



**Annual Report and Accounts**  
For the Period  
1 April 2012 — 31 March 2013





## **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 2012 – 31 MARCH 2013.**

**LAI D 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 4 JULY 2013.**

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## 1.0 CHAIR'S FOREWORD



I am pleased to introduce the Policing Board's Annual Report for the period 1 April 2012 – 31 March 2013. The report sets out how the Board has worked to deliver on its independent oversight and accountability responsibilities during the last financial year.

This has been another busy and challenging period for the Board and for the Police Service of Northern Ireland (PSNI). Central to all aspects of the Board's work is ensuring the delivery of a policing service which is effective, efficient and accountable to the community it serves. During the reporting period the Board has met its statutory responsibilities through a wide ranging programme of meetings and events.

Continuing to build community confidence in policing is an important strand of the Board's work. It is extremely encouraging that over the last year recorded crime levels reduced by a further 3000 crimes keeping records in Northern Ireland at their lowest level. This maintains a downward trend over the last four years which is very welcome news.

Whilst these figures show that we live in a relatively safe society, the focus for the Board and the PSNI remains on the quality of service delivered to the community by the police and particularly to those in our community who are more vulnerable.

The Board is also mindful of the public desire to find out how crime is being dealt with by the police and that outcomes are reported back by the PSNI to those who have been the victims of crime. Detection rates for crime and the outcomes achieved for the community will remain an area of focus for the Board.

Local people are an integral part of the policing structures in Northern Ireland and police need the support and help of the community in their work. The Policing and Community Safety Partnerships (PCSPs) are a valuable part of the police accountability mechanism whilst also working in partnership with the PSNI and other statutory and voluntary agencies to deliver community safety projects. Over the last year the Board, working with the Department of Justice (DOJ) has invested significant time in developing plans for the PCSPs. Looking forward,

we hope that the Partnerships will play a key role in both crime prevention and responding to issues, such as antisocial behaviour, in local areas.

The cost of policing continues to be kept under review by the Board and the PSNI will be required to deliver further savings in the period ahead. As a Board we must work with the Chief Constable to ensure that resources are focused on the issues that the community are most concerned about.

In this reporting period the disorder witnessed on our streets and the violence directed at our officers was shocking. The cost to policing was significant both in terms of injuries to officers and the financial cost. Without doubt officer time and money spent on dealing with public order policing could have been put to much better use.

Police officers often face danger in their work and sadly, earlier this year, Constable Philippa Reynolds was killed in the course of her duty. The tributes paid to her show the high esteem in which she was held in.

During the last year police officers have also been attacked from groups opposed to the peace process. Their actions are unwarranted and unwanted by the majority of people in the community and have simply deepened the resolve and commitment of both the Board and the PSNI to ensure the delivery of an effective, efficient and impartial policing service to all in our community.

Each day police officers and staff provide the community with an essential public service and I would wish to extend my thanks to the Chief Constable and all the staff for their work on our behalf. We are also grateful to all in the community who work with the police and give their time to make our community safer.

By the time this report is published I will have stepped down from my role as Board Chair. I would like to put on record thanks to my Vice Chair Gearóid Ó hEára, fellow Members and the staff of the Board for their help and assistance to me during my term of office.

**Brian Rea MBE JP**  
**Chair**

## 2.0 CHIEF EXECUTIVE'S FOREWORD



As Chief Executive of the Policing Board I am responsible for the management of the organisation and supporting the Board in its work.

This report details progress against business objectives and targets over the last year and how the Board has worked to deliver on its statutory responsibilities.

The Board's programme of work is governed by the objectives set out in the Annual Business Plan and the report contains an assessment of progress against the Plan.

As Chief Executive, I am responsible for ensuring that effective arrangements are in place to provide assurance on risk management, governance and internal controls across the organisation.

It is also my duty to ensure financial integrity within the organisation and to account for the organisation's financial position and transactions, taking into account the need for regularity, propriety and value for money. I am therefore pleased to include in this report a full and audited statement of accounts.

Since taking up appointment as Chief Executive of the Board in July 2012 I have been impressed by the Board's commitment to deliver on its legislative responsibilities and the importance placed on governance arrangements.

