeguard information and comply with Information Assurance (IA) Maturity Model requirements.

### **Events since the Year-End**

No event as defined in International Accounting Standard 10 has occurred subsequent to the year-end that requires disclosure, except as disclosed in note 16 of the accounts.

### **Property, Plant and Equipment**

Movements in property, plant and equipment are disclosed in Note 6 to the Financial Statements. The Board does not believe there is any material difference between the market and net book value of its assets.

### **Payments to Suppliers**

The Board's policy is to pay bills from suppliers within 10 working days following receipt of a properly rendered invoice or in accordance with contractual conditions, whichever is the earlier. During this year the Board achieved a prompt payment figure of 98.7% (2010/11: 97.6%) of all properly rendered invoices within 10 days.

### **Charitable Donations**

No charitable donations were made in the year. (2010/11: £Nil)

### **Environmental Issues**

The Board operates a number of effective schemes in relation to its environmental policy, including:

- Recycling dry office waste products, printer cartridges, plastic and aluminium;
- Reducing energy consumption through a range of measures (such as motion activated lighting and automated heating systems); and
- Carbon reduction scheme.

In implementing these schemes the Board has reduced its costs and the environmental impact of the organisation.

### **Audit**

Financial statements for 2011/12 are audited by the Comptroller and Auditor General for Northern Ireland (C&AG), who heads the Northern Ireland Audit Office, is appointed by statute and reports to the NI Assembly. His certificate and report is produced at pages 115 to 117.

The Accounting Officer believes there is no relevant audit information of which the Board's auditors are unaware and has taken all necessary steps to make himself aware of any relevant audit information and to establish that the Board's auditors are aware of that information.

The audit fee for the work performed by the staff of the C&AG during the reporting period, and which relates solely to the audit of these Financial Statements, was £26,787 (2010/11: £26,787).

The C&AG carried out an annual review of the Board's obligations under Part V of the Police (NI) Act 2000 to provide an independent assessment of the Board's approach to Best Value/Continuous Improvement and made conclusions with appropriate recommendations to further improve the approach to this area of work.

### **Pensions**

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme (Northern Ireland) (PCSPS)(NI). Detailed information on Pensions can be found in the Remuneration Report and in the Notes to the Financial Statements.

## **Members**

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

## **Sick Absence Data**

During the year the level of staff absence due to sickness was 3.76% (2010/11: 2.92%). The level of sickness was primarily due to a number of staff being absent on long term sickness.

## **Reporting of Personal Data Related Incidents**

The Data Protection Act 1998 (DPA) means individuals have the right to access information held about them by public authorities. The request is known as a 'Subject Access Request' and the public authority must provide the information promptly and no later than 40 calendar days after the request was received, unless there are grounds for withholding information. During the period of 1 April 2011 - 31 March 2012, the Board received 13 Subject Access Requests under the DPA 1998.

Departments are required by Central Government to monitor their 'information risk management' in line with policy and Information Commissioner's Guidance to provide an annual report. The Board has reported every year since 2004/05 and to date has no protected personal data incidents to report. There were no incidents to report in the reporting period of 1 April 2011-31 March 2012. The Board will continue to monitor and assess its information risks to identify any weaknesses and to ensure continuous improvement of its systems.

## 5.0 THE WORK OF THE NORTHERN IRELAND POLICING BOARD

### Policing Board Oversight Responsibilities

During the year, the Board's oversight of policing is taken forward through its monthly meetings in public and private with the Chief Constable and through the work of its six Committees which meet regularly with representatives from the PSNI Service Executive Team. Copies of the agendas and minutes of Board and Committee meetings are published on the Board's website, along with the key responsibilities of each Committee.

### Meetings in Public



Holding the PSNI to account for the delivery of the policing service to the community underpins all aspects of the Board's work. By law, the Board is required to hold at least eight meetings in public each year. At these meetings the Chief Constable reports on key policing issues and the

Board questions him on issues related to policing in Northern Ireland. The Board held eight meetings in public in 2011/12.

Board meetings are normally held in the Board's offices in Clarendon Dock, Belfast. The press and members of the public are welcome to attend the meetings in public to see the accountability mechanisms working. This year, the Board was pleased to welcome a number of student groups and visitors from overseas. In addition to meetings in public, the Board also meets in private session to consider other business.

### Committee Memberships 2011/12

This section outlines Committee Memberships. A detailed list of each Committee's responsibilities can be obtained from the Board's website.

### **Audit and Risk Management Committee Membership**

Mr Ross Hussey (Chairperson), Mr Brian Rowntree (Vice Chairperson), Mr Jonathan Craig, Mr Stuart MacDonnell, Mr David McIlveen (2), Mr Adrian McQuillan(1), Mr Pat Sheehan, Mr Michael Wardlow (3). During the reporting period, the Committee met on four occasions to progress its responsibilities.

### **Community Engagement Committee Membership**

Mr Gerry Kelly (Chairperson), Ms Deborah Watters (Vice Chairperson), Mr Ryan Feeney, Mr Trevor Lunn, Mr Ian McCrea, Mr Conall McDevitt, Mr David McIlveen (2), Mr Adrian McQuillan (1), Mr Pat Sheehan. During the reporting period, the Committee met on six occasions to progress its responsibilities.

### **Corporate Policy, Planning and Performance Committee Membership**

The Committee comprising Mr Gearóid Ó hEára (Chairperson), Mr Brian Rea (Vice Chairperson), Mr Dominic Bradley (Chairperson of Resources and Improvement Committee), Mr Basil McCrea (Chairperson of Human Rights and Professional Standards Committee), Mr Daithí McKay (Vice Chairperson of Audit and Risk Management Committee), Ms Mary McKee (Vice Chairperson of Human Rights and Professional Standards Committee), Mr Alex Maskey (Chairperson of Community Engagement Committee), Mrs Rosaleen Moore (Vice Chairperson of Human Resources Committee), Mr Ian McCrea (Floating Member), Professor Sir Desmond Rea (Vice Chairperson of Resources and Improvement Committee), Mr Trevor Ringland (Chairperson of Audit and Risk Management Committee), Mr Jimmy Spratt (Chairperson of Human Resources Committee), met on two occasions in April 2011 to progress its responsibilities.

The Committee comprising Mr Gearóid Ó hEára (Chairperson), Mr Brian Rea (Vice Chairperson), Mrs Anne Connolly (Floating Member), Mr Jonathan Craig (Chairperson of Resources and Improvement Committee), Mr Ryan Feeney (Vice Chairperson of Human Rights and Professional Standards Committee), Mr Ross Hussey (Chairperson of Audit and Risk Management Committee), Mr Gerry Kelly (Chairperson of Community Engagement Committee), Mr Trevor Lunn (Chairperson of Human Resources

Committee), Mr Stuart MacDonnell (Vice Chairperson of Audit and Risk Management Committee), Mr Conall McDevitt (Chairperson of Human Rights and Professional Standards Committee), Mrs Joan O'Hagan (Vice Chairperson of Human Resources Committee), Mr Robin Newton (Floating Member), Mr Brian Rowntree (Vice Chairperson of Audit and Risk Management Committee), Ms Deborah Watters (Vice Chairperson of Community Engagement Committee) met on four occasions during June to October 2011 to progress its responsibilities.

At the October 2011 Committee meeting it was agreed that all Members be formally included as full Members of Corporate Policy, Planning and Performance Committee. During the period November 2011 to March 2012 the Committee, comprising all Members of the Board met on seven occasions to progress its responsibilities.

#### **Human Resources Committee Membership**

Mr Trevor Lunn (Chairperson), Mrs Joan O'Hagan (Vice Chairperson), Mrs Anne Connolly, Mr Ross Hussey, Mr Ian McCrea, Mr Stuart MacDonnell Ms Cairtriona Ruane. During the reporting period the Committee met on eight occasions to progress its responsibilities.

#### **Human Rights and Professional Standards Committee Membership**

Mr Conall McDevitt (Chairperson), Mr Ryan Feeney (Vice Chairperson), Mr Gerry Kelly, Mr Robin Newton (4), Mrs Joan O'Hagan, Ms Cairtriona Ruane Ms Deborah Watters. During the reporting period the Committee met on nine occasions to progress its responsibilities.

#### **Resources and Improvement Committee Membership**

Mr Jonathan Craig (Chair), Mr Stuart MacDonnell (Vice Chair), Mrs Anne Connolly, Mr Robin Newton (4), Mr Brian Rowntree, Mr Pat Sheehan Mr Michael Wardlow (3). During the reporting period, the Committee met on seven occasions to progress its responsibilities.

- (1) Mr Adrian McQuillan resigned from the Board on 17 October 2011.
- (2) Mr David McIlveen was appointed to the Board on 18 October 2011.
- (3) Mr Michael Wardlow resigned from the Board on 2 March 2012.
- (4) Mr Robin Newton resigned from the Board on 13 March 2012.





## The Policing Board as an Organisation

### Northern Ireland Policing Board Corporate Plan 2011-2014 and the Corporate Business Plan 2011/12

The Corporate Plan 2011-2014 was published on 7 April 2011 and this provides the framework for the annual Corporate Business Plan. The Corporate Plan sets out the strategic direction and work programme for the Board until 31 March 2014 and contains four themes relating to:

- Setting Strategic Direction and Priorities;
- Scrutinising Performance Outcomes;
- Achieving Results through Community Engagement and Partnerships; and
- Ensuring Value for Money and Productivity.



When developing the Corporate Plan 2011-2014, the Board critically reviewed its legislative responsibilities, considered the challenges ahead and endeavoured to develop a Plan which will enable the Board to fulfil its statutory functions effectively. The Corporate Plan 2011-2014 and our Corporate Business Plan 2011/12 can be found on the Board's website. The table below provides an assessment of the Board's performance against the targets contained in the 2011/12 Corporate Business Plan.



## Performance against Corporate Business Plan Targets: 2011/12

<b>THEME 1: SETTING STRATEGIC DIRECTION AND PRIORITIES</b>				
The Board will ensure that both it and the PSNI have the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public				
Performance Indicator	Target	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
<b>1.1: Secure the strategic direction, finance and leadership of the PSNI and the Board by:</b> <ul style="list-style-type: none"> <li>• Agreeing an annual budget for policing by 31 March each year.</li> <li>• Appointing senior PSNI officers and staff.</li> <li>• Administering injury on duty and medical retirement applications.</li> </ul>	<b>1.1.1</b> To develop and publish the 2012/13 Corporate Business Plan by 31 March 2012.		√	
	<b>1.1.2</b> To assess Board Performance against the 2011/12 Corporate Business Plan and publish assessments in October 2011 and April 2012.		√	
	<b>1.1.3</b> To review and approve the PSNI's financial estimate for the 2012/13 financial year by 31 December 2011.		√	
	<b>1.1.4</b> Prepare monthly Management Accounts for the Board's expenditure and monitor financial results against target.	√		
	<b>1.1.5</b> To appoint senior police officers within 5 months of being made aware of the vacancy.		√	
	<b>1.1.6</b> To implement the recommendations from the Organisational Review within agreed timescales.	√		
	<b>1.1.7</b> To manage the Board's contract for medical assessments through monthly meetings with the Selected Medical Practitioner and monthly reports to the Human Resources Committee meetings.	√		

**Northern Ireland Policing Board  
Annual Report and Accounts 1 April 2011 – 31 March 2012**

Performance Indicator	Target	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
	1.1.8 To perform the Board's statutory role as pension administrator for the Police Officers' Pension Scheme in line with relevant legislation and statutory body notifications.	√		
	1.1.9 To prepare the Policing Board Annual Financial Statements and Remuneration Report to be included in the Annual Report and Accounts, in compliance with IFRS. To be produced in line with the DOJ timetable and to have the Report and Accounts laid before the Assembly before the Assembly summer recess.	√		
<b>1.2:</b> Ensure the highest possible professional and ethical standards are set and maintained for the PSNI and the Board by: <ul style="list-style-type: none"> <li>• Reducing the number of Incivility Complaints against the PSNI by 10% by 31 March 2014 (5% in Year 1).</li> </ul>	1.2.1 To keep under review and update where necessary corporate governance and risk management procedures in line with Internal Audit Report recommendations reporting quarterly to the Committee.	√		
	1.2.2 To monitor performance against targets in the 2011-14 Policing Plan every 6 months to reduce incivility complaints against PSNI by 5% in 2011/12.	√		
	1.2.3 To monitor PSNI compliance with the Code of Ethics and publish analysis in the Human Rights Annual Report by 31 December 2011.		√	
	1.2.4 To meet with the Deputy Chief Constable and the Police Ombudsman every 6 months to discuss progress against targets set out in the Professional Standards Monitoring Framework and to monitor the PSNI Complaints Reduction Strategy.	√		

**Northern Ireland Policing Board  
Annual Report and Accounts 1 April 2011 – 31 March 2012**

Performance Indicator	Target	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
	<b>1.2.5</b> To produce the Board Equality Annual Progress Report in line with the target date set by the Equality Commission.	√		
	<b>1.2.6</b> To provide the Board on an ongoing basis with a Human Resources service which is compliant with legislation, good practice and within agreed timeframes.	√		
	<b>1.2.7</b> To ensure that Learning and Development (Board members, Corporate, Branch and Individual) continues to be undertaken in line with Board Priorities and Budgets.	√		
	<b>1.2.8</b> To make arrangements for police appeals against conduct hearing sanctions to be processed in accordance with most recent regulations, including legislative timescales.	√		
	<b>1.2.9</b> To refer all complaints and recommendations for dismissal of senior PSNI officers to Committee within 1 month of receipt.	√		
<b>1.3:</b> Set clear and ambitious priorities for policing by: <ul style="list-style-type: none"> <li>• Publishing a Policing Plan which sets clear and ambitious priorities for policing by 31 March each year.</li> </ul>	<b>1.3.1</b> To publish the 2012-2015 Policing Plan by 31 March 2012 setting clear and ambitious priorities for policing.	√		
<b>1.4:</b> Communicate in a timely manner which adds value to policing in Northern Ireland by:	<b>1.4.1</b> To deliver a programme of communications activity through an agreed strategy and implementation plan by 31 March 2012.	√		

**Northern Ireland Policing Board  
Annual Report and Accounts 1 April 2011 – 31 March 2012**

Performance Indicator	Target	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
<ul style="list-style-type: none"> <li>Publishing a Programme of Work each year by 31 March.</li> </ul>	<b>1.4.2</b> To publish an Annual Report by 30 September 2011 outlining the Board's contribution to police accountability and the delivery of improvements to policing.	√		
	<b>1.4.3</b> To agree and publish a Programme of Work (including implementation of Development Plans) for all Committees by 31 March 2012.		√	

**THEME 2: SCRUTINISING PERFORMANCE OUTCOMES**

The Board will ensure that it is effective in scrutinising and ensuring that the PSNI delivers the priority services that matter to local people

Performance Indicator	Target	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
<b>2.1:</b> Hold the Chief Constable to account and effectively scrutinise the performance of the PSNI by: <ul style="list-style-type: none"> <li>Facilitating engagement between communities, the Board and the PSNI by carrying out themed scrutiny reviews on priority issues raised by the community, which evaluate police policy and</li> </ul>	<b>2.1.1</b> To scrutinise PSNI Performance against 2011/14 Policing Plan targets quarterly in public and publish a full assessment in the Board's Annual Report by 30 June 2012.		√	
	<b>2.1.2</b> To ensure PSNI supporting strategies listed in the 2011-14 Policing Plan are received and expedited at the intervals agreed in Part 3 of the Policing Plan.		√	
	<b>2.1.3</b> To agree a refreshed PSNI Estate Strategy by 31 March 2012 and monitor implementation at least twice during 2011/12.			√

**Northern Ireland Policing Board**  
**Annual Report and Accounts 1 April 2011 – 31 March 2012**

<p>strategy and make recommendations where appropriate.</p> <ul style="list-style-type: none"> <li>• Scrutinising the performance of the PSNI throughout the reporting year.</li> <li>• Annually approve the PSNI financial records and accounts before the Assembly Summer recess deadline.</li> </ul>	<p><b>2.1.4</b> To agree a refreshed PSNI IT Strategy by 31 December 2011 and monitor implementation using NPIA for independent validation once in 2011/12.</p>	√			
	<p><b>2.1.5</b> To agree and publish 3 thematic reviews by 31 March 2012.</p>		√		
	<p><b>2.1.6</b> To hold at least 8 Board meetings in public during 2011/12, for the purpose of receiving a report from the Chief Constable and hold Board Committee meetings in line with a published schedule.</p>	√			
	<p><b>2.1.7</b> To monitor the PSNI Financial Strategy through examination of monthly Management Accounts and other relevant reports to Committee each month.</p>	√			
	<p><b>2.1.8</b> To develop a monitoring framework for the Policing with the Community Strategy by 30 September 2011 and monitor implementation against targets by 31 March 2012.</p>	√			
	<p><b>2.1.9</b> Implement an Agreed Programme of Monitoring the PSNI People Strategy including R2R and R4, reporting progress to the Human Resources Committee at 6 monthly intervals.</p>	√			
	<p><b>2.1.10</b> Implement an Agreed Programme of Monitoring the PSNI Training and Development Strategy reporting progress to the Human Resources Committee at 6 monthly intervals.</p>	√			

**Northern Ireland Policing Board  
Annual Report and Accounts 1 April 2011 – 31 March 2012**

	<b>2.1.11</b> Implement an Agreed Programme of Monitoring the PSNI Equality and Diversity Strategy reporting progress to the Human Resources Committee at 6 monthly intervals.	√		
	<b>2.1.12</b> To agree and publish at least 1 Thematic Review on HR issues by 31 March 2012.			√
<p><b>2.2:</b> Ensure continuous improvement of the PSNI and the Board through focus on strategic issues and outcomes by:</p> <ul style="list-style-type: none"> <li>• Implementing the agreed Board's Continuous Improvement Implementation Plan by 31 March 2014.</li> <li>• Publishing the PSNI Continuous Improvement arrangements by 31 March each year and ensure measurable improvements and outcomes which are reported in the Board's Annual Report.</li> </ul>	<b>2.2.1</b> To implement the agreed elements of the Board's Continuous Improvement Implementation Plan by 31 March 2012.		√	
	<b>2.2.2</b> To approve and publish the PSNI Continuous Improvement arrangements for 2012/13 by 31 March 2012 clearly showing the improvements and efficiencies to be secured.		√	
	<b>2.2.3</b> To monitor the implementation of the PSNI Continuous Improvement Strategy at least twice during 2011/12 and publish a full assessment in the Board's Annual Report by 30 September 2012.	√		
	<b>2.2.4</b> To agree and publish the Board's Continuous Improvement arrangements for 2012/13 by 31 March 2012 clearly showing the improvements and efficiencies to be secured.	√		
	<b>2.2.5</b> To agree a monitoring framework for Protective Services by 30 September 2011 and monitor implementation against targets by 31 March 2012.		√	

<b>2.3:</b> Ensure compliance with Human Rights legislation to secure improvements in policing by: <ul style="list-style-type: none"> <li>Scrutinising PSNI compliance with the Human Rights Act 1998, publishing an Annual Human Rights Report and Thematic reports by 31 December each year.</li> </ul>	<b>2.3.1</b> To deliver all aspects of the operation of the Independent Custody Visiting Scheme, reporting quarterly to HRPS Committee and annually in a Custody Visiting Annual Report by 30 June 2012.	√		
	<b>2.3.2</b> To develop and publish the 2011 Human Rights Annual Report by 31 December 2011.		√	
	<b>2.3.3</b> To implement the agreed Programme of Work (and Development Plan) for 2011/12 by 31 March 2012.	√		

**THEME 3: ACHIEVING RESULTS THROUGH COMMUNITY ENGAGEMENT AND PARTNERSHIPS**

The Board will achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities

Performance Indicator	Target	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
<b>3.1:</b> Increase public confidence and satisfaction in the PSNI, the Board and District Policing Partnerships/Policing and Community Safety Partnerships by: <ul style="list-style-type: none"> <li>Increasing the percentage of people who think that the police do a good job in Northern Ireland as a whole by 7% points.</li> </ul>	<b>3.1.1</b> To commission an Omnibus Survey module in 2011/12 and publish the results within two months of receiving the data.	√		
	<b>3.1.2</b> To maintain and support DPPs/PCSPs in carrying out their statutory functions through agreed programmes of work and in line with agreed timescales.	√		
	<b>3.1.3</b> To assess and report on the effectiveness of DPPs during 2010/11 by 30 September 2011.	√		
	<b>3.1.4</b> To increase the percentage of people who think that the police do a good job in Northern Ireland as a whole by 2% points by 31 March 2012	√		

<ul style="list-style-type: none"> <li>• Increasing the percentage of people who think that the Board is working well by 7% points.</li> <li>• Increasing the percentage of people who feel that their local DPP/PCSP has helped to improve policing in their local area by 2% points.</li> <li>• Engaging, communicating and consulting with the Community.</li> </ul>	<p><b>3.1.5</b> To increase the percentage of people who think that the Board is working well by 2% points by 31 March 2012.</p>		√	
	<p><b>3.1.6</b> To increase the percentage of people who feel that their local DPP/PCSP has helped to improve policing in their local area by 2% points by 31 March 2012.</p>	√		
	<p><b>3.1.7</b> To organise and deliver by 31 March 2012 a programme of engagement with those communities deemed to be vulnerable or distanced from policing and to assess its effectiveness.</p>		√	
	<p><b>3.1.8</b> By 31 March 2012 to report on the action taken in relation to recommendations from the 'Consortium Report' in order to build and sustain confidence in policing with the Republican and Loyalist communities.</p>	√		
	<p><b>3.1.9</b> In conjunction with NPIA by 31 March 2012 to have undertaken an assessment as to the extent to which actions taken as a result of the engagement strategy have impacted on community confidence in policing?</p>	√		



**Northern Ireland Policing Board  
Annual Report and Accounts 1 April 2011 – 31 March 2012**

<p><b>3.2: Secure improvements in policing and public safety through effective engagement and partnership working by:</b></p> <ul style="list-style-type: none"> <li>• Increasing by 5% points the percentage of stakeholders who think that the Board secures improvements in policing and public safety through effective engagement and partnership working.</li> <li>• Advocating on behalf of the community and the PSNI on policing matters.</li> <li>• Working in partnership with communities, the PSNI, the Department of Justice, local government, local partnerships and other key stakeholders to add value to local communities.</li> </ul>	<p><b>3.2.1</b> To refer to committee and monitor PSNI implementation of recommendations from all relevant CJINI inspection reports.</p>		√	
	<p><b>3.2.2</b> To refer to committee and monitor PSNI implementation of recommendations from all relevant HMIC inspection reports.</p>	√		
	<p><b>3.2.3</b> To conduct a Board Stakeholder Survey during 2011/12.</p>	√		
	<p><b>3.2.4</b> To establish a baseline by 31 March 2012 of the percentage of stakeholders who think that the Board secures improvements in policing and public safety through effective engagement and partnership working.</p>	√		
	<p><b>3.2.5</b> To work with the Department of Justice and local government to fully implement the arrangements for PCSPs by 31 March 2012.</p>	√		
	<p><b>3.2.6</b> To develop and agree a Memorandum of Understanding with the Department of Justice on the operation of the Joint Committee by 30 September 2011.</p>		√	
	<p><b>3.2.7</b> To appoint Independent Members to PCSPs by 31 March 2012.</p>		√	
	<p><b>3.2.8</b> To report on the implementation of recommendations arising from thematic reports as required.</p>	√		

<b>THEME 4: ENSURING VALUE FOR MONEY AND PRODUCTIVITY</b>				
The Board will ensure a clear and sustained focus on value for money to secure a good deal for the public				
Objective	Target	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
<b>4.1:</b> Secure and ensure that there is robust and cost effective management of the human, financial and physical resources of the PSNI and the Board by: <ul style="list-style-type: none"> <li>• Securing optimum resources throughout the year by negotiating budget changes with DOJ, through the budget process and In Year Monitoring Rounds.</li> <li>• Conducting a value for money assessment on how resources are utilised.</li> </ul>	<b>4.1.1</b> To exercise the Board's duties as owner of the police estate and process all legal documents within four weeks of receiving requests.	√		
	<b>4.1.2</b> To review and approve the PSNI's financial estimate for the 2012/13 financial year by 31 December 2011.		√	
	<b>4.1.3</b> To scrutinise the PSNI's 2010/11 annual financial expenditure against budget by 31 July 2011.		√	
	<b>4.1.4</b> Secure adequate resources throughout the year by negotiating budget changes with DOJ, through the budget process and In-Year Monitoring Rounds.	√		
	<b>4.1.5</b> Review the PSNI's monthly Management Accounts and report results at R&I Committee each month.	√		

<p><b>4.2:</b> Ensure the Board is outcome focused to add value to policing by:</p> <ul style="list-style-type: none"> <li>• Increasing the percentage of people who think that the Board helps to ensure that the PSNI do a good job by 7% points.</li> <li>• Increasing by 5% points the percentage of stakeholders who think that the Board is outcome focused and adds value to policing.<sup>1</sup></li> </ul>	<p><b>4.2.1</b> To agree with the Joint Committee<sup>2</sup> (DOJ &amp; Board) strategic outcomes for PCSPs by 31 March 2012.</p>	√		
	<p><b>4.2.2</b> To increase the percentage of people who think that the Board helps to ensure that the PSNI do a good job by 2% points by 31 March 2012</p>	√		
	<p><b>4.2.3</b> To establish a baseline by 31 March 2012 of the percentage of stakeholders who think that the Board is outcome focused and adds value to policing.</p>	√		

<sup>1</sup> A new survey will be conducted, setting a baseline in 2011/12, followed by improvement targets at years 2 and 3.

<sup>2</sup> The Joint Committee is a statutory Committee under the Justice Act 2011 comprising Board and DOJ.



## Staffing the Board

The Board's Chief Executive is responsible for supporting the work of the Board and the day to day management of the organisation.

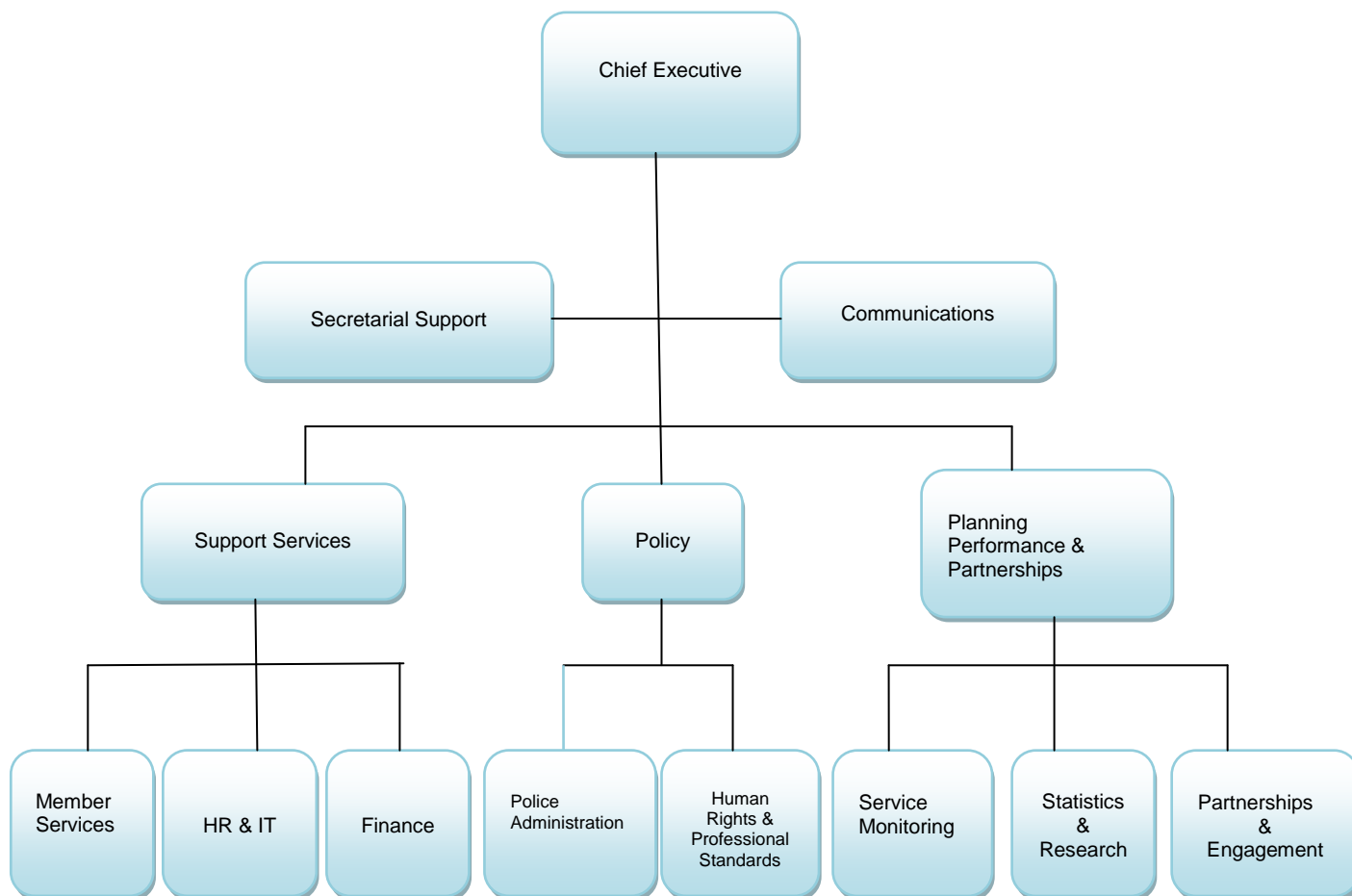
In 2011, the Board appointed KPMG to conduct an organisational review of the Board.

The purpose of the organisational review, in the context of the Board's statutory responsibilities, vision and ensuring value for money, was to examine the governance structure, the organisational arrangements and staffing necessary to ensure that the organisation is efficient and effective, whilst continuing to fulfil its statutory role and obligations within its available budget and future financial constraints.

In relation to the staffing resources, recommendations relating to a reduction in staffing numbers were accepted and have been achieved during the reporting period.

The Chief Executive is supported in his work by three Directors whose responsibilities cover Policy; Planning, Performance & Partnerships and Support Services.

The organisation chart below sets out the Board staffing structure.



### Staffing Composition of the Policing Board

At 31 March 2012 the staff of the Board comprised of 34 seconded civil servants from the Northern Ireland Civil Service (NICS) and 21 direct recruits appointed following public advertisement.

In its recruitment of new staff the Board is committed to equality of opportunity in employment and welcomes applications from all suitably qualified candidates irrespective of religious belief, political opinion, gender, disability, age, race, marital status, sexual orientation or whether they have dependents. The Board completes an Annual Fair Employment Monitoring Return and a 3-year Article 55 return to the Equality Commission.

**Board Staffing Statistics at 1 April 2011 and 1 April 2012**

	Gender		Community Background					
	Male	Female	Protestant		Roman Catholic		Not Determined	
			Male	Female	Male	Female	Male	Female
1 April 2011	26	29	19	14	7	15	0	0
	<b>47.5%</b>	<b>52.5%</b>	<b>34.5%</b>	<b>25.5%</b>	<b>12.7%</b>	<b>27.3%</b>	<b>0%</b>	<b>0%</b>
1 April 2012	22	29	16	14	6	15	0	0
	<b>43.1%</b>	<b>56.9%</b>	<b>31.4%</b>	<b>27.4%</b>	<b>11.8%</b>	<b>29.4%</b>	<b>0%</b>	<b>0%</b>

*(Note: This table excludes NISRA personnel who are seconded from the Department of Finance & Personnel (DFP) to the Board and included within DFP's monitoring statistics)*

**Staff Development**

The Board is a recognised Investors in People (IIP) organisation, achieving reaccreditation in 2010. Preparations are currently underway for the succeeding reaccreditation in December 2012.

The Board is always keen to obtain feedback from its staff and ran a Staff Attitudes Survey in February/March 2012 to ask for feedback across a range of areas such as communications, training and performance management. An action plan will be developed in the reporting year 2012/13 to address the areas requiring future development.

The Board continues to develop its business planning, people development, communications and evaluation processes and all staff input into business and branch objectives whilst linking it to their own personal performance agreements and personal development plans.

The Board provides a range of development opportunities for staff so they are equipped to deliver the objectives of the Board's Business Plan and meet the demands of individual job roles. A range of internal and external training courses have been further enhanced by the use of on-line computer based training programmes. The Board is fully integrated within the NICS wide Human Resources HRConnect service which offers more training / development opportunities and wider career development opportunities for Board staff.

### **The Policing Board's Commitment to Equality**

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

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

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

### **The Policing Board's Equality Scheme**

The Board's first Equality Scheme was approved by the Equality Commission on 12 February 2003. During the reporting year the Board's Scheme was reviewed and a revised scheme was approved by the Equality Commission on the 28 March 2012. The Scheme sets out how the Board meets its obligations with regard to all of its policies, powers, duties and functions. The Scheme also explains how the Board will carry out its

duties in a way that will promote good relations between people of different religious beliefs, political opinions or racial groups.

During the period 2011/12 the Board also:

- produced its Annual Progress Report for the Equality Commission;
- continued to review and update its Disability Action Plan;
- continued the screening of its policies, powers, duties and functions;
- monitored progress on equality matters, by way of regular reports to the Senior Management Team; and
- consulted with a range of stakeholders as part of the review of the Boards Equality Scheme.

The Board's Equality Scheme can be accessed on our website.

## **Freedom of Information**

The Freedom of Information Act 2000 (FOI) gives any individual the right to request information from public authorities. It is intended to foster a culture of openness and transparency and make Government more accountable. It is also so the public can clearly see how public authorities carry out their duties, why they make decisions, and how they spend public money.

The Policing Board is fully committed to FOI and the responsibilities it places on our members and staff. E-learning training is provided for all new staff. The Board operates policies and procedures to ensure that we meet our responsibilities under FOI and our FOI policy can be viewed on the Board's website.

During the period 1 April 2011-31 March 2012, the Board has:

- received 63 requests for information under the FOI Act;



- processed 7 requests for a formal review of the Board's handling of specific FOI requests. These reviews were progressed in line with the Board's FOI Complaints Procedure;
- continued to maintain the Board's FOI Publication Scheme in line with the Information Commissioner's Guidance; and
- proactively published information including Board and Committee agendas and minutes throughout the year as well as making available recordings of Board meetings and meetings in public.

The Policing Board's Publication Scheme details all the information that the Board makes available to the public. Details on the type of information requested from the Board can be viewed on the FOI Disclosure Log which is available on our website.

## Community Engagement and the work of District Policing Partnerships

One of the Board's primary responsibilities is to consult with the community to obtain their views on policing and their co-operation with the police in preventing crime. The Community Engagement Strategy sets out how the Board will carry out this function. Members of the public who have been victims of crime or who are not engaged with the police can discuss this with the Board who will raise their issues and concerns with the police with the aim of improving the policing service to all communities.

### Community Engagement Public Meetings

In this reporting year the Board held three themed public engagement meetings at which members of the public had the opportunity to ask questions directly of Board Members, the Chief Constable and his senior team. The themes were: Domestic Abuse, Young People and Human Trafficking. There was also a public meeting held in Newry for the Irish Language community.

As part of the Board's Community Engagement Strategy, the Community Engagement Committee has also held a number of their meetings in venues outside the Board offices which have been used to meet with the local community. Two of the meetings have focused on youth issues where Members have engaged with young people to hear about their views on policing and relationships with police.

### Work of the Sector Reference Groups

The Board recognises the importance of engaging with specific groups and sectors in the community and has established Sector Reference Groups. Each group is representative of a particular sector and each has its own terms of reference and action plans. Currently the Board is working with Reference Groups in the following sectors:

- Disability;
- Lesbian, Gay, Bisexual and Transgender (LGB&T);
- Older people;

- Minority Ethnic and Language Groups;
- Women;
- Youth; and
- Loyalist and Republican communities.

### **Meetings between PSNI and Reference Groups**

Following a review of the PSNI Diversity Strategy and the PSNI Gender Action Plan in 2010, a revised document entitled PSNI Equality, Diversity and Good Relations Strategy has been submitted to the Equality Commission for approval. Representatives from the Reference Groups and the PSNI will continue to meet to monitor the implementation of the Strategy.

### **Women's Reference Group**

The Women's Reference Group meets every two months. Their focus for the year has been Domestic Violence, Gender Specific Training, the PSNI Gender Action Plan and the Policing Plan, although they continue to monitor issues around women as victims of crime, development within PSNI and equality and diversity issues generally.

Members of the group have been engaged in the Human Rights Thematic on Domestic Abuse since its inception and continue to monitor progress against the recommendations. The Board's Human Rights Advisor continues to meet the Reference Group to keep them informed of progress. The Chair and Vice Chair of the Reference Group met with the PSNI Head of Diversity to discuss a range of gender specific issues and were reassured to hear of the innovative approaches being taken.

Members of the Women's Reference Group participated in the Board's themed meeting on Domestic Abuse and posed a number of questions to the Chief Constable and Board Members. A range of written questions were also submitted to the Chief Constable in relation to gender issues referred to above, involving representatives from all the Reference Groups.

### **Minority Ethnic Reference Group**

The Minority Ethnic reference group meets approximately five times per year and has established sub groups around human trafficking, policing plans and police training.

An interactive consultation event was held this year with members of the Polish community to identify concerns they may have in relation to policing. This event was part of a series of events planned by the Community Engagement Branch supported by the Board's Minority Ethnic Reference group. The same questions are used in each event allowing for a collective or individual community analysis.

The Board has established a Human Trafficking sub group which includes members of the Minority Ethnic reference group and representation from the Women's and LGB&T reference groups. Several meetings have taken place with PSNI, the Licenced Gangmasters Association, UK Borders Agency, Women's Aid and Migrant Help. Meetings have also taken place with the Department of Justice to discuss the forthcoming Department's consultation on human trafficking legislation and on how a mechanism might be developed to harness the support from the community and voluntary sectors in a more constructive manner and to agree a lead organisation to ensure that this happens.

### **Children and Young People**

Community Engagement Branch established a Youth Advisory Panel to assist in developing their youth strategy. The Youth Advisory Panel is comprised of representatives from leading youth organisations who advise the Board on key issues and how best to engage with young people. The Vice Chair of the Board's Community Engagement Committee acts as Chair.

As a result of this partnership, the Community Engagement Branch also has organised a number of engagement events for young people in partnership with youth organisations represented on the Youth Advisory Panel. These have provided the young people with an opportunity to talk about their experiences of policing and to look at a way forward. Events have taken place in Fermanagh and Omagh. A 'Let's Talk' engagement event

with young people was also organised. This involved roundtable discussions followed by young people putting questions to a panel consisting of representatives from PSNI, a Board Member and various organisations including the Police Ombudsman. Issues from these events are raised with the PSNI.

### **Disability Reference Group**

The Policing Board is committed to raising awareness of complex issues around disability. This year the Disability Reference Group has been consulted on various issues, for example, input into the Annual Policing Plan and the PSNI Equality, Diversity and Good Relations Strategy.

### **Lesbian, Gay, Bisexual and Transgender**

The LGB&T Reference Group continues to work closely with both the Board and the PSNI. The areas of Equality and Diversity remain a key issue and the LGB&T reference group have been very active in taking this forward. The Board continues to monitor the key recommendations from the 'Through Our Eyes' survey which was undertaken by the Rainbow Project and have provided the Reference Group with updates from the PSNI. This year in support of Belfast Pride 2011, the Board, in partnership with the Rainbow Project and the Board's reference group hosted a production of 'The Laramie Project' which was shown over two nights at the Lyric Theatre. The production is based on a true event and tells the powerful story of the aftermath of the 1998 murder of a young gay man in Wyoming. The play was followed by a panel discussion on homophobic hate crime.

In November 2011, an LGB online survey was carried out with support and advice from the reference group. This was part of a series of consultations with the reference groups. In March 2011 the Board published its Human Rights thematic review of Policing with and for LGB&T individuals. The reference group were widely consulted in the development of the thematic review and will continue to be involved in their monitoring of the implementation of the recommendations.

### Older People's Reference Group

There continues to be successful engagement with the Older People's sector and the group has been key to identifying those issues that are of concern to older people such as high visibility policing, isolation and the fear of crime. The Board is represented on the DOJ's Safer Ageing Group which monitors the NI Safer Ageing Strategy. This year the Older People's Reference Group along with the Age Sector Platform held an event in September to consult with older people from all around Northern Ireland. This event used interactive handsets to answer a number of questions on policing. Priorities and concerns that were identified were forwarded for consideration in the Annual Policing Plan.

### Loyalist and Republican Engagement

The Board commissioned research which looked at the 'Engagement of Loyalist and Republican communities with PSNI'. The research team was led by Falls Community Council and comprised key Loyalist and Republican organisations, supported by an independent, specialist research organisation. The research was completed over a 9 month period, primarily through a series of focus groups in four pilot areas. Representatives of both Loyalist and Republican communities participated in the research. The report was presented to the Board in June 2011 and outlined a series of recommendations, which have all been accepted by the PSNI. The Board, along with the Loyalist and Republican Consortium continue to work with PSNI to monitor the implementation of these recommendations.

### Irish Language



The Board held a community outreach event in the Irish language. The event was held in partnership with Newry & Mourne Council's Language Branch in November 2011 and gave Irish speakers the opportunity to ask questions and receive presentations in the Irish Language. The event was facilitated by the Board's Vice Chair.