I would wish to record my thanks to the Board Members and staff for their work and commitment during this reporting period.

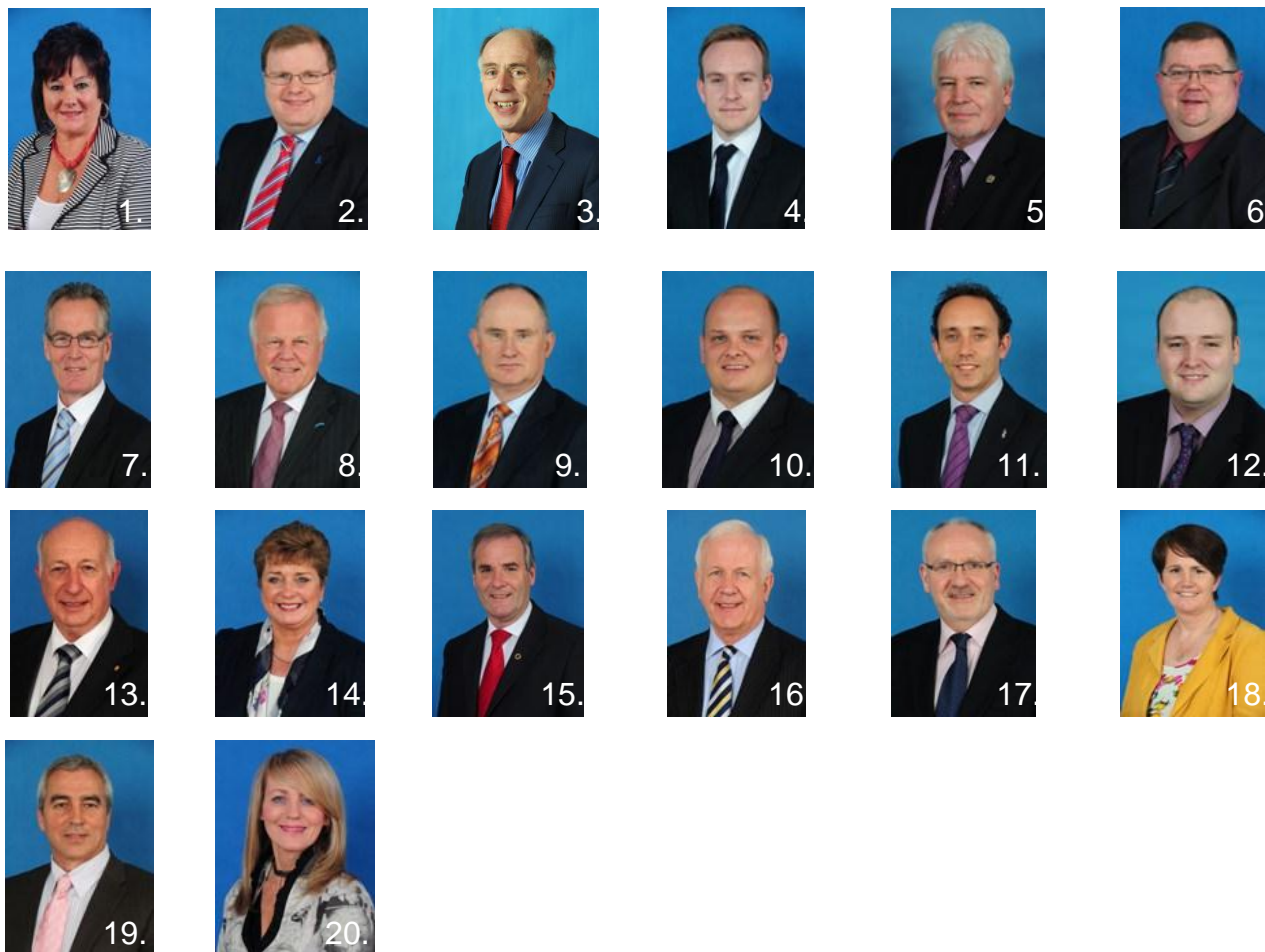
**Sam Pollock**  
**Chief Executive**



## 3.0 POLICING BOARD MEMBERSHIP

The Board is made up of ten political members and nine independent members.

From 1 April 2012 – 31 March 2013 Board 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. Robin Newton\* MLA, Political member DUP
14. Joan O'Hagan, Independent member
15. Gearóid Ó hEára, Independent member Vice Chair
16. Brian Rea, Independent member Chair
17. Brian Rowntree, Independent member
18. Caitríona Ruane MLA, Political member SF
19. Pat Sheehan MLA, Political member SF
20. Deborah Watters, Independent member

\* Sammy Douglas MLA 1.4.12 – 31.1.13

\* Robin Newton MLA 7.2.13 – 31.3.13

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 2012 – 31 March 2013 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 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.

The Board complies 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 pages 16 to 84.

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) which were established in statute on 1 April 2012. Further information can be found in section five of this report at pages 29 to 31.

### **Social and Community Issues**

The Board recognises that it has specific responsibilities which fall under the heading of social and community issues. These are primarily delivered through the work of the Community Engagement Committee in supporting the work of PCSPs and in developing and implementing a programme of community engagement for the Policing Board.

The Board takes account of its responsibilities under the Programme for Government and in particular to priority 3 - "Protecting Our People, the Environment and Creating Safer Communities'. During 2012/13 the Board has supported the DOJ in achieving the milestones against its commitments, specifically in relation to the new Community Safety College at Desertcreat which has suffered a recent set back through an increase in costs. These costs have now been reduced to an acceptable level and it is anticipated that the project will proceed in the near future. The Board also supported the establishment of PCSPs, reducing the level of serious crime and tackling crime against older and vulnerable people.

The Board also contributes to the achievement of the strategic aims set in the 'Policing with the Community 2020 Strategy' in supporting PSNI engagement, partnership and service delivery to improve public safety and deal with crime and disorder. In holding the Chief Constable to account for the delivery of good policing and supporting the community to work with the police co-developing solutions around local policing issues, 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.

### **Policing Board Community Engagement**

The Board has a programme of work to support engagement with communities who are more vulnerable to becoming the victim of crime or who traditionally have mistrusted or been disengaged from policing, and in particular, young people and disadvantaged communities. In doing this the Board identifies the issues which have a negative impact on community confidence in policing and that improvement will be brought through effective engagement to support community confidence in policing and the public 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 2012/13 was £6.9 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 2012/13 is shown below:

Expenditure heading	Budget 2012/13 £'m	Actual 2012/13 £'m
<b>Resource DEL</b>		
Salaries	2.32	2.25
PCSPs	2.42	2.23
Other	2.03	1.82
Cash payment of provisions	0.11	0.12
<b>Total Resource DEL</b>	<b>6.88</b>	<b>6.42</b>
<b>Resource AME</b>	<b>0.09</b>	<b>0.07</b>
<b>Cash requirement</b>	<b>6.87</b>	<b>5.35</b>
<b>Capital DEL</b>	<b>0.10</b>	<b>0.08</b>

- Salary costs were slightly down on budget due to timing differences in relation to leavers;
- Other costs were under budget due to projects that were delayed or replaced with less expensive options;
- PCSP expenditure of £2.23m was 92.1% of budget; and
- Savings against the cash budget was primarily due to amounts owing to the PCSPs for their last quarter grant claims.

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 28 March 2013, 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 2013 shows net liabilities of £1,208k. 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 2012/13 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. This is detailed in the Chief Executives Governance Statement on page 97.

## **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 18 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 ten 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 96.7% (2011/12: 98.7%) of all properly rendered invoices within ten days.

### **Charitable Donations**

No charitable donations were made in the year. (2011/12: £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; and
- Reducing energy consumption through a range of measures (such as motion activated lighting and automated heating systems).

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

### **Carbon Reduction Scheme**

The Board does not exceed the threshold of 6,000 MWh per year (average consumption is approximately 150 MWh per year) and is therefore not required under law to report on carbon emissions and purchase carbon allowances.