## Change and Challenge Conference



On 17 and 18 November 2011 the Board, in association with the University of Ulster and the PSNI, hosted a major conference on policing. Ten years after the formation of the PSNI senior policing and justice professionals joined community representatives, leading academics and politicians to address and consider the new policing challenges in the years ahead. A number of key themes emerged from the conference and these have been factored into Board work programmes.

## Neighbourhood Watch



The Board continues to work with the DOJ and the PSNI to support Neighbourhood Watch Schemes.

There are currently over 600 schemes operating in communities and their work aims to help improve community safety issues and provide reassurance to local people.

This year the partner agencies have progressed an evaluation of the schemes and their effectiveness. The findings from this research will be published in the next reporting period.

## **Monitoring of local PSNI performance by DPPs**

One of the key statutory duties of each DPP is to monitor local police performance against the Local Policing Plan. The main way that a DPP does this is through the quarterly PSNI Area Commander's Reports, which contain quantitative and qualitative information. During 2011/12, the Board's statisticians (who are on long term loan from the Northern Ireland Statistics and Research Agency, NISRA) continued to provide statistical advice and support to DPPs in analysing and interpreting these reports. This included delivering training to DPPs on their monitoring role and issuing all DPPs with monitoring guidelines. Such activities have helped DPPs monitor local police performance more effectively.

## **Public consultation undertaken by DPPs**

DPPs also conducted their own, smaller scale, public consultation exercises during 2011/12. The Board's statisticians provided methodological and analytical advice and support to DPPs to enable them to carry out their statutory role of public consultation. Some examples are outlined below.

As part of its annual consultation activities, Newry & Mourne DPP conducted a survey with local residents throughout autumn 2011. The Policing Board's statisticians assisted the DPP to design the questionnaire and also conducted an online survey. The survey looked at residents' knowledge and satisfaction of local police, and was available in three different languages (Polish, Russian and Lithuanian). There were 422 respondents to the survey, of which 312 completed it online and 110 completed a paper questionnaire. The survey results helped the DPP to identify issues and concerns for consideration when developing the 2012/13 Local Policing Plan.

Similarly Coleraine DPP conducted a survey with local residents throughout Summer 2011. The survey looked at residents' knowledge of local police, their views on police resources and satisfaction with police at both area and neighbourhood level. There were 495 respondents to the survey of which 383 completed it online and 112 completed a paper questionnaire. In early 2012 Board statisticians assisted a number of DPPs and PSNI by carrying out consultation regarding the future of PSNI stations in their area.



### **Northern Ireland Omnibus Survey**

The Board commissioned a module in NISRA's January 2012 Northern Ireland Omnibus Survey. The results help the Board meet its statutory requirement under Section 3 (3) (d) (ii) of the Police (NI) Act 2000 to '*assess the level of public satisfaction with the performance of the police and of district policing partnerships.*' Results from the most recent and previous Omnibus Surveys are available on the Board's website.

### **Awareness, perceptions of and satisfaction with the work of the Policing Board**

In January 2012, five out of six respondents (84%) had heard of the Policing Board. Almost three out of four respondents (73%) who had heard of the Board correctly thought it was made up of a mix of politicians and independently appointed members.

Over two thirds of respondents who had heard of the Board (69%) thought that it helps ensure that the PSNI do a good job. Over seven out of ten respondents who had heard of the Policing Board (71%) correctly thought that the Board is independent of the police.

In January 2012, over four out of five respondents who had heard of the Board (81%) correctly thought that its primary role is to oversee policing and hold the Chief Constable and the PSNI publicly to account, a statistically significant increase on the September 2010 finding of 77%. In January 2012, over three out of four respondents who had heard of the Board (77%) thought that it was working at least adequately. Almost one third of these (32%) thought that the Board was working well/very well.

### **Public satisfaction with DPPs**

One way of assessing the effectiveness of DPPs is through independent survey work. The findings in relation to DPPs from the Board's module in the latest Northern Ireland wide Omnibus Survey are shown below. Results from the most recent and previous Omnibus Surveys are available on the Board's website.

### **Knowledge of and confidence in DPPs**

In January 2012, over two out of three respondents (68%) had heard of DPPs, a

statistically significant increase from 63% in September 2010. The survey also found that:

- Almost three out of four respondents (73%) had some, a lot or total confidence that DPPs will help address local policing problems,
- Almost three out of five respondents (58%) said they were prepared to contact their local DPP regarding local policing issues, and
- Over one third (36%) believed that their local DPP has helped to improve policing in their local area.

### **DPP Effectiveness**

The effectiveness of DPPs has been of interest to the Board, the media and the public. In managing this area of work the Board has implemented the effectiveness framework used to monitor the performance of DPPs. During the interim year, before Policing and Community Safety Partnerships were established, a tailored effectiveness framework has been developed.

Reports on the DPPs against the effectiveness framework were considered by the Community Engagement Committee throughout the year and action was taken to address DPPs that had not demonstrated a satisfactory level of effectiveness. In addition the Board has continued to support the effectiveness of DPPs through provision of training, information briefings and regular support and training for DPP Managers and Members. The Board has also sought to mainstream DPP effectiveness into a number of strands of its work and hold an annual conference for DPPs and other stakeholders to consider DPP effectiveness.

A report on DPP performance for 2010/11 was brought to the meeting of Community Engagement Committee in September 2011. For year 2010/11 DPPs were assessed against effectiveness targets in the following areas:

1. Consultation with the public;
2. Identify local policing priorities;
3. Monitoring police performance;

4. Engaging with the community to gain the co-operation of the public in preventing crime;
5. Acting as a general forum for discussion and consultation on matters affecting the policing of the district; and
6. Complying with statutory obligations as public authorities.

Having assessed the DPPs' and Belfast Sub-Groups' performance against targets, the position is as follows:

- A total of nine DPPs and Belfast Sub-Groups met between 13 and 15 of the targets assessed in this reporting period;
- 16 DPPs and Belfast Sub-Groups met between 10 and 12 targets assessed; and
- five DPP met nine targets or less during the reporting period.

## **Policing and Community Safety Partnerships (PCSPs)**



The Board's Community Engagement Committee has been working with the Department of Justice to implement PCSPs which were established in statute on 1 April 2012. PCSPs are designed to play a key role in building confidence in the justice system, ensuring that members of the community are empowered to help develop solutions to tackle crime, fear of crime and anti-social behaviour. They will combine the original functions of both partnerships, preserving the most useful and effective aspects of each, and they will build on that success by operating in a more streamlined and joined up way. They will complete the circle of identifying problems, taking action and judging and learning from the results. Through this approach, PCSPs will take forward even more effectively their main functions of engagement, prioritisation, accountability, delivery and evaluation in relation to policing and community safety issues.

The Policing Committee of the PCSP will provide views on policing in their local area, monitoring the performance of police in relation to the policing plan, and take forward

work to gain the co-operation of the local community with the police. The wider PCSP will complement this work, taking forward initiatives that improve community safety in the local area.

Throughout the year the Board has worked with the Department of Justice to implement PCSPs across the 26 district council areas.

### **PCSP Joint Committee**

Under the Justice Act 2011, a Joint Committee is established to oversee the work of PCSPs and DPCSPs. It consists of representatives of the DOJ and the Policing Board. The Chair and Vice Chair of the Community Engagement Committee and the Chief Executive represent the Board on the Joint Committee. The Committee has met in shadow form on a number of occasions formally and a number of informal meetings have taken place on specific issues. The Joint Committee has been working on issues such as designation, PCSP member expenses, the Belfast model, appointment of independent members, agreeing strategic objectives, developing the code of practice, transitional arrangements, agreeing a funding model and 2012/13 budgets for PCSPs. The Committee has also facilitated engagements with PCSP elected members in September 2011 and March 2012 and engaged with PSNI on the work of PCSPs. Whilst the Joint Committee works on the basis of delegated authority from the Board, the Community Engagement Committee continues to input to the work of the Joint Committee and is updated on progress.

The Policing Board and DOJ, operating through the Joint Committee, agreed strategic objectives for the partnerships, which will shape their activity for the next few years.

These are focussed on:

- the establishment of PCSPs and successful delivery of their statutory functions;
- improving community safety by tackling crime and anti-social behaviour;  
and
- improving community confidence in policing.

More generally, the Department and the Policing Board, working together, addressed how the partnerships will function on a practical level. These include:

- Developing guidance on the operation of PCSPs which reflected the views of stakeholders, who wanted to see streamlined, efficient and effective partnerships.
- Looking at how representatives from the statutory, voluntary and community sectors who have a role to play in relation to community safety issues can get involved in the partnerships and make a positive contribution.
- PCSP political members had begun to think about what they wanted to achieve in their locality, and about what work needs to be carried forward in the first six months of operation, and are bringing together plans that will address the most pressing issues affecting local people.

#### **Update on PCSP Independent Member Recruitment**

The Policing Board launched the recruitment of independent members to PCSPs and DPCSPs on the 5 January 2012. The Board was seeking to fill 242 Independent Member positions across the 26 district councils and 4 Belfast DPCSPs. Approximately 600 applications were received across all councils which is a very positive public response. Advertisements for independent members were placed in the Belfast Telegraph, News Letter, Irish News and Daily Mirror. Awareness activities included media involvement at NI and local level with tailored articles from the Board Chair; the use of online communications and social media with information being posted at key stages of the process through identified websites, facebook and social media sites; a series of information evenings; the use of Flyers distributed to community groups through local councils and a series of articles in the Board's e-newsletter which is distributed to 800 stakeholders, statutory and community organisations.

A number of Information evenings were held across Northern Ireland and attended by the Board and DOJ. Shortlisting and interviews were completed during February March 2012. The Policing Board appointments panels met on several dates between the end of March and early April 2012 and the Board expected to publicise the appointments in early May 2012.

## **Overseeing Policing & Ensuring Accountability**



Each year the Board is responsible for setting the objectives, targets and performance indicators for policing in the Annual Policing Plan as required by the Police (NI) Act 2000 and the Police (NI) Act 2003 and monitoring progress against the Plan. This section reports on police performance against the targets contained in the 2011-2014 Policing Plan.

The Policing Plan provides a framework within which the PSNI operates, and a mechanism by which the PSNI can be held to account for performance through the Board to the community. The Plan is prepared by the Chief Constable, agreed by the Board and endorsed by the Minister of Justice. The Plan sets out specific annual targets and performance indicators for the PSNI and takes a strategic view of policing in Northern Ireland over the next three years.

### **Setting Policing Objectives**

In developing the Policing Plan, the Board takes account of the Minister of Justice's longer term objectives for policing and, after consulting with the Chief Constable and the District Policing Partnerships (DPPs), sets annual objectives, performance indicators and targets for the policing of Northern Ireland for the incoming year.

In addition the Board takes account of a wide range of additional information when determining policing priorities for the Plan including PSNI and Board strategic issues, the views of the public obtained through surveys, Northern Ireland Audit Office

recommendations, PSNI performance information and representations made to the Board including feedback from Community Engagement activities. The 2011-14 Plan contained three objectives with performance indicators and targets set in the context of:

- Personal Policing – Dealing with Local Concerns;
- Professional Policing – Delivering an Excellent Service; and
- Protective Policing – Tackling Serious Crime.

The objectives in the Plan refer to policing priorities and not all of the matters that the police deal with as it is simply not possible to include everything in the Policing Plan. The 2011-2014 Policing Plan can be found on the Board's website.

### **Monitoring and Reporting**

During the year the Board monitors PSNI's progress in meeting the targets set out in the Plan. This oversight is carried out in part during the Board's monthly meetings in public, where the Chief Constable provides a written progress report on performance against targets as well as a formal presentation on a quarterly basis and questions by Members on all areas of performance.

Reports are also received from the PSNI on qualitative targets and major policing strategies at agreed timescales during the year through the various Committees of the Board. This process of accountability allows the Chief Constable to outline good practice that has resulted in improved performance and to outline remedial actions being taken to address underperformance.

After the end of the financial year the Chief Constable submits a report on police performance to the Board. The Board also publishes an assessment on the extent to which targets in the Plan have been fulfilled and this information is set out in the following sections.

**Police Performance 1 April 2011 - 31 March 2012**

The Board is responsible for ensuring that the PSNI is effective and efficient and meets the needs of the Northern Ireland community. It does this by monitoring police performance against targets in the Annual Policing Plan, by robustly examining reports from the Chief Constable and by reviewing areas where performance is not meeting targets. The following table sets out PSNI performance against targets contained in Part 2 of the 2011-2014 Policing Plan.

<b>Personal Policing – Dealing with Local Concerns</b>			
1.1 To reduce the number of burglaries by 3%			
10/11	11/12	Change	% Change
11,849	10,580	-1269	-10.7%
1.2 To increase the detection rate for burglary by 2% points			
10/11	11/12	Change in % pts	
11.1%	12.6%	+1.5% pts	
2.1 To reduce the percentage of people who perceive the level of antisocial behaviour in their local area to be high			
09/10 Baseline	Jan to Dec 11	Variation from Baseline	
14.2%	11.7%	-2.5% pts	
2.2 To establish a baseline of the number of anti social behaviour incidents during Quarter 1 and achieve a reduction in subsequent quarters			
11/12 Q1	Rolling 3 months to 31 March 12	Change	Change in %
16358	14681	-1677	-10.3%

<b>Professional Policing – Delivering an Excellent Service</b>			
3.1 To increase the percentage of people who agree Police and other agencies are dealing with the ASB and crime issues that matter in local area to 60% by 31 March 2012.			
10/11	Jan 11 to Dec 11	Variation from target of 60% (in % pts)	
38.4%	40.5%	-19.5% pts	
4.1 To implement the Policing with the Community Strategy in line with the agreed project milestones reporting progress to the Board every 2 months			All reports received



4.2 To reduce the number of allegations of incivility made against police officers by 5%.	
Change	% Change
-75	-11.0%
4.3 To increase the amount of cases resolved by the use of police officer discretion to 3000.	
11/12	Variation from target of 3000
5698	+2698
4.4 To increase the amount of time spent by each officer on patrol by 30 minutes per shift. (Based on 10 hour shift, 5% increase equates to 30 minutes)	
On Patrol	Variation from baseline of 38.25%
57.02%	18.77%

<b>Protective Policing – Tackling Serious Harm</b>				
5.1 To report four times per year on the number of organised crime gangs frustrated, disrupted and dismantled.				
	Frustrated	Disrupted	Dismantled	
11/12	36	70	23	
6.1 To demonstrate the Police Service's contribution to reducing the number of adults and children killed or seriously injured on the road through six monthly reports				
	10/11	11/12	Change	
Killed	58 killed (3 children)	52 killed (1 child)	-6	
Seriously Injured	891 Seriously Injured (102 children)	806 Seriously Injured (85 children)	-85	
7.1 To reduce the number of non-domestic violence with injury crimes by 3%.				
	10/11	11/12	Change	% Change
Service	11770	12006	236	+2.0%
8 To increase the detection rate for serious crimes:				
8.1 Violence with injury crimes by 3% points				
	10/11	11/12	Change in % pts	
Service	36.7%	34.0%	-2.7%pts	
8.2 Domestic violence with injury crimes by 5% points				
	10/11	11/12	Change in % pts	
Service	46.8%	42.9%	-3.9% pts	

<b>8.3 More serious sexual crime by 2% points</b>				
	10/11	11/12	Change in % pts	
Service	19.6%	24.9%	+5.3% pts	
<b>8.4 Homophobic crime by 4% points</b>				
	10/11	11/12	Change in % pts	
Service	17.5%	15.0%	-2.5% pts	
<b>8.5 Racist crime by 2% points</b>				
	10/11	11/12	Change in % pts	
Service	13.4%	16.8%	+3.4% pts	
<b>8.6 Sectarian crime by 2% points</b>				
	10/11	11/12	Change in % pts	
Service	28.8%	16.8%	-12.0% pts	
<b>9.1 To reduce the number of armed robberies of business property by 3%.</b>				
	10/11	11/12	Change	% Change
Service	333	297	-36	-10.8%

Explanation of Colour Codings	Green	Target Achieved - meeting or exceeding the target
	Amber	Target Partially Achieved - improvement on previous year but insufficient to meet target
	Red	Target Not Achieved - Not meeting the target and deterioration against previous year

**Outcomes**

The table demonstrates that 12 of the 19 targets (63%) were achieved, 2 (11%) were partially achieved, and 5 (26%) were not achieved.

**Positives:**

- The reduction in:
  - the number of burglaries;
  - the percentage of people who perceive the level of antisocial behaviour in their local area to be high;
  - the number of incidents of antisocial behaviour;
  - the number of allegations of incivility against police officers;

- the number of people killed or seriously injured on the roads; and
- the number of armed robberies of business property.
- The increase in:
  - the amount of cases resolved by use of police discretion;
  - the amount of time spent by each officer on patrol; and
  - the detection rates for most serious sexual crime and racist crime.

**Areas of concern:**

- The reduced detection rates for 4 of the 6 serious crime targets; and
- An increase in the number of non-domestic violence with injury crimes.

The Board will continue to monitor police performance closely, hold the Chief Constable to account for the performance of the PSNI and report back to the community on what has been achieved.

## **Monitoring the PSNI's Compliance with the Human Rights Act 1998**



The Board has a statutory duty through the Police (NI) Act 2000 to monitor the performance of the PSNI in complying with the Human Rights Act 1998.<sup>3</sup> In order to fulfil this statutory duty the Board appointed Human Rights Advisors in 2003 to develop a Human Rights Monitoring Framework setting out the key areas of police

work to be examined, for example, policy, training, public order, use of force, treatment of suspects and victims. The PSNI is monitored in each of these key areas throughout the year by the Board's HR&PS Committee who, assisted by the Board's Human Rights Advisor, reports on its findings annually in the Human Rights Annual Report. Since 2005, the PSNI has implemented 176 recommendations contained within the Human Rights Annual Reports.

---

<sup>3</sup> Section 3(3)(b)(ii) of the Police (NI) Act 2000.

The Human Rights Annual Report 2011, which makes 16 new recommendations for the PSNI to implement, was published on 3 February 2012. To mark the publication of the Report, a launch event was held at University of Ulster's Magee campus, Derry/Londonderry. This was the first time the Human Rights Annual Report has been launched outside Belfast. The event was attended by over 120 stakeholders, with many more watching online via live streaming on [www.wimps.tv](http://www.wimps.tv). The live streaming was organised by youth charity Public Achievement, who also used other social media outlets, such as facebook and twitter, to promote the launch of the Human Rights Annual Report and to encourage online debate.

### **Human rights thematic reviews**

Another way in which the HR&PS Committee and the Human Rights Advisor monitor the performance of the PSNI in complying with the Human Rights Act is by way of a human rights thematic review. This mechanism enables a more in-depth and dynamic examination of specific areas of policing from a human rights perspective. A key feature of this approach is use of the community's experience of policing as an evidence base to assist with evaluating police policy and practice. In 2011/12 the Committee published an update report on the domestic abuse thematic review (May 2011) and it completed a thematic review on policing with and for people who are lesbian, gay, bisexual and transgender (LGB&T). The LGB&T thematic review was published and launched at UNISON, Belfast on 8 March 2012. The launch event was streamed live over the internet through [www.wimps.tv](http://www.wimps.tv) by youth charity Public Achievement, with funding provided by Youthnet (a charity which provides a strategic network for voluntary youth organisations).

In March 2010, the HR&PS Committee agreed terms of reference for a thematic review of police powers to stop, search and question under the Terrorism Act 2000 and the Justice and Security (NI) Act 2007. In June 2010 the Board's Human Rights Advisor, who took forward the review on the Committee's behalf, presented the Committee with a draft report on the thematic review. However, publication of the thematic was postponed pending the outcome of a Home Office counter-terrorism review. The Committee has agreed that in light of the findings of the Home Office counter-terrorism review, the

thematic review should be updated by the Human Rights Advisor with a view to publication during 2012.

In early 2012, the HR&PS Committee considered the topic for the fifth human rights thematic review and agreed community style policing as a priority issue. Scoping meetings were held by the Committee in Derry/Londonderry, Armagh and Belfast with people living and/or working in the local areas to discuss policing issues of concern to them. Those discussions will assist with informing the terms of reference for the review and further work will be taken forward during 2012/13.

Thematic reviews have become an integral part of the Board's human rights monitoring work. The thematic process has provided the Committee with an opportunity for greater engagement with a wide range of stakeholders on human rights issues. It has enabled issues of concern to the community to be identified and it has resulted in closer working between the Committee and the PSNI to improve service delivery.

The Human Rights Annual Reports and the thematic reviews are available to download from the Board's website.