## **Audit**

Financial statements for 2012/13 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 111 to 113.

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 £20,000 (2011/12: £26,787). The reduction in audit fee reflects procedures put in place by NIAO to audit the Boards financial statements which includes the cost to the Board of the newly formed PCSPs. Significant work on PCSPs has been carried out by the Boards' internal auditors to assist with this process. In previous years Local Government Audit verified the expenditure of the now defunct DPPs.

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 which will result in a qualified audit opinion. Further information on this and Internal Audit Reports where limited assurance was given is detailed in the Chief Executives Governance Statement on pages 97 to 110.

## **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.



### **Off Payroll Engagements**

During the year the Board engaged the services of one individual at a cost exceeding £58,200 who was paid directly without deduction of tax.

### **Sick Absence Data**

During the year the level of staff absence due to sickness was 4.74% (2011/12: 3.76%). The level of sickness was primarily due to a number of staff being absent on long term sickness.

### **Data Protection Act**

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 has been received, unless there are grounds for withholding information.

During the period of 1 April 2012 - 31 March 2013 the Board received five Subject Access Requests under the DPA 1998.

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

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 2012 - 31 March 2013. 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 meeting regularly with representatives from the PSNI Service Executive Team.

### 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 ten meetings in public in 2012/13. Verbatim recordings of the Board meetings in public are available on the Board's Facebook page at [www.facebook.com/policingboard](http://www.facebook.com/policingboard).

Board meetings are normally held in the Board's offices in Clarendon Dock, Belfast. The media 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. It has a number of Committees to progress more detailed aspects of its work. Although these meetings are not open to the public, the agendas and minutes are published on the Board's website and are also available on request.

### Committee Memberships 2012/13

This section outlines Committee Memberships.

#### Audit and Risk Management Committee Membership

Mr Ross Hussey (Chairperson), Mr Brian Rowntree (Vice Chairperson), Mr Jonathan Craig  
Mr Stuart MacDonnell, Mr David McIlveen, Mr Pat Sheehan.

During the reporting period, the Committee met on five 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 David McIlveen (*to 3 May 2012*), Mr Conall McDevitt, Mr Sammy Douglas (*from 3 May 2012*), Mr Pat Sheehan.

During the reporting period, the Committee met on ten occasions to progress its responsibilities.

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

All Board Members are Members of the Corporate Policy, Planning and Performance Committee. The Committee met on 11 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 Caitríona Ruane.

During the reporting period the Committee met on 11 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 David McIlveen (*from 3 May 2012*), Mr Brice Dickson (*from 3 May 2012*), Mrs Joan O'Hagan, Ms Caitríona Ruane, Ms Deborah Watters.

During the reporting period the Committee met on 13 occasions to progress its responsibilities.

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

Mr Jonathan Craig (Chairperson), Mr Stuart MacDonnell (Vice Chairperson), Mrs Anne Connolly, Mr Sammy Douglas (*from 3 May 2012*), Mr Brice Dickson (*from 3 May 2012*), Mr Brian Rowntree, Mr Pat Sheehan

During the reporting period, the Committee met on 12 occasions to progress its responsibilities.

## The Policing Board as an Organisation

This section of the report looks at the day-to-day work and staffing of the Board. Each year the Board's work is governed by a Business Plan which flows from the 2011-2014 Corporate Plan. The Corporate Plan can be found on the Board's website. An assessment of performance against the targets in the 2012/13 Business Plan is set out in the table below.

### Performance against Corporate Business Plan Targets: 2012/13

OBJECTIVE 1: TO ENSURE THE EFFECTIVENESS AND EFFICIENCY OF THE PSNI				
Outcomes/Targets	Activities	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
1.1 Capital and revenue expenditure consistent with approved budget.	1.1.1 Review and approve the PSNI's financial estimate for the 2013/14 financial year by 31 March 2013.	√		
1.2 Efficiencies delivered as per the four year Efficiency Plan.	1.1.2 Review the PSNI's monthly Management Accounts and report results at R&I Committee each month.	√		
	1.2.1 Review the PSNI efficiency Plan to provide assurance that the required savings are delivered.	√		
1.3 Develop benchmarking measures through HMIC's Valuing the Police initiative.	1.3.1 Identify areas for potential savings in line with the HMIC benchmarking exercise.	√		
1.4 PSNI Continuous Improvement projects are delivered in line with implementation plans.	1.4.1 Scrutinise PSNI continuous improvement arrangements via quarterly reporting against the priority initiatives for continuous improvement as published in the Policing Plan 2012-2015.		√	

**OBJECTIVE 2: TO HOLD THE CHIEF CONSTABLE TO ACCOUNT FOR THE EXERCISE OF HIS FUNCTIONS**

Outcomes/Targets	Activities	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
<b>2.1 Delivery of Policing Plan Outcomes and Priority Initiatives:</b> <ul style="list-style-type: none"> <li>Reduced levels of crime and antisocial behaviour, fewer road deaths and injuries and fewer victims;</li> <li>Improved satisfaction with the service provided by PSNI; and</li> <li>Vulnerable people are protected through tackling organised crime, reducing violent crime, improving service to vulnerable groups and reducing harm caused by paramilitary groups and public disorder.</li> </ul>	2.1.1 Review, refresh and publish the Policing Plan by 31 March 2013.	√		
	2.1.2 Scrutinise Police Service Delivery via: <ul style="list-style-type: none"> <li>Quarterly reporting against the measures in the Policing Plan 2012-2015; and</li> <li>Biannual reporting against the Supporting Strategies in the Policing Plan 2012-2015.</li> </ul>	√		
	2.1.3 Hold the Chief Constable to account and facilitate engagement by: <ul style="list-style-type: none"> <li>Holding at least eight Board meetings in public during 2012/13, for the purpose of receiving a report on policing from the Chief Constable;</li> <li>Holding Board Committee meetings in line with the published schedule; and</li> <li>Delivering and evaluating up to four themed public meetings to inform the Board of priorities for policing and assist in gaining the co-operation of the public with the police in preventing crime.</li> </ul>	√		
		√		
			√	

### OBJECTIVE 3: TO ENSURE THE EFFECTIVENESS OF THE BOARD IN DELIVERING ITS STATUTORY FUNCTIONS

Outcomes/Targets	Activities	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
3.1 Improve operation of Board and its functions.	3.1.1. Advise and support the sub-group undertaking a review of Board effectiveness and efficiency	√		
3.2 Public confidence and satisfaction in the PSNI, the Board and Policing and Community Safety Partnerships (PCSPs) by:	3.2.1 Engage, communicate and consult with the community by: <ul style="list-style-type: none"> <li>Reviewing, and publishing the Board's Community Engagement Strategy by 30 June 2012;</li> <li>Undertaking a programme of engagement with Loyalist/Republican/Working Class communities and Children and Young People for the purpose of identifying priorities for policing and the Policing Plan; and</li> <li>Develop a programme of external research in relation to Community Confidence.</li> </ul>	√  √  √		
3.3 Establish a baseline of people who feel that their local PCSP has helped to improve policing in their local area.	3.3.1 Include a relevant question in the yearly Omnibus Survey to benchmark the percentage of people who think that their local PCSP has helped to improve policing in their local area.	√		

**OBJECTIVE 3: TO ENSURE THE EFFECTIVENESS OF THE BOARD IN DELIVERING ITS STATUTORY FUNCTIONS**

Outcomes/Targets	Activities	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
3.4 Monitoring Framework for PCSPs in place by 31 March 2013.	3.4.1 Through the Joint Committee support and monitor PCSPs and establish a monitoring framework	√		
3.5 Increase by 3% points the percentage of stakeholders who think that the Board secures improvements in policing and public safety through effective engagement and partnership working.	3.5.1 Promotion of the work of the Board through engagement with stakeholders and effective communication with the media and the public.		√	
3.6 Full complement of independent members to be in place by July 2012 and PCSPs to be fully constituted by 30 November 2012.	3.6.1 Undertake a second round of recruitment for independent members and support DOJ in decisions on designated bodies.		√	
3.7 Financial outturn by 31 March 2013 to be within 3% of the December 2012 Latest Best Estimate.	3.7.1 Effective financial and personnel management.	√		
	3.7.2 Prepare the Policing Board Annual Financial Statements and Remuneration Report in compliance with IFRS to be laid before the Assembly prior to the Assembly summer recess.	√		
3.8 Ensure staff absenteeism does not exceed 3.75%.	3.8.1 Manage absenteeism in line with Board policy and ensure access to and awareness of support services.			√
3.9 Ensure PSNI compliance with Human Rights Legislation.	3.9.1 Agree and publish a Human Rights Annual Report and two human rights thematic reports by 31 March 2013.		√	
	3.9.2 Complete follow up reports on previously published human rights thematic reports.	√		