### **Human Rights and Professional Standards Committee Programme of Work**



Following the reconstitution of the Board in May 2011, the HR&PS Committee agreed a revised Programme of Work for the period August 2011 to March 2012. The Committee met on 11 occasions during 2011/12 to consider themes linked to the key areas set out in the Human Rights Monitoring Framework. For example, in considering the key areas of

'public order' and 'use of force', the Committee met with PSNI and the Parades Commission in an attempt to ensure that communications and other interventions between communities and the police are taking place well in advance of parades at

which public order, and subsequently use of force, can be an issue for the police. The Committee also met with Assistant Chief Constable Urban Region and the District Commander of 'A' District (North and West Belfast) to discuss parading issues and tactics used, including the difference in approach adopted by PSNI during public disorder compared to the tactics used by police during the riots in England in 2011.

The Programme of Work was shared with the Committee's key stakeholders, other Committees of the Board and community representatives and submissions were invited prior to each themed Committee meeting. The Programme of Work was published on the Board's website and updated at regular intervals.

### **Research into the views and experiences of people with learning disabilities in relation to policing arrangements in Northern Ireland**

The Board and the Office of the Police Ombudsman for Northern Ireland (OPONI) jointly funded research on the views and experiences of people with learning disabilities towards the Police Ombudsman, Board, the PSNI and District Policing Partnerships. Social Market Research (SMR), was appointed to undertake all aspects of the research and the report, published in August 2011, made a number of conclusions and recommendations for improvements in each body's service provision, including an awareness raising programme, closer collaboration and training to better support people with learning disabilities.

### **Police Complaints and Discipline**

The Board has a statutory duty under the Police (NI) Act 2000 to keep itself informed as to the workings of the system in place to deal with PSNI complaints and disciplinary proceedings; and to monitor trends and patterns in complaints.<sup>4</sup> This work is taken forward by the Human Rights and Professional Standards Committee. During 2011/12 the Committee focused its attention on 'A' District (North and West Belfast), which had demonstrated an increase in the number of complaints and allegations year on year since 2008/09. On the basis of the analysis, discussions were held with Assistant Chief Constable Urban Region and the District Commander for 'A' District on the actions being

---

<sup>4</sup> Section 3(3)(c)(i) of the Police (NI) Act 2000.

taken by PSNI to address this trend, including the implementation of the PSNI's Complaints Reduction Strategy which had demonstrated a reduction in complaints and allegations service-wide since it was rolled out across PSNI in October 2010. The 2011-2014 Policing Plan set a target, to reduce the number of allegations of incivility made against police officers by 5% which PSNI met. The 2012-2015 Policing Plan contains an undertaking to continue to reduce the level of allegations of incivility. The Committee will continue to monitor and analyse the trends and patterns in complaints and allegations to ensure that issues are identified at an early stage, remedial action is taken and lessons are learned and best practice is promoted consistently across all PSNI Districts.

### **Office of the Police Ombudsman for Northern Ireland**

The Human Rights and Professional Standards Committee works closely with the OPONI, established under the Police (NI) Act 1998 to provide an independent and impartial police complaints system. The Committee met on three occasions with the Police Ombudsman and senior officials from his Office during 2011/12 to discuss a range of issues including trends and patterns in complaints and allegations; powers to compel retired officers to co-operate with Police Ombudsman investigations; and the Police Ombudsman's report on the operation of a local resolution pilot project which was carried out in conjunction with the PSNI in 'D' District (Antrim, Carrickfergus, Lisburn and Newtownabbey) and which may be rolled out across all police Districts in due course pending legislative provision.

The Committee considers Regulation 20 reports produced by the Police Ombudsman following an investigation into a specific matter referred to him by the Board, the Chief Constable, the Secretary of State, the Department of Justice, the Director of the Public Prosecution Service or through self-referral in the public interest under Section 55 of the Police (NI) Act 1998. A Policing Board official sits on the PSNI Review Panel in an observer capacity. The panel is tasked with signing off implementation of recommendations arising from Regulation 20 reports. During 2011/12 the Committee also discussed public statements by the Police Ombudsman, made under Section 62 of the 1998 Act, including investigations into Loughinisland in 1994 and the 1971 bombing

of McGurks bar, and the Police Ombudsman's investigation into police action with respect to the disappearance of Daniel Mohan in 2010.

The Board considered the September 2011 inspection by the Criminal Justice Inspection Northern Ireland (CJINI) into the independence of the Police Ombudsman's Office. Following discussion of the report, the Board met with the CJINI Chief Inspector to discuss concerns raised in the report, in particular those which may impact on the Board's role in holding the Chief Constable to account. As a result of those discussions the Board asked CJINI to undertake an inspection into existing protocols concerning the PSNI's responsibility for sharing information relating to complaints, inquiries and misconduct with the Police Ombudsman's office. Members also asked CJINI to include within its terms of reference, a focus on how the PSNI internalises and operationalises findings and recommendations arising from Police Ombudsman investigations.

### **Professional Standards Monitoring Framework**

The Human Rights and Professional Standards Committee has a key role in monitoring professional standards. It conducts this work through a Professional Standards Monitoring Framework which was developed in 2011 by a specialist advisor to provide the Committee with a structure to undertake their key role and to address broader quality of service concerns identified by Members. In accordance with that Framework, the Committee monitors the outcome of PSNI internal disciplinary procedures to ensure that lessons are learned and best practice is promoted across the service.

Within the PSNI, the Professional Standards Department (PSD) investigates internal allegations of misconduct and deals with matters which otherwise come to its attention (usually by a referral from the Police Ombudsman). Where an allegation of misconduct is made, officers will be measured against the standards set out in the PSNI Code of Ethics. Through its Human Rights Monitoring Framework, breaches of the Code of Ethics are monitored by the Committee and reported upon annually in the Board's Human Rights Annual Report. During 2011/12 the Committee met on three occasions with the Deputy Chief Constable, who is responsible for maintaining the integrity of the PSNI, and with officers from the PSD to discuss complaints and misconduct issues as



per the Professional Standards Monitoring Framework. Since the introduction of the Framework in March 2011, the Committee has received three reports focusing on quality of service issues (incivility, oppressive behaviour and failure in duty), direction and control complaints, breaches of the Code of Ethics and the number of police officers within PSNI who have been suspended or repositioned.

### **Best Practice Review of the Human Rights and Professional Standards Committee**

In 2009 the Human Rights and Professional Standards Committee sought an independent assessment of its effectiveness in order to develop and improve how it operated. A Best Practice Review of the Committee was carried out by PricewaterhouseCoopers (PwC) and the findings presented to the Committee in September 2009. The Review made a number of recommendations for improvement which were subsequently progressed and a final report was submitted by PwC and considered by the Committee on 23 March 2011. The Committee will in the year ahead meet with the author of the review to discuss further progress.

### **Historical Enquiries Team (HET)**

In carrying out its statutory function to secure an efficient, effective, human rights compliant police service that secures the confidence of the whole community in Northern Ireland, the Board holds the Chief Constable to account for the full range of work for which the PSNI is responsible, including that of the HET. The HET was established by the Secretary of State for Northern Ireland in April 2005 as a result of an initiative by the then Chief Constable, Sir Hugh Orde, to provide a bespoke unit that would re-examine all deaths attributable to the security situation in Northern Ireland between 1968 and the signing of the Good Friday Agreement in 1998.

In accordance with the HR&PS Programme of Work, Members have held discussions on a regular basis in relation to the HET with the Chief Constable, ACC Crime Operations and the Director of the HET. During 2011/12, the Committee also met with Dr Patricia Lundy, an academic from University of Ulster who has carried out research into the work of the HET, and with the Committee on the Administration of Justice (CAJ). Members

discussed concerns raised by Dr Lundy and CAJ in respect of processes in place with the HET and have since raised those concerns with the Chief Constable.

### **Special Purposes Committee**

Pursuant to Paragraph 24 of Schedule 1 of the Police (NI) Act 2000, the former Board established a Special Purposes Committee in 2010 for the purpose of receiving confidential briefings from PSNI on the Operation Stafford investigation i.e. the police investigation into the deaths highlighted by the Police Ombudsman for Northern Ireland on the investigation into the circumstances surrounding the murder of Raymond McCord Junior and related matters (commonly known as the Operation Ballast Report).

Following reconstitution of the Board in May 2011, the new Board established a Special Purposes Committee for the purpose of receiving briefings and reports from PSNI on confidential and sensitive matters as provided for under sections 59 and 60 of the Police (NI) Act 2000. Consideration is currently being given by the Board as to which issues fall within the remit of the Special Purposes Committee and the reporting structures in place to ensure that as much information as possible is made available to the full Board, with only the most sensitive information being limited to the remit of the Special Purposes Committee.

### **National Security**

Responsibility for national security intelligence work was transferred from the PSNI to the Security Services in 2007. However, whilst the Security Service provide the strategic direction for national security, the PSNI's contribution to countering terrorism remains absolutely central. In all circumstances, including where the interest is national security related, it is the role of the PSNI to mount executive policing operations, make arrests and take forward prosecutions under the direction of the Public Prosecution Service.

Further to Annex E of the St. Andrew's Agreement, there remains provision for the Security Service to participate in briefings to closed sessions of the Board to provide appropriate intelligence background about national security related policing operations should the Board feel that such a briefing is required.

## **Organised Crime**

The Corporate Policy, Planning and Performance Committee of the Board is responsible for carrying out monitoring work in the area of organised crime and receives briefings from ACC Crime Operations and from the Serious Organised Crime Agency (SOCA). In February 2012 Members of the Committee met with the Minister of Justice along with representatives from SOCA and the UK Borders Agency (UKBA) to discuss organised crime in Northern Ireland.

Targets contained within the Policing Plan, require the PSNI to report to the Board every six months to provide an update on progress made through working in partnership with other agencies to tackle organised crime.

Following the reconstitution of the Board in May 2011 Members undertook to increase its focus on organised crime, particularly on the issue of human trafficking. In December 2011 a dedicated public meeting of the Board invited relevant stakeholders to discuss the issue of human trafficking in Northern Ireland and the PSNI's approach to tackling the problem. This meeting was held for the purposes of raising awareness of human trafficking in local communities.

The Board is represented by the Chair and Vice Chair on the Organised Crime Task Force (OCTF) Stakeholder Group. The OCTF, established in 2000, is a forum which brings government, law enforcement and a range of agencies together to set priorities for tackling organised crime in Northern Ireland. The OCTF Stakeholder Group meets quarterly to advise on and monitor progress in achieving cross cutting objectives to combat organised crime in Northern Ireland. Board representatives attend the Group meetings and report back to the Board on any relevant issues as they arise.

In July 2010, the Home Office announced the publication of a consultation paper entitled '*Policing in the 21<sup>st</sup> Century: Reconnecting police and the people*'. The paper proposed that a new crime-fighting body, to be known as the National Crime Agency (NCA), would be established to improve the operational response to organised crime in the UK and to improve the security of UK borders. It was proposed that this new Agency would take

over the organised crime work currently being carried out by SOCA, UKBA and the Child Exploitation and Online Protection Centre (CEOP).

The newly formed Agency will have the authority and power to work with the lead operational agencies (i.e. PSNI) in Northern Ireland. A Border Policing Command will recognise the particular circumstances surrounding the relationship between the PSNI and the Garda Síochána.

The Chair and Vice Chair of the Board met with the designate head of the NCA and members of the NCA Programme Board in January 2012 to discuss the proposed establishment of the Agency and the impact the new arrangements may have on the Board. The Board's concern with respect to these developments is to ensure the priorities for fighting organised crime in Northern Ireland remains paramount and that it will not affect the accountability arrangements in place between the PSNI, the Board and the Police Ombudsman. A future meeting has been arranged between the full Board and the NCA's Designate Director.

### **Protective Services**

In 2010 the Board commissioned an independent consultant, Ken Reed, to carry out an independent assessment of the Board's functions under the agreed HMIC/Audit Commission Framework for Assessing Police Authorities. A key area for improvement in the report stated that *the Board should actively engage in the setting of priorities and targets for protective services<sup>5</sup> which should be regularly and effectively monitored...The Board should ensure the PSNI has in place an appropriate strategy and plan to develop and strengthen its protective services capability.*

---

<sup>5</sup> Her Majesty's Inspectorate of Constabulary (HMIC) and the National Police Improvement Agency (NPIA) have defined Protective Services as: Serious and Organised Crime; Major Crime; Critical Incident management; Civil contingencies; Public Order; Strategic Roads Policing; and Protecting vulnerable people. An eighth major area of threat is counter terrorism which, from the Board's perspective is likely to be subject to distinct monitoring arrangements and was not included in the HMIC report. The term protective services is not commonly used in Northern Ireland but principally by police services in England and Wales.

The area of protective services to the most vulnerable in society, including children and young people, has been identified as a priority area for the Policing Plan 2012-2015. In this context meetings have been arranged with PSNI in order to provide the Board with an assessment against each of the elements of Protective Services which are not currently monitored, including child abuse and missing persons.

### **Avoidable Delay**



The issue of avoidable delay has been raised by the Board and the Corporate Policy, Planning and Performance Committee on numerous occasions, particularly with regards to the interface between the Public Prosecution Service (PPS) and the PSNI. In June 2010 Criminal Justice Inspection Northern Ireland (CJINI) published a report on

avoidable delay in the Northern Ireland Criminal Justice System<sup>6</sup>. The report noted that the initiatives set out in a previous report on the same issue in 2006 had a relatively limited impact and comparisons with the most similar justice systems in England and Wales show that Northern Ireland is significantly slower in delivering efficient court proceedings. The interface between the PPS and the PSNI was highlighted as being one of the key factors impeding progress within the current system.

CJINI's most recent progress report on avoidable delay published in January 2012, indicates that despite the establishment of a number of initiatives since 2010 to reduce delay, progress has been slow in a number of areas. As such, CJINI has recommended the introduction of statutory time limits to be phased in over the next two years, initially in youth court cases. In response to the report the Minister of Justice announced plans on 6 February 2012 to implement the recommendations by introducing statutory time limits to tackle delays in the justice system.

---

<sup>6</sup> *Avoidable Delay*, Criminal Justice Inspection Northern Ireland, June 2010  
<http://www.cjini.org/CJINI/files/c0/c0243f51-1e73-47e8-a6fa-344d5f0063c5.PDF>

In March 2012 the Chair and Vice Chair of the Board met with the Director of PPS to discuss the issue of avoidable delay with particular focus on the relationship between the PPS and the PSNI. A further meeting with the Board has been scheduled for June 2012 to progress issues arising from the CJINI report.

### **Response to Government Consultation**

The Board keeps itself informed as to current developments in the criminal justice system and, where appropriate, responds to consultations on issues that fall within the Board's remit of securing an effective and efficient police service that complies with the Human Rights Act 1998.

During 2011/12 the HR&PS Committee responded to a DOJ consultation on the Report of the Review of the Youth Justice System in Northern Ireland (the 'Youth Justice Review'). In its response, the Committee highlighted the findings of the Board's thematic review of policing with children and young people (published January 2011) and suggested that in taking forward the findings of the Youth Justice Review, the DOJ also takes cognisance of the Board's detailed review which made 30 recommendations for the PSNI to implement, 29 of which have since been accepted by PSNI. In response, the Department assured the Committee that the thematic review had been taken into account by the Youth Justice Review Team and welcomed further engagement between the Committee and the Department to further explore the important issues raised in the thematic review and the Youth Justice Review.

### **Complaints against the Board**

The HR&PS Committee, in addition to its other roles, is responsible for considering complaints in respect of services provided by the Board. The Committee must consider whether any action needs to be taken and advises the Corporate Policy, Planning and Performance Committee accordingly. If action is to be taken, the Corporate Policy, Planning and Performance Committee are responsible for taking this forward. During the period 1 April 2011 to 31 March 2012 no complaints against services provided by the Board were received.



## The Independent Custody Visiting Scheme

Independent Custody Visitors are volunteers from the local community who make unannounced visits to police custody suites. The purpose of these visits is to observe, comment on and report to the Board on the rights, health and wellbeing of people being held in custody, together with the general condition of the custody suite in line with Code C of the Police and Criminal Evidence (NI) Order 1989 (PACE). This also includes visits to detained terrorist suspects held under the Terrorism Act 2000. The role of Custody Visitors is statutory and is set out in Section 73 of the Police (NI) Act 2000.

There are currently four custody visiting teams covering Northern Ireland. They are based in Belfast/Antrim, Down/Armagh, Tyrone/Fermanagh and the North West. Independent Custody Visitors carry out their visits in pairs, in accordance with the guideline number of visits set by the Board for each custody suite within their area. The guideline number of visits is based on the throughput of detainees held in each custody suite, therefore, the busier the custody suite, the more visits it should receive. Before a custody visit can take place the Custody Visitors must seek the detainee's consent to talk to them or to see their custody records.



The Board supports and administers the Custody Visiting Scheme and each quarter the HR&PS Committee receives a report on the work of the Custody Visiting Scheme and highlights any issues raised and the actions taken to address identified issues. The report looks at the treatment of detainees in terms of Code C of PACE and the PSNI Code of Ethics 2008 with particular reference to the treatment of people held in custody and their human rights provisions.

During 2011/12 Custody Visitors made a total of 1,037 visits to custody suites throughout Northern Ireland, 32 of which were to the Antrim Serious Crime Suite where detainees are held in custody under the Terrorism Act 2000. There were 1,696

detainees in custody at the time of these visits and Custody Visitors saw and spoke to 873 detainees in total.

Custody Visitors classified 864 (86%) of their valid visits as being entirely satisfactory, that is neither they nor the detainees raised any issues relating to the treatment or conditions in the custody suite. Any issues of concern are brought to the attention of PSNI and the Board so that they can be addressed as soon as possible. The Board has an agreed procedure to follow up on issues of concern which can involve escalation to ACC level if issues are not resolved within a reasonable timeframe. A full statistical breakdown of Custody Visits carried out to each Suite in 2011/12 is accessible on the Board's website.

From 1 April 2011 the Board permanently adopted the process of Self Introduction within the Custody Visiting Scheme which has significantly increased the percentage of detainees seen by Custody Visitors (only 127 (7%) refused a visit during 2011/12).

In May 2011 Induction Training was held for 22 new Custody Visitors and they commenced visits in June 2011. The Board facilitated Refresher Training for Custody Visitors assisted by ICVA in October 2011 and in February 2012 facilitated Equality & Disability Awareness Training assisted by Equality 2000.



In November 2011, the Independent Custody Visiting Association (ICVA) National Conference was held in Belfast. This was attended by 150 delegates (Volunteers and Officials) from Police Authorities across the UK (including 18 from NI). Speakers at the event were: ACC Finlay, PSNI; David Anderson QC, Independent Reviewer of Terrorism Legislation; John Drew, CEO Youth

Justice Board; Andrew Alexander, Police Transparency Unit, Home Office; Rachael Forde, ICV NIPB; and Mirjam Bader, Mindwise.



The Custody Visitors Annual Conference was held on 29 March 2012. This provided the forum for Custody Visitors to discuss relevant issues and was an occasion to celebrate the work of custody visiting and express Board thanks to the volunteers involved in the role.

The speakers at this event were; Ian Smith OBE, Chief Executive of ICVA; Alyson Kilpatrick, Board Human Rights Advisor; Koulla Yiasouma, Director Include Youth and Chief Inspector Mark McEwan, PSNI.

Each success in the last year was achieved because of the involvement, commitment and dedication of our Volunteers. The Board is very grateful for the valuable contribution they make in this important form of oversight of detention, procedures and conditions.

## Funding and Resources

This section considers how the Board oversees issues relating to police funding and the use of resources.

### Monitoring PSNI Funding

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

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

The PSNI monthly Management Accounts are scrutinised at meetings of the Board's Resources and Improvement Committee, as are the year-end Annual Accounts. Police funding is divided into several different categories, the largest category being for expenditure on salaries (revenue expenditure) amounting to £530m in the year.

PSNI also receives funding for expenditure on capital items such as land, buildings and vehicles, where benefit will be derived from the expenditure over a number of years. In the last year, capital expenditure was £49.4m from an available budget of £54.1m resulting in a £4.7m under spend, with PSNI receiving £2.2m in capital receipts. The lower level of capital receipts this year compared to previous years was mainly due to the revised land values in Northern Ireland.

There are still on-going funding streams associated with the implementation of the recommendations coming from the Patten Report, referred to as 'Patten Funds'. In the last year these amounted to £11.0m Patten Voluntary Severance Funds (to assist with the move towards the compositional target met through 50:50 recruitment). The compulsory severance scheme for the Full-Time Reserve had a cumulative spend of £33.3m. There is also funding available for Patten non-severance activities, which is

mainly concentrated on Information Technology changes, recruitment costs and work in relation to the new Public Services College. These are now incorporated within the PSNI Annual Budget and spend.

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 dependents), as well as being able to question the PSNI on Police Pensions. The Board itself has a role in administering some aspects of police officers pensions.