**OBJECTIVE 3: TO ENSURE THE EFFECTIVENESS OF THE BOARD IN DELIVERING ITS STATUTORY FUNCTIONS**

Outcomes/Targets	Activities	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
3.10 Implement the monitoring framework for protective services by 31 March 2013	3.10.1 Monitor and review PSNI performance in respect of protective services.	√		
3.11 Ensure the highest possible professional and ethical standards are set and maintained by the PSNI by reducing the number of incivility complaints against PSNI in 2012/13.	3.11.1 Monitor incivility complaints and review performance with PSNI.	√		
3.12 To maximise the number of custody detainees spoken to by reducing the refusal rate to 5% by 31 March 2013.	3.12.1 Maintain community oversight of PSNI custody arrangements through facilitating the Independent Custody Visiting Scheme.		√	
3.13 Provide accurate and timely advice to the PSNI on pension issues.	3.13.1 Develop the capacity to fulfil the Board's role as pension's administrator through the procurement of professional expertise.		√	
	3.13.2 Perform the Board's statutory role as pension administrator for the Police Officers' Pension Scheme in line with relevant legislation and statutory body notifications.	√		
3.14 Administering injury on duty and medical retirement applications.	3.14.1 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.	√		



### OBJECTIVE 3: TO ENSURE THE EFFECTIVENESS OF THE BOARD IN DELIVERING ITS STATUTORY FUNCTIONS

Outcomes/Targets	Activities	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
3.15 Achieve a green status for all NIPB Continuous Improvement projects in line with implementation plans.	3.15.1 Report on the Board's continuous improvement arrangements via Biannual progress reports and to publish the Board's continuous improvement arrangements for 2013/14 by 31 March 2013.		√	