The 2010/11 financial year Pension Scheme Accounts were closely scrutinised by the Committee as the Board holds responsibility as Pension Scheme Administrator for the Police Pension Scheme. The Statement of Financial Position showed a net liability of over £5.4 billion relating to current and future pension liabilities. Although this figure is a large 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 to be provided for out of funding made available to PSNI. There is no threat to or any danger of frontline policing being affected by this overall liability, or any risk that pensioners will not receive their payments. The annual pension bill was £130.7 million and relates to current service costs, enhancements and transfers.

A major part of the police budget relates to salaries and pensions (approximately 75%) and consequently, Board Members concentrate to a large degree on Human Resource elements of the Police Budget. There has also been more interest in 2011/12 on financial issues relating to the Police Estate due to the closure and sale of police stations.

The Board has worked intensively with PSNI during 2011/12 to make sure the Service operates within budget. A large increase in hearing loss claims, coupled with provisions for an equal pay claim, has put pressure on existing operational budgets.

The Assembly through the Comprehensive Spending Review requires all Government Departments, including policing, to consider future funding needs and identify savings.

The Board has also worked with the PSNI to approve in principle a balanced budget for 2012/13 and this has required serious financial review leading to reductions across the Police Service. The Board agreed to accept the following consequences of achieving a balanced budget, in 2012/13:

- Impact on recruitment and Police Officer numbers;
- Reduced Police overtime; and
- Further scrutiny of the Managed Services contract.

Further discussions will take place between the Board and PSNI on the budget allocation throughout 2012/13.

### **Monitoring the PSNI Estates Strategy**



Day to day responsibility for the management of the police estate is delegated to the Chief Constable.

Plans and proposals for the ongoing maintenance and development of police buildings are contained in an Estate Strategy which is both approved and reviewed by the Board through its Resources and Improvement Committee.

During the reporting period, the PSNI presented the Draft Estate Strategy 2011 which set out details of investment in the police estate over the next four years and outlines plans for new station builds, the provision of the new public services college at Desertcreat, station reviews and a range of station refurbishments and upgrades within the current estate. All of these contribute to delivery of a police estate that is an appropriate size, condition and location for the PSNI in the medium and longer term.

This year work completed on the new Musgrave Station and over the next three years new builds will be completed at Ballymoney and Downpatrick. Work on the new public

service college at Desertcreat will also start. Two new PACE Custody facilities will also be built. Within the plan presented a number of stations were proposed for review and in January 2012 the Board agreed that the PSNI should proceed with community consultation on those stations which may be considered for closure and disposal. The Board then considers the Chief Constable's operational decision on whether these stations are still required for policing purposes and if not, agrees disposal.

The police estate must support the delivery of the best possible policing service to the community and deliver value for public money. This has been the central factor in Board discussions on the police estate and will remain of utmost priority in the future, particularly in light of funding pressures facing the service.

### **PSNI Human Resources**

Monitoring the organisation and deployment of Human Resources in the PSNI is the responsibility of the Board's Human Resources (HR) Committee. Scrutinising further issues raised by the previous HR Committee the Committee Members have at regular intervals monitored statistical information from the PSNI People Strategy 'At a Glance Dashboard'.

The PSNI People Strategy plays an important role in improving organisational performance. The PSNI, similar to Police Services throughout the United Kingdom have embarked upon Workforce Modernisation Projects. Efficiency, Effectiveness and Value for Money have been important for the PSNI. In scrutinising the PSNI the HR Committee have explored the utilisation by the PSNI of Recruitment Agency staff and Managed Service Contracts to support the delivery of 'Personal, Professional, Protective Policing.' This was against the backdrop of the introduction into legislation of the 'Agency Workers Regulations (NI) 2011'.

In addition, as a result of HR Committee monitoring and public interest, the Northern Ireland Audit Office have decided to conduct an investigation into the PSNI use of Associate staff who are recruited through Agencies. In keeping with this theme of Workforce Modernisation the HR Committee engaged in dialogue with Criminal Justice

Inspectorate Northern Ireland in order to assist CJINI with their Inspection of PSNI Workforce Modernisation-Resource Allocation and Management. The aims of the CJINI Inspection are to examine the PSNI approach to workforce deployment and management; to determine the effectiveness of delivery structures and activities and to assess performance improvement through measurable outcomes. Further meetings are being scheduled between the HR Committee and CJINI to discuss the Inspection as it progresses and to review the final Report.

### **Recruitment**

As a result of the requirement for the PSNI to achieve efficiency savings, the decision was taken to halt recruitment of Police Trainees. This coupled with the lapse on 31 March 2011 of the 50:50 legislation as contained in the Police (NI) Act 2000 has enabled the Committee to seek to examine more closely the PSNI proposals for the future. This is in keeping with the Board's duty to assess the effectiveness of measures taken to ensure that the membership of the police and the police support staff is representative of the community. The percentage of Catholic officers in PSNI on 31 March 2012 was 30.29%. Whilst developing proposals for future recruitment to the PSNI an advertisement was placed in July 2011 by PSNI seeking transferees into the Service. The Committee have noted that during the reporting year 52 officers accepted the offer of transfer.

### **Senior Officer Appointments**

The Board is responsible for the appointment of officers to the ranks of Assistant Chief Constable, Deputy Chief Constable and Chief Constable. This is an important Board responsibility and during this reporting the Board appointed George Hamilton to fill an Assistant Chief Constable post in December 2011.

### **Equality and Diversity**

The HR Committee considered the PSNI proposals to unify all their efforts and combine the Gender Action Plan (Police (NI) Act 2000 [Section 48 refers]; the PSNI Disability Action Plan and the PSNI responsibilities under the Northern Ireland Act 1998 Section 75 Equality Scheme into a PSNI Equality, Diversity and Good Relations Strategy.

In order to progress and support the PSNI the HR Committee facilitated a number of meetings with the Board's Reference Groups. As an outcome to this and the Committee's consideration of the PSNI proposals a response to the Consultation on the Strategy was made.

When the PSNI Strategy receives approval from the Equality Commission for Northern Ireland, the Committee will monitor the proposed Action Plan and the outcomes as provided for in the PSNI Strategy.

**Perceived religious affiliation and gender in the PSNI**

	<b>% Perceived Protestant</b>	<b>% Perceived Roman Catholic</b>	<b>% ND*</b>	<b>% Female</b>	<b>% Male</b>	<b>% Ethnic Minority</b>	<b>Total No</b>
<b>Employee Group as at 1 April 2011</b>							
<b>Police Officers</b>	67.52	30.28	2.20	26.58	73.42	0.47	7216
<b>Police Staff</b>	77.86	18.71	3.43	63.99	36.01	0.39	2538
<b>Employee Group as at 1 April 2012</b>							
<b>Police Officers</b>	67.49	30.29	2.22	26.67	73.33	0.48	7158
<b>Police Staff</b>	78.13	18.67	3.20	63.98	36.02	0.40	2496

**\*ND: Not Determined**

**Monitoring the Training and Development Strategy**

Recognising that Training and Development plays a significant role in supporting the delivery of operational policing the Human Resources Committee sought to support the PSNI in its work. The Committee at regular intervals throughout the year questioned and challenged PSNI on the PSNI Training and Development Strategy and Business Plan 2011-2014. Important issues for the Committee were the developments in respect of the new Joint Public Services College (the PSNI along with the Northern Ireland Fire and Rescue Service and the Northern Ireland Prison Service); the implementation of outstanding recommendations of the CJINI Report of 2009 into PSNI Training and the support for the PSNI Policing with the Community 20:20 Strategy.

### **PSNI Workforce Modernisation**

Having monitored the outcomes from the PSNI Resource to Risk Project with its aim of reducing the number of officers in operational support roles and removing officers from organisational support roles the Human Resources Committee's attention focused upon the support for the police from civilian staff.

A number of briefings were given to the Committee on the utilisation of support staff in the PSNI and the reliance on the use of Agency and Managed Service staff. Members were concerned that the provision of such staff was necessary and justified and noted that this area of service delivery by the PSNI was also to be examined by the Northern Ireland Audit Office.

### **PSNI Advice and Assistance to International Organisations**

The Human Resources Committee noted throughout the year a number of requests for PSNI officers to engage in short term assignments outside the United Kingdom. Section 8 of the Police (Northern Ireland) Act 2000 allows the Board to provide advice and assistance to an international organisation or institution, or body outside the UK engaged in similar activities. Section 8(2) gives the Board the power to make arrangements for police officers to work temporarily in that field. The Minister of Justice is then required to give his consent to such assistance in accordance with section 8(3) of the Act.

### **Medical Retirements/Injury on Duty Awards**

As part of its statutory responsibilities, the Board's Human Resources Committee monitors PSNI in respect of Human Resources and Training Strategies. These strategies also include areas such as Health, Safety, Wellbeing, absence management and recruitment. The Committee also has the responsibility for managing the ill health retirement pensions, injury on duty award pension applications in accordance with regulations and also considers matters such as police officer pay, conditions and pensions.



### **Police Negotiating Board**

The Police Negotiating Board (PNB) is the national body with overall responsibility for making recommendations to Government in respect of police officer pay, conditions and pensions.

The Home Secretary in 2010 commissioned Mr Tom Winsor to undertake a review of police staff and police officers pay and conditions. Whilst commissioned only to cover England and Wales the review will no doubt have implications for Northern Ireland and Scotland. The part one report was published in March 2011 and contained 62 recommendations. The recommendations contained in the part one report were of a short term nature to prepare the way for the more long term restructuring recommendations contained in the part two Final Report.

PNB was unable to reach agreement on the recommendations pertaining to police officers and in September 2011 there was a failure to agree. The recommendation went to arbitration facilitated by ACAS and as this was unsuccessful the recommendations were referred to the Police Appeal Tribunal (PAT). The PAT recommendations were approved by the Home Secretary to apply to police officers in England and Wales.

The part two and final report of Tom Winsor was published in March 2012. This report makes 121 recommendations of which nineteen are appropriate to police staff in England and Wales and the remaining 102 will have significant impact on police pay and conditions over the medium and long term. One of the recommendations is that PNB be replaced by a Police Pay Review Body by late 2014.

No decisions have been reached in Northern Ireland in respect of the Winsor one and two report recommendations nor those of PAT. It will be for the parties in Northern Ireland to consider the recommendations and the possible implications if some or all are applied to police officers in PSNI. It may be considered that in so far as practical the pay and conditions of police officers in Northern Ireland should reflect those of officers in England, Wales and Scotland.

### **Police Pension Schemes**

The Lord Hutton report on pensions will also have implications for everyone in the community and in terms of policing will result in the end of the present final salary scheme and the introduction of a career average scheme in 2015

The range of issues contained within both Winsor and Hutton reviews represent a challenging year ahead for PNB. The other difficult feature will be how PNB will be able to undertake its business during the period when the police authorities in England and Wales are being replaced by Police and Crime Commissioners.

PNB is considering the draft of a new injury on duty pension awards scheme for police officers to be introduced in 2012. There have been long and productive discussions within PNB in order to ensure that the new scheme adequately reflects the changing needs of policing. Areas such as work life balance, wellbeing, temporary promotion and shift arrangements are challenging issues which are being debated and these reflect the ever changing needs of policing within today's society.

The Board is represented at PNB and plays an ever active role in discussions and decisions reached in order to ensure that they reflect the specific needs of policing in Northern Ireland. The Association of Chief Police Officers (ACPO) representation on PNB also ensures that the views of the Chief Constable and those of his Senior Command Team in PSNI have a direct input into PNB discussions and decisions reached. The DOJ is also represented at PNB and its many sub Groups on a range of topics.

### **Medical Retirements / Injury on Duty Awards**

As a result of a procurement process managed by the DFP Procurement Directorate the Board appointed Blackwell Associates to act as its Selective Medical Practitioner (SMP) with effect from 1 April 2011. The SMP comprises a group of experienced Occupational Consultants appointed to undertake assessment and reviews on behalf of the Board.

The Human Resources Committee acting under the legislative authority contained in the RUC Pension Regulations 1988; the Police Pension (NI) Regulations 2007, PSNI and the PSNI Reserve (Injury Benefit) Regulations 2006 and Pension Regulations 2009 enabled 24 serving officers to be retired from the PSNI during this reporting period as they were medically unfit to perform the full duties of a police officer. Of this number 13 were also awarded injury on duty pensions. No retrospective medical retirements were approved for ex officers. A total of 91 retrospective injury on duty pension awards were also approved for ex officers of PSNI/RUC during the year. There were also 108 applications for retrospective medical retirements/ injury on duty/ awards were refused, with two of these relating to a serving police officer.

During the reporting period there were a number of legal challenges to police authorities in England and Wales on how assessments and reviews are conducted. The most significant of these was 'Crudace' and 'Simpson'. Having reviewed its procedure the Board's SMP process, particularly for the review of former police officers at age 65, was not criticised in the judgements. The Board's Human Resources Committee will reconsider the reviews of injury on duty percentage awards in light of any revised guidance from the Home Office/DOJ.

### **Medical Retirements / Injury on Duty Appeals**

The legislation that governs appeals is also contained in the 1988 RUC Pension Regulations; the Police Pension (NI) Regulations 2007 and the PSNI and PSNI Reserve (Injury Benefit) Regulations 2006. The regulations enable officers and ex officers to appeal the decisions made by the Board's SMP. The appeal process is administered by the DOJ which appoint one or more Independent Medical Referees to determine whether the SMP decision should be upheld or overturned.

During the reporting period, 66 new appeals were received with 156 appeals settled. Of the appeals that were settled in 73 cases the decision of the SMP was upheld and in 36 cases the SMP decisions were overturned or amended. There were also 47 appeals withdrawn.

### **Extensions of Service**

During the reporting period, the Chief Constable through the delegation provided to him approved 32 extensions of service for officers.

The process for approving extensions of service adopted by the Board enables the Chief Constable to make decisions regarding the extension of service of a police officer for operational reasons.

### **Monitoring Civil Action and Compensation Claims**

Section 29 of the Police (NI) Act 1998 requires the Board to approve all settlements involving claims made against the Chief Constable. When appropriate, the Board seeks information from the Chief Constable relating to the reason for settlement and any remedial action to be taken to prevent such claims being made in the future.

During the reporting period, a total of 2122 claims for all compensation categories were received against 4348 claims in 2010/11

### **Police Advisory Board for Northern Ireland**

The consideration and debate of policing matters takes place within the forum of the Police Advisory Board for Northern Ireland (PABNI). PABNI has representatives from the Board, DOJ, PSNI, Police Federations and Associations and has an Independent Chair who is also the Independent Chair of PNB. During the year PABNI met on 4 occasions and considered a wide range of issues relevant to local policing

One of the recommendations contained in Winsor two is that with the demise of the PNB pension matters will be referred to PAB (England & Wales)

## **Continuous Improvement**

The Board has a legislative duty to implement and monitor the Board and PSNI responsibilities under Part V of the Police (NI) Act 2000 regarding economy, efficiency and effectiveness. The PSNI Continuous Improvement Projects for 2011-2012 were published within the Part 3 of the Policing Plan 2011-2014 and monitored at the Resources & Improvement Committee meeting in October 2011 with an end of year report being received in May 2012.

An independent assessment of how the Board discharges its functions was carried out during 2010/11. This assessment was carried out using a bespoke version of the HMIC/Audit Commission Assessment Framework for Police Authorities and the final report was presented to the Board in November 2010. An Implementation Plan to address the suggested Areas for Improvement was developed and this Plan formed the basis for the Board's Continuous Improvement approach during 2011/12.

### **PSNI Continuous Improvement Performance Plan 2011/12**

A summary of the 2011/12 PSNI Continuous Improvement Performance Plan is contained in Part 3 of the 2011-2014 Policing Plan which can be found on the Board's website at: [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk). The following represents a summary of the outcomes from the three strands of work contained within the strategy.

#### **Strand 1 – Improvement Projects**

The following is an assessment of the progress made and the benefits derived from implementing the 12 Continuous Improvement Projects contained in Strand 1 of the 2011/12 PSNI Continuous Improvement Performance Plan:

Project	Description	Published Timeline(s)	Progress Assessment
Resource Management and Decision Support System (RMDSS)	<p>This system will support the principles of Policing with the Community by enhancing our engagement, partnership and service delivery.</p> <p>Through the use of tracking technology it will enable the Police Service to significantly improve the efficiency of our response and visibility. Operational resources will not only be deployed and managed in accordance with calls for service but also local community priorities and National Intelligence Model analysis.</p>	March 2012	<p><b>Partially Achieved</b></p> <p>Introduction to A District planned for September 2012</p>
Right people, Right place, Right time, doing the Right job (R4)	<p>The Right People, in the Right place, at the Right time, doing the Right job to improve service delivery to the community will support front line officers through efficient case and contact management processes.</p> <p>The key results will be improved victim updates, increased police visibility</p>	March 2012	<p><b>Achieved</b></p>

Project	Description	Published Timeline(s)	Progress Assessment
	and a consistent delivery of services to meet community expectations.		
Individual Performance Review (IPR)	A revised appraisal process linking to organisational priorities within a performance management framework and encouraging individual ownership and personal responsibility.	March 2012	<b>Achieved</b>
Custody	To undertake a review of the delivery of custody including policies, locations, procedures and health care provision and to seek to develop effective partnerships to enhance the professional service delivery to people held in custody.	March 2013	<b>On Target</b>
Streamlined File	To introduce a streamlined case file format for volume crime and low level charge cases to first hearing.	October 2011	<b>Achieved</b> Introduced in 3 districts with remainder to follow by June 2012
New Police College	The delivery of a project plan to facilitate the migration of training functions from the existing	June 2014	<b>On Target</b>

Project	Description	Published Timeline(s)	Progress Assessment
	<p>training locations in the Police Service to the new Joint Public Services College in Desertcreat, Cookstown. This includes all operational training programmes including Foundation Programmes, firearms and public order training.</p> <p>To carry out research to scope out the procurement requirements for the Joint Public Services College in Cookstown and to put in place effective and efficient procurement processes to enable the migration of training functions from existing locations to take place and be established in the new College.</p> <p>To work with partner agencies to devise appropriate and efficient methods of co-operation within the Joint Public Services College in</p>		



Project	Description	Published Timeline(s)	Progress Assessment
	<p>Cookstown to ensure that maximum training and operational benefits are achieved from the new joint training environment.</p> <p>To work with relevant agencies to research opportunities to establish common training needs and develop joint training opportunities across the different organisations. These can be addressed in priority areas such as leadership and management so that fully integrated training courses can be developed which maximises the operational and organisational benefits.</p>		
<p>Integrated Offender Management (IOM)</p>	<p>To bring together the right agencies to ensure that the right interventions are undertaken with the right offenders at the right time.</p> <p>IOM is a system that provides all agencies</p>		<p><b>On Target</b></p>

Project	Description	Published Timeline(s)	Progress Assessment
	<p>engaged in local criminal justice a single coherent strategy for the management of a cohort of offenders. IOM consists of three strands which are:</p> <p><b>1. Prevent and Deter</b> To reduce crime and antisocial behaviour involving young people through early identification and effective intervention strategies</p> <p><b>2. Catch and Control</b> – Pro-active approach by Police and Partners against those individuals who persist in their offending behaviour</p> <p><b>3. Rehabilitate and Resettle</b> – Joint approach by all agencies to provide a gateway out of crime for offenders</p>	<p>Sept 2013</p> <p>April 2012</p> <p>Sept 2013</p>	
Penalty Notices for Disorder	To introduce Penalty Notices for Disorder for volume crime and low level crimes.	November 2011	<b>Not achieved</b> Delayed until financial year 2012/13
Automatic Number Plate	To continue to expand the ANPR platform which	March 2012	<b>Achieved</b>

Project	Description	Published Timeline(s)	Progress Assessment
Recognition (ANPR)	complements the existing camera systems thus improving road and public safety.		
Major Crime and Critical Incidents	<p>1. There is a need to support Rape Crime investigations with an effective and robust review process which ensures that all investigative opportunities are exploited. The Police Service will review process for Rape Crime investigations to improve the rape clearance rate.</p> <p>2. The development of an Intelligence Officer accredited training programme, in conjunction with Kent and Strathclyde Police, to professionalise the role of the Intelligence Officers.</p>	<p>November 2011</p> <p>March 2012</p>	<b>Achieved</b>
Serious and Organised Crime	<p>Vice within Northern Ireland and its links to Human Trafficking and Organised Crime:</p> <ul style="list-style-type: none"> <li>• To ensure that the Police Service has a</li> </ul>	June 2011	<b>Achieved</b>

Project	Description	Published Timeline(s)	Progress Assessment
	<p>policy for dealing with the issue of on/off street prostitution.</p> <ul style="list-style-type: none"> <li>• To ensure that Human Trafficking within the Vice trade in Northern Ireland is recognised and dealt with effectively, addressing both the needs of the victims of trafficking and offenders.</li> </ul> <p>To ensure that organisational knowledge on the issue of Trafficking and the issues of prostitution and related offences is increased.</p>		
District Criminal Investigation Department (CID)	<p>This project will review and examine the District CID function to ensure that it is correctly aligned to deliver against our service priorities and manage risk. The findings of the review will be implemented in due course to ensure we are continuously improving our ability to deliver a high</p>	March 2012	<b>Achieved</b>

Project	Description	Published Timeline(s)	Progress Assessment
	quality service in this area of policing.		

### Strand 2 – External Inspection Programme

Criminal Justice Inspection Northern Ireland (CJINI) published reports 2011/12 where specific recommendations have been made to PSNI (information obtained from OVERVIEW database)

CJINI Report	Published	No PSNI Recommendations	Recommendations Accepted by PSNI
PSNI Customer Service	May 2011	15 [including 6 suggestions for improvement]	15
An inspection of Public Protection Arrangements Northern Ireland (Thematic)	June 2011	1	1
Use of Legal Services across the Criminal Justice System (Thematic)	June 2011	2	0
Securing Attendance at Court (Thematic)	June 2011	2	2
Youth Diversion within the Criminal Justice System (Thematic)	July 2011	3	2
Victims and Witnesses (Thematic)	December 2011	10	10
Protocol for Joint Investigation of Alleged	February 2012	5	5

and Suspected Cases of Abuse of Vulnerable Adults (with RQIA)			
Avoidable delay (Follow up)	January 2012	1	0

**Other CJINI reports**

<b>Inspection</b>	<b>Commenced</b>	<b>Comments</b>
Call / Contact Management	January 2011	Postponed due to Ombudsman Report – To be sent to Justice Minister for Approval
Workforce Modernisation	October 2011	Fieldwork ongoing
Impact of Section 75	March 2011	Pending
Use of Special Measures (Thematic)	June 2011	Due April 2012
Persistent Offender Management (Thematic)	No	Rolling over into 2012/13
Policing with the Community	October 2011	Due for factual accuracy
Early Youth Intervention	March 2011	Pending
Anti-Social Behaviour (Thematic)	October 2011	Fieldwork ongoing
Complaints (Thematic)	No	Rolling over into 2012/13
Enforcement Of Fines (Review)	September 2011	Received for Factual Accuracy March 2012
Early Guilty Plea's (Thematic)	December 2011	Ongoing
Reducing Bureaucracy (Full)	Amalgamated into the workforce modernisation inspection	

### Her Majesty's Inspectorate of Constabulary (HMIC) Reports

Inspection	Date	Report	No of Areas for Improvement	Accepted No of Areas for Improvement
Review of PSNI Annual Report 2010	February 2011	Received	6	6
Review of Trainee Intelligence Officers	October 2011	Received	4	4
Review of UK Police Integrity	December 2011	Received	6	6
Valuing the Police	January 2012		Still at fieldwork stage – will not be published before end of 2012	Still at fieldwork stage – will not be published before end of 2012

### Strand 3 - Internal Inspection Programme

There was an ongoing programme of liaison with the Project Leads for Strand 1 projects which provided insight into the level of progress of each project carried out throughout the year by the Head of PSNI Process Improvement Unit.

### Policing Board Approach to Continuous Improvement 2011-2012

The Implementation Plan for addressing Areas for Improvement identified from the 2010 independent assessment of how the Board discharges its functions formed the basis for the Board's Continuous Improvement approach during 2011/12.

An independent audit of progress (on behalf of the Northern Ireland Audit Office) against the Implementation Plan was carried out in December 2011 and resulted in a Satisfactory assurance rating. The outstanding Areas for Improvement will form one strand of the Board's Continuous Improvement approach for 2012/13.

### **Inspection of Continuous Improvement Arrangements**

Following devolution in 2010, the Northern Ireland Audit Office (NIAO) carries out an annual review of the Board's obligations under Part V of the Police (NI) Act 2000. This provides an independent assessment of the Board's approach to Continuous Improvement and makes conclusions with appropriate recommendations to further improve the approach to this area of work.

The first report following devolution was published on 25 May 2011 which considered Continuous Improvement Workstreams 2009-10 and a second report was published on 20 March 2012 which considered Continuous Improvement Workstreams 2010-11. Both reports resulted in an unqualified audit opinion from NIAO.

Both reports can be downloaded from <http://www.niauditoffice.gov.uk> .



## 6.0 REMUNERATION REPORT

### Remuneration Policy

The Board remunerates three distinct categories of employees and members, which are disclosed below:

### Independent Board Members

Independent members are appointed by the Department of Justice (DOJ). The remuneration and allowances of members is dictated by the requirements of the Police (NI) Act 2000, Schedule 1, part 2, paragraph 5-(1) – “The Board may pay the Chair, Vice-Chair and other members of the Board such remuneration and allowances as the Minister of Justice may determine.”

### Political Board Members

Political members are appointed using the D’Hondt principles pertaining to the Local Northern Ireland Assembly. When the Assembly is fully operational, Political members of the Board do not receive additional remuneration for their work on the Board, above their MLA allowance. During periods when the local Assembly is not fully operational, Political members receive an allowance up to the total of that received by an Independent member of the Board, but no more than the difference between the amount equal to a full MLA Assembly allowance and that paid when the local Assembly is not fully operational.

### Senior Officials

The Chief Executive and the Deputy Chief Executive posts are aligned with the Senior Civil Service (SCS) and are remunerated accordingly. The pay award for staff in the SCS is comprised of two elements; a base pay uplift and a non-consolidated bonus. Both elements are based on performance. The remuneration of senior civil servants is set by the Minister for Finance and Personnel. The Minister approved a freeze on senior pay in respect of 2010/11 and 2011/12 pay awards, in line with the Executive’s decision in Budget 2011/15 to mirror the UK Coalition Government’s commitment to impose pay

restraint. The pay system in place for senior civil servants in the Northern Ireland Civil Service (NICS) is currently under review.

The Directors are all remunerated in accordance with NICS remuneration conditions and pay scales. In line with NICS pay and conditions, the Board operates a Special Bonus Scheme which applies to all staff in the Board, except the Chief Executive and the Deputy Chief Executive.

### **Service Contracts**

Independent members are appointed for a period of four years in accordance with the Police (NI) Act 2000, Schedule 1, part 3, paragraph 8.

Board officials are appointed on merit on the basis of fair and open competition. The officials covered by this report hold appointments which are open-ended until they retire. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme. The policies relating to notice periods and termination payments are contained in the NICS Staff Handbook.

### **Salary and Pension Entitlements**

The following sections provide details of the remuneration of Board members and the remuneration and pension interests of the senior officials of the Board.

#### **Board Members Salary Entitlements**

Remuneration of Board members is disclosed below. None of the posts are pensionable and the only other primary benefit is the payment of expenses for home to office travel and the associated taxation, totalling £21,212 (2010/11: £18,057).

Remuneration for Independent Board members (excluding the Chair and Vice-Chair) is £19,437 per annum (2010/11: £19,884).

Disclosed below is Board members remuneration. This included a special responsibility allowance for independent members, which ceased to be paid from 5 May 2011.

<b>Name and Title</b>	<b>Audited Information</b>	
	<b>2012</b>	2011
	<b>£000</b>	£000
Mr B Gilligan (Chair) (Resigned 4 May 2011)	-	22
Mr B Rea (Acting Chair from 22 February 2010 to 4 May 2011); Chair from 1 June 2011	<b>56</b>	59
Mr G O'hEara (Acting Vice-Chair from 22 February 2010 to 4 May 2011); Vice-Chair from 1 June 2011	<b>42</b>	44
Professor Sir D Rea (Resigned 4 May 2011)	<b>2</b>	22
Mrs R Moore (Resigned 4 May 2011)	<b>2</b>	23
Mr T Ringland (Resigned 4 May 2011)	<b>2</b>	24
Mr S Sharma (Resigned 4 May 2011)	<b>2</b>	22
Ms M McKee (Resigned 4 May 2011)	<b>2</b>	23
Mr D Rose (Resigned 4 May 2011)	<b>2</b>	22
Mrs A Connolly (Appointed 24 May 2011)	<b>17</b>	-
Professor B Dickson (Appointed 15 March 2012)	-	-
Mr R Feeney (Appointed 24 May 2011)	<b>17</b>	-
Mr S MacDonnell (Appointed 24 May 2011)	<b>17</b>	-
Ms J O'Hagan (Appointed 24 May 2011)	<b>17</b>	-
Mr B Rowntree (Appointed 24 May 2011)	<b>17</b>	-
Ms D Watters (Appointed 24 May 2011)	<b>17</b>	-
Mr M Wardlow (Appointed 24 May 2011; Resigned 2 March 2012)	<b>15</b>	-

Professor B Dickson was appointed to the Board on 15<sup>th</sup> March 2012 and was awarded remuneration of £1k for the period to 31<sup>st</sup> March 2012. This sum was paid in May 2012.

**Additional responsibility allowances for 2011/12 are detailed below:**

R Moore, £289, Vice Chair of Human Resources Committee

S Sharma, £154, Representational duties

Prof Sir D Rea, £289, Vice Chair of Resources and Improvement Committee

T Ringland, £361, Chair of the Audit and Risk Management Committee

M McKee, £289, Vice Chair of Human Rights and Professional Standards Committee

D Rose, £154, Representational duties

**Additional responsibility allowances for 2010/11 are detailed below:**

R Moore, £3,069, Vice Chair of Human Resources Committee

S Sharma, £1,637, Representational duties

Prof Sir D Rea, £3,069, Vice Chair of Resources and Improvement Committee

T Ringland, £3,837, Chair of the Audit and Risk Management Committee

M McKee, £3,069, Vice Chair of Human Rights and Professional Standards Committee

D Rose, £ 1,637, Representational duties

On 22 February 2010 Mr B Rea accepted the role of Acting Chair and Mr G O'hEara Acting Vice-Chair to cover a period of sick absence to 10 August 2010 after which the Chair stood down temporarily for personal reasons. The salary and pension entitlements of the most senior officials were as follows:

**Audited Information**

Title	2012			2011		
	Salary £000	Bonus Payments £000	Benefits in kind (to nearest £100)	Salary £000	Bonus Payments £000	Benefits in kind (to nearest £100)
Mr Edgar Jardine, Interim Chief Executive (from 31 May 2011)	80-85	-	-	-	-	-
Mr Adrian Donaldson, Chief Executive (resigned 1 March 2011)	-	-	-	105-110	-	-
Dr Debbie Donnelly, Deputy Chief Executive (Acting Chief Executive from 6 December 2010 until 30 May 2011; Retired 31 October 2011)	95-100*	-	-	65-70	-	-
Mr. David Jackson, Director of Performance, Planning and Partnerships	50-55	0-5	-	50-55	0-5	-
Mr. Sam Hagen, Director of Corporate Services (transferred on 31 July 2011)	15-20	0-5	-	50-55	0-5	-
Mr. David Wilson, Director of Support Services	50-55	0-5	-	50-55	0-5	-
Mr, Peter Gilleece Director of Policy	50-55	0-5	-	50-55	0-5	-
Band of Highest Paid Director's Total Remuneration	95 - 100			105 - 110		
Median Total Remuneration	26,749			29,270		
Ratio	3.6			3.7		

\*Includes exit package

Dr Debbie Donnelly was acting as Chief Executive from 6 December 2010 to substitute for the Chief Executive during a period of illness prior to his resignation and until a new Interim Chief Executive, Mr Edgar Jardine, was appointed on 31 May 2011.

The full year equivalent figure quoted for the Interim Chief Executive employed for the period 31 May 2011 to 31 March 2012 is £95k - £100k.

The full year equivalent figure quoted for the Deputy Chief Executive employed for the period 1 April 2011 to 31 October 2011 is £60k - £65k.

The full year equivalent figure quoted for the Director of Corporate Services employed for the period 1 April 2011 to 31 July 2011 is £50k - £55k.

### **Salary Senior Officials**

'Salary' includes gross salary, overtime and any other allowance to the extent that it is subject to UK taxation and any gratia payments. This report is based on payments made by the Board and thus recorded in these accounts.

### **Benefits in kind**

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

### **Bonuses**

Bonuses are based on performance levels attained and are made as part of an appraisal process. Bonuses relate to the performance in the year in which they become payable to the individual. The bonuses reported in 2011/12 relate to performance in 2011/12 and the comparative bonuses reported for 2010/11 relate to the performance in 2010/11.

### **Pay Multiples**

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce.

The banded remuneration of the highest-paid director in the Board in the financial year 2011-12 was £95,000-100,000 (2010-11, £105,000-110,000). This was 3.6 times (2010-11, 3.7) the median remuneration of the workforce, which was £26,749 (2010-11, £29,270).

In 2011-12, 0 (2010-11, 0) employees received remuneration in excess of the highest-paid director. Remuneration ranged from £15,000 - £20,000 for the lowest paid employee to £95,000 - £100,000 for the highest (2010-11 from £10,000 - £15,000 to £105,000 - £110,000).

Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind as well as severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

## Pension Benefits

Pension entitlements of the most senior employees are shown below:

### Audited Information

Title	Accrued pension at age 60 as at 31/3/12 and related lump sum	Real increase/ (decrease) in pension at age 60 and related lump sum at age 60	CETV at 31/03/12	CETV at 31/03/11**	Real increase/ (decrease) in CETV
	£000	£000	£000	£000	£000
Mr Edgar Jardine, Interim Chief Executive (From 31 May 2011)	45.0 – 50.0 Plus lump sum of 140.0 – 145.0	(0.0 - 2.5) Plus lump sum of (2.5 – 5.0)	1,077	1,072	(24)
Dr Debbie Donnelly, Deputy Chief Executive (Acting Chief Executive from 6 December 2010 to 30 May 2011; Retired 31 October 2011)	25.0 – 30.0 Plus lump sum of 80.0 – 85.0	0.0 – 2.5 Plus lump sum of 5.0 – 7.5	559	509	35
Mr. David Jackson, Director of Performance, Planning and Partnerships	15.0 – 20.0 Plus lump sum of 55.0 – 60.0	(0.0 – 2.5) Plus lump sum of (0.0 – 2.5)	420	391	(5)
Mr. Sam Hagen, Director of Corporate Services (transferred 31 July 2011)	15.0 – 20.0 Plus lump sum of 50.0 – 55.0	0.0 – 2.5 Plus lump sum of 0.0 – 2.5	249	238	7
Mr. David Wilson, Director of Support Services	10.0 – 15.0 Plus lump sum of 40.0 – 45.0	0.0 – 2.5 Plus lump sum of 0.0 – 2.5	192	176	0
Mr. Peter Gilleece, Director of Policy	5.0 – 10.0 Plus lump sum of 20.0 – 25.0	(0.0 – 2.5) Plus lump sum of (0.0 – 2.5)	121	113	(3)

*\*\*The actuarial factors used to calculate Cash Equivalent Transfer Values (CETVs) were changed in 2011/2012. The CETVs at 31/3/11 and 31/3/12 have both been calculated using the new factors, for consistency. The CETV at 31/3/11 therefore differs from the corresponding figure in last year's report which was calculated using the previous factors.*



## Northern Ireland Civil Service (NICS) Pension arrangements

Pension benefits are provided through the Northern Ireland Civil Service pension arrangements which are administered by Civil Service Pensions (CSP). Staff in post prior to 30 July 2007 may be in one of three statutory based 'final salary' defined benefit arrangements (classic, premium, and classic plus). These arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. From April 2011 pensions payable under classic, premium, and classic plus are increased annually in line with changes in the Consumer Prices Index (CPI). Prior to 2011, pensions were increased in line with changes in the Retail Prices Index (RPI). New entrants joining on or after 1 October 2002 and before 30 July 2007 could choose between membership of premium or joining a good quality 'money purchase' stakeholder arrangement with a significant employer contribution (partnership pension account). New entrants joining on or after 30 July 2007 are eligible for membership of the nuvos arrangement or they can opt for a partnership pension account. Nuvos is a 'Career Average Revalued Earnings' (CARE) arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current rate is 2.3%. CARE pension benefits are increased annually in line with increases in the CPI. For 2012, public service pensions will be increased by 5.2% with effect from 9 April.

Employee contributions are set at the rate of 1.5% of pensionable earnings for classic and 3.5% for premium, classic plus and nuvos. Benefits in classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic plus is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per classic.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will

match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. Pension age is 60 for members of **classic**, **premium**, and **classic plus** and 65 for members of **nuvos**. Further details about the CSP arrangements can be found at the website [www.dfpni.gov.uk/civilservicepensions-ni](http://www.dfpni.gov.uk/civilservicepensions-ni)

### **Cash Equivalent Transfer Values**

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003/04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the CSP arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment ) Regulations and do not take account of any actual or potential benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

The actuarial factors that are used in the CETV calculation were changed during 2011, due to changes in demographic assumptions. This means that the CETV in this year's

report for 31/3/11 will not be the same as the corresponding figure shown in last year's report.

**Real increase in CETV**

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

**Reporting of Compensation Schemes – Exit Packages**

The Deputy Chief Executive left under Compulsory Early Retirement Terms on 31 October 2011. She received immediate payment of her pension and associated lump sum plus a compensation payment of £59,384. Pension payments are funded by the Board until aged 60.

On 1 March 2011 the Chief Executive resigned from his post, in doing so he received an ex gratia sum of £20,000 for loss of office.

**Reporting of compensation and exit packages for all staff**

<b>Exit package cost band</b>	<b>Number of agreed departures</b>	<b>Total number of exit packages by cost band for 2011/12</b>	<b>Total number of exit packages by cost band for 2010/11</b>
<b>&lt;£10,000</b>	-	-	-
<b>£10,000 – £25,000</b>	-	-	1
<b>£25,000 - £50,000</b>	-	-	-
<b>£50,000 - £100,000</b>	-	-	-
<b>£100,000 - £150,000</b>	-	-	-
<b>£150,000 - £200,000</b>	1	1	-
<b>Total number of exit packages</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Total resource cost band</b>	<b>£150,000 - £200,000</b>	<b>£150,000 - £200,000</b>	<b>£10,000 – £25,000</b>

The cost of the compensation to the Board noted above will not be exactly the same as that paid to the Deputy Chief Executive due to charges from Civil Service Pensions. Departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme (Northern Ireland), a statutory scheme made under the Superannuation (Northern Ireland) Order 1972.

Exit costs are accounted for in full in the year of departure. Where the Board has agreed early retirements, the additional costs are met by the Board and not by the Civil Service pension scheme.



**Edgar Jardine**  
**Interim Chief Executive**  
**19 June 2012**

## 7.0 NORTHERN IRELAND POLICING BOARD FINANCIAL STATEMENTS

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

Under Paragraph 16 of Schedule 1 of the Police (NI) Act 2000, as amended by the Police (NI) Act 2003 and the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010, the Department of Justice, has directed the Northern Ireland Policing Board to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Northern Ireland Policing Board and of its income and expenditure, changes in taxpayers' equity and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- Observe the Accounts Direction issued by the DOJ, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the accounts; and
- Prepare the accounts on a going concern basis.

The Permanent Secretary of the DOJ has appointed the Interim Chief Executive as Accounting Officer of the Northern Ireland Policing Board. The responsibilities of an Accounting Officer include responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Board's assets, as set out in Managing Public Money Northern Ireland issued by the Department of Finance and Personnel (DFP).

## **Statement on Internal Control**

### **Scope of Responsibility**

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

The Board's Accounting Officer was directly accountable to the Accounting Officer of the Department of Justice for Northern Ireland (DOJ) and may be called to appear before the Northern Ireland Assembly's Justice and Public Accounts Committee. The responsibilities of an Accounting Officer are set out in the Police (NI) Act 2000 and in the Department of Finance and Personnel publication, Managing Public Money Northern Ireland.

### **Purpose of the System of Internal Control**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Board policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Board for the year ended 31 March 2012 and up to the date of approval of the annual report and accounts, and accords with DFP guidance.

### **Capacity to Handle Risk**

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

The Risk Management Framework document details the Board's attitude to risk as 'risk averse' and also details the roles and responsibilities of all parties involved in the risk management process.

Staff are aware of this framework and guidance is provided through regular meetings of senior management, and each directorate and branch. Training is also provided for staff to equip them with the necessary knowledge and skills to manage risk in a way appropriate to their authority and duties.

During the year via discussions with DOJ the Board revised its Risk Management Framework to reflect the linkages with it's parent Department.

### **The Risk and Control Framework**

The Board is committed to embedding risk management within the activities of the organisation as a priority in developing an appropriate Corporate Governance environment and through inclusion in the corporate / annual business plans, and decision making process to ensure relevance.

Risks are identified, evaluated and monitored through regular updates and reviews conducted by the Accounting Officer and the SMT. The Corporate and Directorate Risk Registers are reviewed at least twice yearly or more frequently as determined by the SMT. These areas are discussed and any appropriate action is agreed between the Chief Executive and the Director concerned.

Each Director is responsible for providing a stewardship statement every six months which is assessed against their Directorate Business Plan on issues of risk. Within this statement they demonstrate how they have controlled risks during these periods and highlight any areas which might adversely affect the performance of their Directorate or the organisation as a whole. The Accounting Officer provides progress reports through the Audit and Risk Management Committee on risk. These reports include both corporate risks and high level risks within directorates.