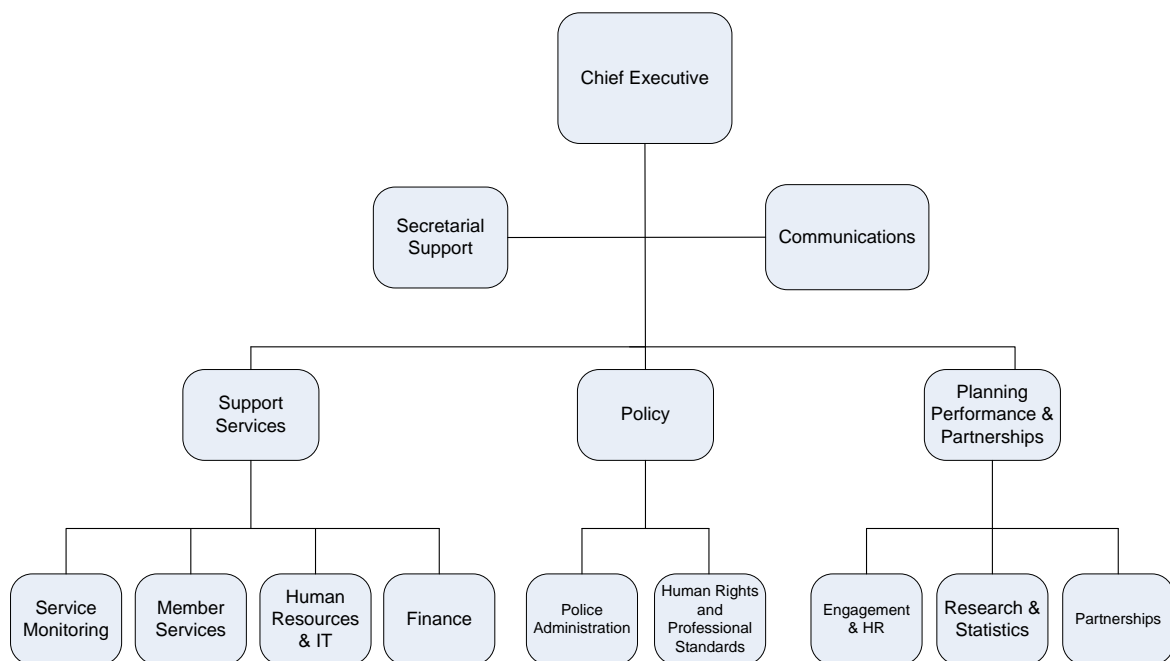


## Staffing the Board

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

The Chief Executive is supported in his work by three Directors whose responsibilities cover Policy; Planning, Performance and Partnerships and Support Services. Further information on the role and work of individual branches is available on the Board's website.

Northern Ireland Policing Board – Organisational Structure



## Staffing Composition of the Policing Board

At 31 March 2013 the staff of the Board comprised of 29 seconded civil servants from the Northern Ireland Civil Service (NICS) and 19 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 three year Article 55 Return to the Equality Commission.

### **Board Staffing Statistics at 1 April 2012 and 1 April 2013**

	<b>Gender</b>		<b>Community Background</b>			
	<b>M</b>	<b>F</b>	<b>P</b>		<b>RC</b>	
			<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>
1 April 2012	22	29	16	14	6	15
	43.1%	56.9%	31.4%	27.4%	11.8%	29.4%
1 April 2013	22	27	16	13	6	14
	45%	55%	33%	26.5	12	28.5

(Note: In relation to 2012, this table excludes one Department of Culture Arts and Leisure (DCAL) employee and three NISRA (DFP) personnel who are seconded to the Board but monitored as part of DFP's and DCAL's monitoring statistics. In relation to 2013, this table excludes one DCAL employee and one NISRA (DFP) employee who are seconded to the Board but monitored as part of DFP's and DCAL's monitoring statistics).

### **Staff Development**



The Board is recognised as an Investor in People (IIP) organisation and was successful in its 2010 reassessment against a new and more rigorous standard. The Board will be reassessed in the 2013/14 reporting period.

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 was developed, delivered and completed by October 2012. This plan addressed the areas requiring further development as well as further enhancing the well managed areas.

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 has now become fully integrated within the NICS wide Human Resources HRConnect service which offers more training / development opportunities and wider career development opportunities for Board staff.

### **Organisational Review**

The Board appointed KPMG to conduct an organisational review of the Board in 2011. The purpose of the organisational review, in the context of the Board's statutory responsibilities, revised vision and value for money, was to examine the governance structure, the organisational arrangements and staffing resource 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, a number of recommendations were accepted by the Board and a significant number of reductions have been achieved in line with timescales and work continues in addressing the remaining recommendations.

### **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 25 July 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 2012/13 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 reports to the Senior Management Team; and
- Consulted with a range of stakeholders as part of the review of the audit of inequalities.

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

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

### **Freedom of Information**



The **Freedom of Information Act 2000 (FOIA)** 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 also allows the public to clearly see how public authorities carry out their duties, why they make decisions, and how they spend public money.

The Board is fully committed to the FOIA 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 the FOIA and our FOI policy can be viewed on the Board's website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

During the period 1 April 2012 - 31 March 2013 the Board has:

- received 67 requests for information under the FOIA;
- processed two 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;
- 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;
- conducted a best practice review of the Board's approach to meeting its responsibilities under the FOIA. Amongst the outcomes from this review was an undertaking, with effect from 1 November 2012, to proactively publish all the Board's FOIA responses on its website via its Publication Scheme.

The Policing Board's Publication Scheme details all the information that the Board routinely 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 via our Publication Scheme at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

## Community Engagement and the work of Policing and Community Safety Partnerships (PCSPs)

The Board has a responsibility to consult with the community to obtain their views on policing and gain their co-operation with the police in preventing crime. The Board is also responsible, with the DOJ, for supporting the work of the PCSPs.