During the year a number of reviews were undertaken of Board functions. These included:-

1. Internal audit reviews of specific work areas as defined in the Board's Audit Strategy and Annual Audit Work Plan;
2. An Independent Assessment Report on the Board's Community Engagement Strategy; and
3. An Organisational Review.



An independent assessment report commissioned by the previous Board was implemented during the current year. Internal Audit undertook a review of the 134 recommendations contained within the report which confirmed 16 were not accepted with the remainder having been implemented or in progress.

An organisational review was undertaken as part of the implementation of the independent assessment. After a procurement competition the Board appointed KPMG to undertake the review. The fieldwork was completed and a draft report was provided to the previous Board. The new Board was briefed by the consultants on 2 June 2011 prior to finalising the report. The consultants identified a number of important governance, structural and management issues which the Board invited the Interim Chief Executive to progress. He was asked to prioritise those principally concerned with re-structuring the Board staff and reducing the complement of staff from 64 posts to fewer than 50. Significant progress has been made to date in restructuring the Executive Office, which has included rationalising the senior staff structure and reducing the staff complement in other grades.

In addition, the Comptroller and Auditor General for Northern Ireland carried out a statutory review of the Board's 'Continuous Improvement Arrangements' as per Part V of the Police (NI) Act 2000.

Each of these reviews made recommendations or highlighted areas for improvement to the Board. The Board has considered these recommendations / areas for improvement for action with the majority being accepted.

The Board continually reviews its business environment to ensure it is meeting its statutory obligations. Business areas which were considered and reviewed by the Board in accordance with DFP guidance during the year included:-

1. A review of the Board's Management Statement and Financial Memorandum ;
2. Hospitality and Gifts Policy;
3. Financial pressures; and
4. Business continuity and disaster recovery plans.

### **Information Assurance**

Information Assurance is the confidence that the Board's Information Systems will protect the information they handle and will function as and when they need and under the control of authorised/legitimate users. More specifically, Information Assurance seeks to protect and defend information and information systems by ensuring confidentiality, integrity and availability, in addition to other such properties, such as, authentication, accountability, non-repudiation and reliability. These goals are relevant whether the information is in electronic or hard copy, storage, processing or transit and whether threatened by malice or accident by employees or contractors.

The Board continually reviews these arrangements and these are addressed by internal validation to ensure compliance with necessary regulations, policies and standards, with each Directorate contributing to the overall assessment. The Board's IT infrastructure was accredited and action taken to ensure the Board's website is compliant with regulations.

Data handling policies and procedures issued by OFMDFM are complied with. Members and staff are provided with training, advice and guidance on their responsibilities regarding Information Assurance. Physical and electronic controls are in place to secure storage of personal data. Retention and disposal policies and schedules are adhered to and reviewed on a regular basis in line with guidance. The Board is continuing with the support of the DOJ to implement the requirements of 'Information Assurance' and undertook a self assessment review of data handling as part of the wider NICS review.

### **Review of Effectiveness**

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within the Board who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their Report To Those Charged With Governance and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal

control by the Board, the Audit and Risk Management Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

During the year PricewaterhouseCoopers LLP (PwC), the Board's Internal Audit service providers completed their Annual Internal Audit Plan. PwC submitted reports together with recommendations for improvements where appropriate to the Audit and Risk Management Committee on a timely basis. Their Internal Audit Annual Report for 2011/12 contained an overall assurance statement on the Board's internal control framework, governance and risk management process. On the basis of the audit work performed during the year, they were able to provide **satisfactory assurance** in relation to the adequacy of the systems of control in place within the organisation and their operation throughout the year. They have received responses from management on issues raised and acknowledge that recommendations for improvements are being implemented.

Contained within the Internal Audit Annual report is a number of Audit Reports which received limited assurance

1. Review of contract management arrangements
2. Review of arrangements for the preparation, implementation and monitoring of approved policy documents; and
3. Review of business continuity

The first 2 reports were carried out at an early point of the year. Management immediately implemented additional contracts in these areas and during a follow up review of all recommendations by Internal Audit at year end sufficient progress had been made to revise the assurance rating from limited to satisfactory.

The third Internal Audit was carried out during February 2012 and finding reported to ARM on 30 March 2012. Due to the timing of the Internal Audit review it was not possible for corrective action to be taken during the year.

Management implemented all recommendations made by Internal Audit and the revised Business Continuity Plan was endorsed by Audit & Risk Management Committee on 8 June 2012. Internal Audit will reassess the implementation of their recommendations during the 2012/13 financial year.



**Edgar Jardine**  
**Interim Chief Executive**  
**19 June 2012**

## **NORTHERN IRELAND POLICING BOARD**

### **THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE NORTHERN IRELAND ASSEMBLY**

I certify that I have audited the financial statements of the Northern Ireland Policing Board for the year ended 31 March 2012 under the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003, as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010. These comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

#### **Respective responsibilities of the Northern Ireland Policing Board, Chief Executive and auditor**

As explained more fully in the Statement of the Northern Ireland Policing Board and Chief Executive's Responsibilities, the Northern Ireland Policing Board and Chief Executive as Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to examine, certify and report on the financial statements in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003, as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

#### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Northern Ireland

Policing Board's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Northern Ireland Policing Board; and the overall presentation of the financial statements. In addition I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income reported in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions conform to the authorities which govern them.

### **Opinion on Regularity**

In my opinion, in all material respects the expenditure and income have been applied to the purposes intended by the Assembly and the financial transactions conform to the authorities which govern them.

### **Opinion on financial statements**

In my opinion:

- the financial statements give a true and fair view, of the state of Northern Ireland Policing Board's affairs as at 31 March 2012 and of its net expenditure, cash flows and changes in taxpayers' equity for the year then ended; and
- the financial statements have been properly prepared in accordance with the Police (Northern Ireland) Act 2000 as amended by the Police (Northern Ireland) Act 2003, as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010 and Department of Justice directions issued thereunder.

### Opinion on other matters

In my opinion:

- The part of the Remuneration Report to be audited has been properly prepared in accordance with Department of Justice directions issued under the Police (Northern Ireland) Act 2000 as amended by the Police (Northern Ireland) Act 2003, as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010; and
- The information given in management commentary included in the Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records; or
- I have not received all of the information and explanations I require for my audit; or
- the Statement on Internal Control does not reflect compliance with Department of Finance and Personnel's guidance.

### Report

I have no observations to make on these financial statements.



*KJ Donnelly*  
*Comptroller and Auditor General*  
*Northern Ireland Audit Office*  
*106 University Street*  
*Belfast*  
*BT7 1EU*  
*20 June 2012*

**Statement of Comprehensive Net Expenditure  
for the year ended 31 March 2012**

		2012	2011
	Note	£000	£000
<b>Expenditure</b>			
Staff costs	3	2,456	2,719
Depreciation	6 & 7	107	46
Other expenditure	4	4,668	5,290
		<b>7,231</b>	<b>8,055</b>
<b>Income</b>			
Other income	5	(9)	(6)
		<b>(9)</b>	<b>(6)</b>
<b>Net expenditure</b>		<b>7,222</b>	<b>8,049</b>
 <b>Other Comprehensive Expenditure</b>			
		2012	2011
	Note	£000	£000
Net loss on revaluation of Property Plant and Equipment	6	-	3
		<b>7,222</b>	<b>8,052</b>
<b>Total Comprehensive Expenditure for the year ended 31 March 2012</b>		<b>7,222</b>	<b>8,052</b>

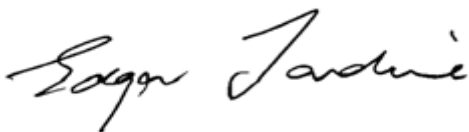
The notes on pages 122 - 145 form part of these accounts.



**Statement of Financial Position  
as at 31 March 2012**

	Note	2012 £000	2011 £000
<b>Non-current assets:</b>			
Property, plant and equipment	6	281	359
Intangible assets	7	45	69
<b>Total non-current assets</b>		<b>326</b>	428
<b>Current assets:</b>			
Trade and other receivables	8	145	174
Cash and cash equivalents	9	255	267
<b>Total current assets</b>		<b>400</b>	441
<b>Total assets</b>		<b>726</b>	869
<b>Current liabilities:</b>			
Trade and other payables	10	(691)	(771)
Provisions	11	(244)	(229)
<b>Total current liabilities</b>		<b>(935)</b>	(1,000)
<b>Non-current assets less net current liabilities</b>		<b>(209)</b>	(131)
<b>Non-current liabilities</b>			
Provisions	11	(47)	-
<b>Total Non-current liabilities</b>		<b>(47)</b>	-
<b>Assets less liabilities</b>		<b>(256)</b>	(131)
<b>Taxpayers' equity</b>			
Revaluation reserve		3	3
General reserve		(259)	(134)
		<b>(256)</b>	(131)

The financial statements on pages 118 to 145 were approved by the Board on 8 June 2012 and were signed on its behalf by:



**Edgar Jardine**  
Interim Chief Executive  
19 June 2012

The notes on pages 122 - 145 form part of these accounts.

**Statement of Cash Flows**  
**for the year ended 31 March 2012**

		2012	2011
	Note	£000	£000
<b>Cash flows from operating activities</b>		<b>(7,222)</b>	<b>(8,052)</b>
<b>Adjustment for non cash transactions</b>			
Depreciation, amortisation and revaluation	6 & 7	107	49
Loss on disposal of tangible assets	6	-	8
Decrease/(Increase) in trade and other receivables	8	29	(14)
(Decrease) in trade payables	10	(80)	(369)
Increase/(Decrease) in use of provisions	11	62	(103)
<b>Net cash outflow from operating activities</b>		<b><u>(7,104)</u></b>	<b><u>(8,481)</u></b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	6	(3)	(325)
Purchase of intangible assets	7	(2)	(33)
<b>Net cash outflow from investing activities</b>		<b><u>(5)</u></b>	<b><u>(358)</u></b>
<b>Cash flows from financing activities</b>			
Grants from sponsoring department		7,097	8,709
<b>Net financing</b>		<b><u>7,097</u></b>	<b><u>8,709</u></b>
<b>Net (decrease) in cash and cash equivalents in the period</b>	9	<b>(12)</b>	<b>(130)</b>
<b>Cash and cash equivalents at the beginning of the period</b>	9	<b><u>267</u></b>	<b><u>397</u></b>
<b>Cash and cash equivalents at the end of the period</b>	9	<b><u>255</u></b>	<b><u>267</u></b>

The notes on pages 122 – 145 form part of these accounts.

**Statement of Changes in Taxpayers' Equity  
for the year ended 31 March 2012**

	Revaluation Reserve £000	General Reserve £000	Total Reserves £000
<b>Balance at 1 April 2010</b>	<b>4</b>	<b>(791)</b>	<b>(787)</b>
<b>Changes in Taxpayers' Equity 2010/11</b>			
Grants from Sponsoring Entity	-	8,709	8,709
Comprehensive expenditure for the year	-	(8,052)	(8,052)
Net gain on revaluation of property, plant and equipment	(1)	-	(1)
<b>Balance at 31 March 2011</b>	<b><u>3</u></b>	<b><u>(134)</u></b>	<b><u>(131)</u></b>
<b>Changes in Taxpayers' Equity for 2011/12</b>			
Grants from Sponsoring Entity	-	7,097	7,097
Comprehensive expenditure for the year	-	(7,222)	(7,222)
Net loss on revaluation of property, plant and equipment	-	-	-
<b>Balance at 31 March 2012</b>	<b><u>3</u></b>	<b><u>(259)</u></b>	<b><u>(256)</u></b>

The notes on pages 122 – 145 form part of these accounts.

## Notes to the Accounts

### 1. Statement of Accounting Policies

These financial statements have been prepared in accordance with the 2011/12 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context.

Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Board for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Board are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

#### 1.1 Accounting convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment.

#### 1.2 Property, plant and equipment

Property, plant and equipment are capitalised at their cost of acquisition. The level for capitalisation as an individual or grouped non-current asset has been applied for the year shown at £1,000. The level for capitalisation has been increased from £500 to £1,000 in the current year. This increase has no material effect on the current period and it is not expected to have a material effect on future periods. The Board does not own any land or buildings. All non-current assets are valued annually in accordance with the Office for National Statistics indices as published by the Stationery Office. Surpluses on revaluation are taken to the revaluation reserve. Deficits on revaluation are charged to the Statement of Comprehensive Net Expenditure.

#### 1.3 Depreciation

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

Estimated useful lives, which are reviewed regularly, are:

IT equipment	-	5 years
Office equipment and furniture	-	5 - 12 years

#### **1.4 Intangible Assets**

The Board recognises software licences as intangible non-current assets. Purchases of software licences are capitalised as intangible non-current assets where the purchase cost of an individual licence exceeds £1,000. The level for capitalisation has been increased from £500 to £1,000 in the current year. This increase has no material effect on the current period and it is not expected to have a material effect on future periods. Acquired licences are shown at historical cost. Intangible non-current assets are amortised on a straight-line basis over the expected useful lives of the assets concerned.

#### **1.5 Operating income**

Operating income comprises externally generated programme funding received or receivable.

#### **1.6 Foreign exchange**

Transactions that are denominated in a foreign currency are translated into sterling at the exchange rate ruling on the date of each transaction. Any outstanding monetary assets and liabilities at the year end are translated into sterling at the rates ruling at 31 March. Translation differences are dealt with in the Statement of Comprehensive Net Expenditure.

#### **1.7 Leases**

Leases, where substantially all of the risks and rewards are held by the lessor, are classified as operating leases. Rentals are charged to the Statement of Comprehensive Net Expenditure in equal instalments over the life of the lease.

## **1.8 Financial instruments**

The Board does not hold any complex financial instruments. The only financial instruments included in the accounts are receivables and payables (Notes 8 and 10). Trade receivables are recognised initially at fair value less provision for impairment. A provision for impairment is made when there is evidence that the Board will be unable to collect an amount due in accordance with agreed terms.

## **1.9 Financing**

The Board is primarily resourced by funds approved by NI Assembly through the latest comprehensive spending review. Resources are drawn down as required to meet expenditure requirements and are credited to the General Reserve.

## **1.10 Provisions**

Provisions are recognised when: the Board has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

## **1.11 Critical accounting estimates and judgements**

The preparation of financial statements in conformity with IFRS requires the use of accounting estimates and assumptions. It also requires management to exercise this judgment in the process of applying the Board's accounting policies. We continually evaluate our estimates, assumptions and judgments based on available information and experience. As the use of estimates is inherent in financial reporting, actual results could differ from these estimates. The area involving a higher degree of judgment or complexity is described below:

**Estimate of useful economic life of assets:** The Board assesses the useful economic life of assets on an annual basis.

**Provision for medical Appeals and Injury on Duty (IOD) cases:** The Board provides for outstanding medical Appeals based on the value of cases previously settled with an accounting estimate for appeals which incur no cost. IOD cases are provided on the basis of a contract with the SMP with an estimate for cases which will be subsequently appealed based on past experience.

### **1.12 Value Added Tax (VAT)**

Where output VAT is charged or input VAT is recoverable, the amounts are stated net of VAT. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of property, plant and equipment.

### **1.13 Pension costs**

Past and present employees are covered by the provisions of the Principal Civil Service Pension Schemes (PCSPS (NI)). The defined benefit elements of the schemes are unfunded and are non-contributory except in respect of dependents benefits. The Board recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employees' services by payments to the PCSPS (NI) of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS (NI). In respect of the defined contribution elements of the schemes, the Board recognises the contributions payable for the year.

### **1.14 Early departure costs**

The Board is required to meet the additional cost of benefits beyond the normal PCSPS (NI) benefits in respect of employees who retire early, from the date of their retirement until they reach normal pensionable age. The Board provides in full for this cost when the early retirement programmes has been announced and this is binding on the Board. There was one early departure during the year.

### **1.15 Trade and other receivables**

Financial assets within trade and other receivables are initially recognised at fair value, which is usually the original invoiced amount and subsequently carried at amortised cost using the effective method less provisions for doubtful receivables. Provisions are made specifically where there is objective evidence of a dispute or inability to pay.

### **1.16 Cash and cash equivalents**

Cash and cash equivalents comprise cash in hand and current balances with banks which are readily convertible to known amounts of cash and which are subject to insignificant risk of changes in value and have an original maturity of three months or less.

### **1.17 Impairment of financial assets**

The Board assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Board makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use and is determined for an individual asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Impairment losses of continuing operations are recognised in the Statement of Comprehensive Net Expenditure in those expense categories consistent with the function of the impaired asset.

### **1.18 Trade and other payables**

Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

### **1.19 Employee benefits**

Under IAS 19, an employing entity should recognise the undiscounted amount of short term employee benefits expected to be paid in exchange for the service. The Board has therefore recognised annual and flexi leave entitlements, bonuses and unpaid overtime that have been earned by the year end but not taken or paid. These are included in current liabilities for all staff across the Board.

### **1.20 Contingent liabilities**

In addition to contingent liabilities disclosed in accordance with IAS 37, the Board discloses certain statutory and non-statutory contingent liabilities where the likelihood of a transfer of economic benefit is remote, but which have been reported in accordance with the requirements of Managing Public Money Northern Ireland.



Where the time value of money is material, contingent liabilities which are required to be disclosed under IAS 37 are stated at discounted amounts and the amount reported separately.

### 1.21 Insurance

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

### 1.22 Accounting standards, interpretations and amendments to published standards adopted to the year ended 31 March 2012.

Standard	Comments
IAS 24 - Related Party Disclosures (amendment)	<p>The amendments:</p> <ul style="list-style-type: none"> <li>• clarify the definition of a related party; and</li> <li>• simplify the disclosure requirements that are controlled, jointly controlled or significantly influenced by a government.</li> </ul> <p>The FReM interpretation of IAS 24 (Chapter 5) covers the areas amended by IASB and applicable to the public sector, from 1 January 2011.</p>

Standard	Comments
IAS 20 Accounting for Government Grants and disclosure of Government assistance	<p>All government grants or donated assets should be recognised as income reflecting the conditions or restrictions placed on their use by the providers. They should be recognised when receivable unless there are conditions on their use which, if not met, would mean the grant is repayable. In such cases, the income should be deferred and released when the obligations are met. Where a grant only has restricted use (and not conditional) it should be recognised as income immediately.</p>

The Board has reviewed the remaining standards, interpretations and amendments to published standards that became effective during 2011/12 and which are relevant to its operations. The adoption of these standards has not had a significant impact on the financial position or results of the Board.

### **1.23 Accounting standards, interpretations and amendments to published standards not yet effective**

The International Accounting Standards Board (IASB) have issued new and amended standards (IFRS 10 *Consolidated Financial Statements*, IFRS 11 *Joint Arrangements* and IFRS 12 *Disclosure of Interests in Other Entities*) that affect the consolidation and reporting of subsidiaries, associates and joint ventures. These standards have an effective date of January 2013, but have not yet been EU adopted. The application of these IFRS changes is subject to further review by HM Treasury and the other relevant authorities before due process consultation.

The IFRS that deal with the accounting boundary are currently adapted in the FReM so that the Westminster departmental accounting boundary is based on Office of National Statistics control criteria, as designated by HM Treasury. A review of the Northern Ireland financial process is currently under discussion with the Executive, which will bring NICS departments under the same adaptation. Should this go ahead, the impact on departments is expected to focus around the disclosure requirements under IFRS 12. The impact on the consolidation boundary of NDPBs and trading funds will be subject to review, in particular, where control could be determined to exist due to exposure to variable returns (IFRS 10), and where joint arrangements need reassessing.

In addition, certain new standards, interpretations and amendments to existing standards have been published that are mandatory for the Board's accounting periods beginning on or after 1 April 2012 or later periods, but which the Board has not adopted early. Other than as outlined in the table below, the Board considers that these standards are not relevant to its operations.

<b>Standard</b>	<b>Description of revision</b>	<b>Application date</b>	<b>Comments</b>
IAS 1 – Presentation of financial statements (Other Comprehensive Income (OCI))	Requiring items of OCI to be grouped on the basis of whether they might at some point be reclassified ('recycled') from OCI to profit (e.g. cash flow hedges) or where they will not (e.g. gains on property revaluation). This will make it clearer to users what their potential effect on profit or loss will be in future periods, notably in light of improved disclosure of financial instruments and pensions, and where there will be no impact. Amendments also allow simplified reporting for discontinued operations and OCI tax grouping.	1 June 2012 (not EU adopted yet)	The application of the IAS 1 amendment is subject to further review by HM Treasury and the other Relevant Authorities before due process consultation. The FReM interprets IAS 1 disclosure already, notably to ensure consistent reporting across departments. Application will be considered where this enhances public sector reporting.
IFRS 7 - Financial Instruments: Disclosures (annual improvements)	Increased disclosure requirements for transfers of financial assets. Where entities have transferred financial assets outside of the	1 July 2011	The FReM applies IFRS 7 in full, and the expectation is that it will continue to do so. This will incorporate these increased disclosures.

	legal body, disclosures are required to reflect the impact of this, particularly where the entity retains some form of interest in those assets.		
IFRS 13 – Fair Value Measurement	IFRS 13 has been prepared to provide consistent guidance on fair value measurement for all relevant balances and transactions covered by IFRS (except where IFRS 13 explicitly states otherwise):  The standard defines fair value, provides guidance on fair value measurement techniques, and sets out the disclosure requirements.	1 January 2013 (not yet EU adopted)	The application of IFRS 13 is subject to further review by HM Treasury and the other Relevant Authorities before due process consultation.

The Board has considered the remaining additional or revised accounting standards and new (or amendments to) interpretations contained within *FReM* 2012-13. The Board considers that these changes are not relevant to its operations.

**2. Statement of operating costs by operating segment**

At 31 March 2012 Northern Ireland Policing Board is organised into two main business segments reported to the Chief Operating Decision Maker through monthly Management Accounts:

- Grant-in-Aid received used to finance activities and expenditure which support the statutory and other objectives of the Northern Ireland Policing Board ; and
- Grant-in-Aid received used to finance activities and expenditure which support the statutory and other objectives of the District Policing Partnerships.

The segmental results for the year ended 31 March 2012 are as follows:

	<b>Northern Ireland Policing Board</b>	<b>District Policing Partnerships</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Gross expenditure	4,433	2,798	<b>7,231</b>
Income	(9)	-	<b>(9)</b>
Net Expenditure	<u>4,424</u>	<u>2,798</u>	<u><b>7,222</b></u>

The segmental results for the year ended 31 March 2011 are as follows:

	<b>Northern Ireland Policing Board</b>	<b>District Policing Partnerships</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Gross expenditure	5,192	2,863	<b>8,055</b>
Income	(6)	-	<b>(6)</b>
Net Expenditure	<u>5,186</u>	<u>2,863</u>	<u><b>8,049</b></u>

**3. Staff numbers and related costs**

<b>(i) Staff costs comprise:</b>	<b>2012</b>	2011
	<b>£000</b>	Restated £000
<b>Permanently employed staff</b>		
Wages and salaries	1,721	1,992
Social security costs	140	161
Other pension costs	296	351
<b>Total permanent staff costs</b>	<b>2,157</b>	2,504
Secondments/agency costs	299	215
<b>Total cost</b>	<b>2,456</b>	2,719

Staff costs for 2011 have been restated to reflect changes in the presentation of other costs, described in Note 4.

As a result of this reclassification, staff costs for 2011 reduced by £36k and other expenditure (Note 4) increased by £36k.

**(ii) Principal Civil Service Pension Scheme (Northern Ireland) (PCSPS (NI))**

The Principal Civil Service Pension Scheme (Northern Ireland) (PCSPS(NI)) is an unfunded multi-employer defined benefit scheme but the Board is unable to identify its share of the underlying assets and liabilities. The most up to date valuation was carried out as at 31 March 2007 and details of this valuation are available in the PCSPS(NI) resource accounts.

For 2011/12, employers' contributions of £296,138 were payable to the PCSPS (NI) (2010/11: £350,784) at one of four rates in the range 18% to 25% of pensionable pay, based on salary bands. The scheme's Actuary reviews employer contributions following a full scheme valuation. From 2012/13, the rates will be in the range 18% to 25%. The contribution rates are set to meet the cost of the benefits accruing during 2011/12 to be paid when the member retires, and not the benefits paid during this period to existing

pensioners. Further information on pensions can be found in the Remuneration Report and in the Statement of Accounting Policies note 1.13.

**(iii) The average number of persons employed:**

The average number of whole-time equivalent persons employed during the year was as follows:

	<b>2012 Number</b>	2011 Number
<b>Permanently employed staff</b>		
Senior management	4	6
Other directly employed staff	48	49
<b>Total permanent staff numbers</b>	<b>52</b>	55
Secondments/agency	6	6
<b>Total number of employees</b>	<b>58</b>	61

The average number of Board Members during the year was 18 (2010/11: 19).

**(iv) Reporting of Compensation Schemes – Exit Packages**

**Reporting of exit packages for all staff**

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year of departure. Where the Board has agreed early retirements, the additional costs are met by the Board and not by the Civil Service pension scheme. Ill-health retirement costs are met by the pension scheme and are not included in the table.

The Deputy Chief Executive left under Compulsory Early Retirement Terms on 31 October 2011. She received immediate payment of her pension and associated lump sum plus a compensation payment of £59,384. The pension payable to the Deputy Chief Executive is funded by the Board until age 60.

On 1 March 2011 the Chief Executive resigned from his post, in doing so he received an ex gratia sum of £20,000 for loss of office.

<b>Exit package cost band</b>	<b>Number of agreed departures</b>	<b>Total number of exit packages by cost band for 2011/12</b>	<b>Total number of exit packages by cost band for 2010/11</b>
<b>&lt;£10,000</b>	-	-	-
<b>£10,000 – £25,000</b>	-	-	1
<b>£25,000 - £50,000</b>	-	-	-
<b>£50,000 - £100,000</b>	-	-	-
<b>£100,000 - £150,000</b>	-	-	-
<b>£150,000 - £200,000</b>	1	1	-
<b>Total number of exit packages</b>	1	1	1
<b>Total resource cost band</b>	<b>£150,000 - £200,000</b>	<b>£150,000 - £200,000</b>	<b>£10,000 – £25,000</b>

The cost of the compensation to the Board noted above will not be exactly the same as that paid to the Deputy Chief Executive due to charges from Civil Service Pensions.



**4. Other expenditure**

	2012	2011
	£000	Restated £000
Grants to District Policing Partnerships	2,785	2,850
Running costs	518	839
Accommodation costs	388	417
Rentals under operating leases	333	317
Press and public relations	91	213
Information technology	123	159
Human rights monitoring	106	124
Pension medical services and appeals	104	171
External audit fees	27	27
Non-cash items		
Loss on disposal of fixed assets	-	8
Provisions provided in year	290	204
Provisions released in year not required	(97)	(39)
<b>Total other expenditure</b>	<b>4,668</b>	<b>5,290</b>

The presentation of other expenditure has been changed in this year's accounts. This is to reflect a more standard presentation format, in line with Departmental guidelines and formats used by the Department of Justice (DOJ), its Agencies and other NDPB's.

As a result of this reclassification, the total other expenditure for 2011 increased by £36k and staff costs (Note 3) reduced by £36k.

Funding of the DPPs is by way of the payment of a grant by the Board to each of the local Councils. The amount of grant is 75% of the cost of operating the DPPs, including salaries, travel, allowances and operating costs, with the remaining 25% funded by the local Councils. The grant is recognised on an accruals basis in the Board's financial

**4. Other expenditure (continued)**

statements. A comparison of amounts paid against actual costs incurred for the year to the final amount due, gives rise to a current liability which represents the final payment due to the DPPs from the Board for 2011/12 expenditure.

Included within the cost of external audit fees is £13k incurred in respect of DPP audits. This cost was apportioned proportionately across all DPP's. (2010/11:£13k)

**5. Income**

	<b>2012</b>	2011
	<b>£000</b>	£000
<b>Income source</b>		
Reimbursement of payroll costs for Census work	<b>9</b>	6
<b>Total income</b>	<b><u>9</u></b>	<u>6</u>

**6. Property, plant and equipment**

	Information Technology	Furniture & Fittings	Total
	£000	£000	£000
<b>Cost or valuation</b>			
At 1 April 2011	369	192	561
Additions	3	-	3
Disposals	-	-	-
Revaluations	-	-	-
<b>At 31 March 2012</b>	<b><u>372</u></b>	<b><u>192</u></b>	<b><u>564</u></b>
<b>Depreciation</b>			
At 1 April 2011	35	167	202
Charged in year	71	10	81
Disposals	-	-	-
Revaluations	-	-	-
<b>At 31 March 2012</b>	<b><u>106</u></b>	<b><u>177</u></b>	<b><u>283</u></b>
Carrying amount at 31 March 2011	<u>334</u>	<u>25</u>	<u>359</u>
<b>Carrying amount at 31 March 2012</b>	<b><u>266</u></b>	<b><u>15</u></b>	<b><u>281</u></b>
<b>Asset financing:</b>			
Owned	<u>266</u>	<u>15</u>	<u>281</u>
<b>Carrying amount at 31 March 2012</b>	<b><u>266</u></b>	<b><u>15</u></b>	<b><u>281</u></b>

Information technology and fixtures and fittings are valued using relevant indices.

**6. Property, plant and equipment (continued)**

	Information Technology	Furniture & Fittings	Total
	£000	£000	£000
<b>Cost or valuation</b>			
At 1 April 2010	149	191	340
Additions	320	5	325
Disposals	(94)	(5)	(99)
Revaluations	(6)	1	(5)
<b>At 31 March 2011</b>	<b>369</b>	<b>192</b>	<b>561</b>
<b>Depreciation</b>			
At 1 April 2010	109	157	266
Charged in year	14	14	28
Disposals	(86)	(5)	(91)
Revaluations	(2)	1	(1)
<b>At 31 March 2011</b>	<b>35</b>	<b>167</b>	<b>202</b>
Carrying amount at 31 March 2010	40	34	74
<b>Carrying amount at 31 March 2011</b>	<b>334</b>	<b>25</b>	<b>359</b>
<b>Asset financing:</b>			
<b>Owned</b>	334	25	359
<b>Carrying amount at 31 March 2011</b>	<b>334</b>	<b>25</b>	<b>359</b>

Information technology and fixtures and fittings are valued using relevant indices.

**7. Intangible Assets**

	<b>Software Licences</b>
	<b>£000</b>
<b>Cost or valuation</b>	
At 1 April 2011	87
Additions	2
<b>At 31 March 2012</b>	<u><u>89</u></u>
<b>Amortisation</b>	
At 1 April 2011	18
Charged in year	26
<b>At 31 March 2012</b>	<u><u>44</u></u>
Carrying amount at 31 March 2011	<u>69</u>
<b>Carrying amount at 31 March 2012</b>	<u><u>45</u></u>
<b>Asset financing:</b>	
Owned	45
<b>Carrying amount at 31 March 2012</b>	<u><u>45</u></u>
<b>Cost or valuation</b>	
At 1 April 2010	54
Additions	33
<b>At 31 March 2011</b>	<u><u>87</u></u>
<b>Amortisation</b>	
At 1 April 2010	-
Charged in year	18
<b>At 31 March 2011</b>	<u><u>18</u></u>
Carrying amount at 31 March 2010	<u>54</u>
<b>Carrying amount at 31 March 2011</b>	<u><u>69</u></u>
<b>Asset financing:</b>	
Owned	69
<b>Carrying amount at 31 March 2011</b>	<u><u>69</u></u>

**8. Trade and other receivables**

(i) Analysis by type	2012	2011
	£000	£000
<b>Amounts falling due within one year:</b>		
VAT	40	62
Trade receivables	39	7
Prepayments and accrued income	66	105
	145	174
(ii) Intra-government balances	2012	2011
	£000	£000
<b>Amounts falling due within one year:</b>		
Balances with other central government bodies	45	62
Balances with local authorities	34	4
Subtotal: intra-government balances	79	66
Balances with bodies external to government	66	108
	145	174

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

**9. Cash and cash equivalents**

Commercial bank and cash in hand	2012	2011
	£000	£000
Balance at 1 April	267	397
Net change in cash and cash equivalent balances	(12)	(130)
Balance at 31 March	255	267

**10. Trade and other payables**

(i) Analysis by type	2012	2011
	£000	£000
<b>Amounts falling due within one year:</b>		
Other taxation and social security	10	8
Trade payables	253	314
Balances due to District Policing Partnerships	340	292
Accruals and deferred income	88	157
	691	771

**10. Trade and other payables (continued)**

<b>(ii) Intra-government balances</b>	<b>2012</b>	2011
	<b>£000</b>	£000
<b>Amounts falling due within one year:</b>		
Balances with other central government bodies	<b>168</b>	331
Balances with local authorities	<b>340</b>	294
Subtotal: intra-government balances	<b>508</b>	625
Balances with bodies external to government	<b>183</b>	146
	<b>691</b>	771

Balances with other central government bodies are with the Crown Solicitors Office, HM Revenue and Customs, DOJ and the Department of Finance and Personnel.

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

**11. Provisions for liabilities and charges**

	Early departure costs £000	Equal Pay £000	Medical Appeals £000	IOD Cases £000	Legal Cases £000	Total £000
Balance at 1 April 2011	-	49	67	40	73	229
Provided in the year	162	-	35	35	58	290
Provisions not required written back	-	-	(30)	-	(67)	(97)
Provisions utilised in the year	(80)	-	(45)	-	(6)	(131)
<b>At 31 March 2012</b>	<b>82</b>	<b>49</b>	<b>27</b>	<b>75</b>	<b>58</b>	<b>291</b>

Analysis of expected timing of discounted flows.

	Early departure costs £000	Equal Pay £000	Medical Appeals £000	IOD Cases £000	Legal Cases £000	Total £000
Not later than one year	35	49	27	75	58	244
Later than one year and not later than five years	47	-	-	-	-	47
<b>At 31 March 2012</b>	<b>82</b>	<b>49</b>	<b>27</b>	<b>75</b>	<b>58</b>	<b>291</b>

(i) **Early Departure costs**

The Board provides for the additional cost of benefits beyond the normal PCSPS(NI) benefits in respect of employees who retire early. The provision covers pension costs from the date of their retirement until they reach normal pensionable age. The former Deputy Chief Executive was the only early retirement in this financial year, however the provision relates to the full costs of the restructuring exercise. Pension costs will be released over the period to which they relate.

(ii) **Equal Pay**

This provision represents the Board's obligations arising from the remaining settlement payment to be made to seconded NICS/PSNI staff at AA, AO, EOII and analogous grades as the result of an agreement with NIPSA in respect of Equal Pay.

(iii) **Medical Appeals**

This provision relates to outstanding appeals for the non-award of medical pensions and injury on duty pensions as a result of the percentage of disablement awarded, before and after review or due to the implementation date of the award for serving and ex-serving PSNI officers.

(iv) **Injury on Duty (IOD) Cases**

This provision relates to outstanding cases where serving and ex-serving PSNI officers apply for medical retirement and/or injury on duty awards.

(vi) **Legal Cases**

There are currently a number of outstanding legal cases in which the Board is named as defendant.

**12. Capital commitments**

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



**13. Commitments under leases**

Total future minimum lease payments under operating leases are given in the table below for each of the following periods:

	<b>2012</b>	2011
	<b>£000</b>	£000
<b>Obligations under operating leases for the following periods comprise:</b>		
Land and Buildings		
Not later than one year	<b>325</b>	325
Later than one year and not later than five years	<b>787</b>	1,112
	<b>1,112</b>	1,437
Other		
Not later than one year	<b>11</b>	8
Later than one year and not later than five years	<b>29</b>	16
	<b>40</b>	24

**14. Financial instruments**

As the cash requirements of the Board are met through Grant-in-Aid provided by the Department of Justice, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with the Board's expected purchase and usage requirements and the Board is therefore exposed to little credit, liquidity or market risk.

## **15. Related party transactions**

The Board is a Non-Departmental Public Body of the DOJ.

The DOJ is regarded as a related party. During the year the Board has had a number of material transactions with the Department and with other government departments and central government bodies. Most of these transactions have been with the Department of Finance and Personnel, the Northern Ireland (NI) Assembly, the Crown Solicitor's Office, the Central Procurement Directorate, the Rate Collection Agency and the Northern Ireland Statistics and Research Agency (the last two are executive agencies of the Department of Finance and Personnel), the PSNI and Local Councils through the DPPs.

During the year the Deputy Chief Executive left under Compulsory Early Retirement Terms on 31 October 2011. She received immediate payment of her pension and associated lump sum plus a compensation payment of £59,384. The pension payable to the Deputy Chief Executive is funded by the Board until age 60.

The Board makes payments via the NI Assembly to researchers who are employed by the lead member of each political party represented on the Board. The research is in relation to Board work and amounts to £16k per annum on a pro rata basis for each party. Two Political Members employed a close family relative as a researcher. These transactions were made on the terms equivalent to those that prevail in arm's length transactions which the other Political officials entered into.

The Chair of the Board (by virtue of his position) sits on the Board and Council of the Association of Police Authorities. This role is remunerated with an allowance of £8,808 per annum.

With the exception of the above, no other Board member, key manager or other related parties have undertaken any related party transactions with the Board during the year.

Transactions with related parties are as follows:

**15. Related party transactions (continued)**

Name of related party	Nature of transaction	Amount of transaction		Amount owed to/(from) related party	
		2012	2011	2012	2011
		£000	£000	£000	£000
Researchers	Salary	25	-	-	-
Deputy Chief	Compensation	59	-	-	-
Executive	Pension	11	-	74	-
Chair	Allowance	-	-	7	-

**16. Events after the reporting period**

No events as defined in IAS 10 have occurred subsequent to the year end that require disclosure. These accounts were authorised for issue on the same date the Comptroller and Auditor General certified the accounts.

## 8.0 GLOSSARY

<b>ACC</b>	Assistant Chief Constable
<b>CETV</b>	Cash Equivalent Transfer Value
<b>CJINI</b>	Criminal Justice Inspection Northern Ireland
<b>C&amp;AG</b>	Comptroller and Auditor General
<b>DCC</b>	Deputy Chief Constable
<b>DFP</b>	Department of Finance and Personnel
<b>DOJ</b>	Department of Justice
<b>DPA</b>	Data Protection Act
<b>DPP</b>	District Policing Partnership
<b>ECHR</b>	European Convention on Human Rights
<b>FOI</b>	Freedom of Information
<b>FReM</b>	Financial Reporting Manual
<b>ICV</b>	Independent Custody Visitor
<b>ICVA</b>	Independent Custody Visiting Association
<b>IFRS</b>	International Financial Reporting Standards
<b>IIP</b>	Investors in People
<b>IA</b>	Information Assurance
<b>IT</b>	Information Technology
<b>IIV</b>	Investors in Volunteers
<b>LGB&amp;T</b>	Lesbian, Gay, Bisexual and Transgender
<b>MLA</b>	Member of the Legislative Assembly
<b>NDPB</b>	Non Departmental Public Body
<b>NI</b>	Northern Ireland
<b>NIAO</b>	Northern Ireland Audit Office
<b>NICS</b>	Northern Ireland Civil Service
<b>NIO</b>	Northern Ireland Office
<b>NIPB</b>	Northern Ireland Policing Board
<b>NIPSA</b>	Northern Ireland Public Services Alliance
<b>NISRA</b>	Northern Ireland Statistics and Research Agency
<b>OCTF</b>	Organised Crime Task Force
<b>PABNI</b>	Police Advisory Board NI
<b>PACE</b>	Police and Criminal Evidence Order
<b>PCSPS(NI)</b>	Principal Civil Service Pension Scheme
<b>OPONI</b>	Office of the Police Ombudsman (Northern Ireland)
<b>PCSP</b>	Policing and Community Safety Partnership
<b>PAT</b>	Police Appeal Tribunal (PAT)
<b>PNB</b>	Police Negotiating Board
<b>PSD</b>	Professional Standards Department
<b>PSNI</b>	Police Service of Northern Ireland
<b>PWC</b>	Policing with the Community
<b>SCS</b>	Senior Civil Service
<b>SMP</b>	Selected Medical Practitioner
<b>SMT</b>	Senior Management Team
<b>SOCA</b>	Serious Organised Crime Agency

---

## Northern Ireland Policing Board

Waterside Tower  
31 Clarendon Road  
Clarendon Dock  
Belfast BT1 3BG

Tel: 028 9040 8500 Fax: 028 9040 8544  
Textphone: 028 9052 7668

Email: [information@nipolicingboard.org.uk](mailto:information@nipolicingboard.org.uk)  
Website: [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)  
Facebook: [www.facebook.com/policingboard](http://www.facebook.com/policingboard)  
Twitter: @nipolicingboard

---

## Document Title

### **Annual Report and Accounts For the Period 01 April 2011 – 31 March 2012**

Laid before the Northern Ireland Assembly in accordance with paragraph 16 of Schedule 1 to the Police (NI) Act 2000 as amended by the Police (NI) Act 2003 and Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010.

© Northern Ireland Policing Board Copyright 2012

---

## Complaints Policy

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

---

## Disclaimer

While every effort has been made to ensure the accuracy of the information contained in this document, the Northern Ireland Policing Board will not be held liable for any inaccuracies that may be contained within.

---

## Alternative Formats

This document may also be made available upon request in alternative formats or languages. Requests for alternative formats should be made to the Northern Ireland Policing Board.

---

## Online Format

The document is available in PDF format from our website.