### PCSPs



PCSPs are statutory bodies which were established in April 2012. These new partnerships brought together within a single partnership the functions and responsibilities undertaken by District Policing Partnerships (DPPs) and Community Safety Partnerships (CSPs). There are twenty-six PCSPs – one for each of the council areas in Northern Ireland. Belfast has one overarching PCSP and four District Policing and Community Safety Partnerships (DPCSPs), one for each of the police area commands of Belfast – North, South, East and West.

PCSPs comprise membership from a number of different groups. They have:

- Eight, nine or ten political members (councillors) nominated by the district council;
- Seven, eight or nine independent members appointed by the Policing Board (NIPB); and
- Seven designated bodies as approved by the PCSP (Designated Organisations) Order NI in February 2013
- The Order requires all PCSPs and District PCSPs to have representation from the following organisations:
  - Police Service of Northern Ireland;
  - Northern Ireland Housing Executive;
  - Probation Board for Northern Ireland;
  - Youth Justice Agency of Northern Ireland;
  - Health and Social Care Trusts;
  - Education and Library Boards; and
  - Northern Ireland Fire and Rescue Service.



Each PCSP can also locally designate bodies which they feel can make a contribution to their work.

### **PCSP Joint Committee**

Under the Justice Act (NI) 2011, a Joint Committee was established to oversee the work of the PCSPs and DPCSPs for Belfast. It consists of three representatives of the DOJ and the Board. The overall aim of the Joint Committee is to enable the PCSPs to operate effectively and in carrying out this function provides strategic direction to the partnerships. It is also responsible for monitoring their effectiveness, assessing public satisfaction and supporting the PCSPs where assistance is required. The Joint Committee also agrees the funding given to each district council for the running of the PCSP.

Prior to agreeing this funding each PCSP was required to submit an Action Plan to the Joint Committee detailing the work to be carried out during the year and for 2013-15. These plans must reflect the Strategic Objectives and any other priorities as identified by the Joint Committee. The Joint Committee approved all PCSP plans for 2012/13 and had assessed and approved 18 PCSP Action Plans for 2013-15 during the reporting year. PCSPs received funding from the Board and DOJ through the Joint Committee of approximately £5m split between administration and programme funding.

### **Supporting PCSPs**

The Board and Joint Committee provided support to PCSPs during 2012/13 through provision of guidance, training and information briefings. This has included:

- Induction training for PCSP Members;
- Briefings for PCSP Chairs;
- Publication of a Code of Practice on the functions of PCSPs and DPCSPs;
- Draft guidance on an Annex to the Code of Practice for Belfast;
- Financial Guidelines for PCSPs;
- Guidance on PCSP planning;



- Additional funding made available for training and development purposes;
- Briefing on the NI Policing Plan and Crime Mapping;
- Briefing on public disorder around the flag protests; and
- Briefing and guidance for Designated Bodies.

A PCSP Training Needs Analysis was also undertaken to assist in developing a Training Plan for 2013/14. A PCSP communications group was established which includes representation from three PCSP Managers from across Districts, meeting on a monthly basis. A PCSP Facebook page has been created and content profiling the work of PCSPs across Districts is being uploaded on a regular basis.

### **Monitoring the effectiveness of PCSPs**

Under the Justice (NI) Act 2011, the Joint Committee is required to assess the effectiveness of PCSPs and DPCSPs in performing their functions. A framework for assessing the effectiveness of the PCSPs for 2012/13 was agreed by the Joint Committee and will concentrate on the general content of the PCSP Annual Report which will be measured against the Strategic Objectives and the content of the Action Plan 2012/13.

### **Appointment of Independent Members**

Independent members of both PCSPs and DPCSPs are appointed by the Board, who have overall responsibility for the process, from nominations made by the Council to independent appointments to PCSPs and DPCSPs. In making the appointments, the Board is required to seek, as far as practicable, to ensure that the overall membership of each PCSP/DPCSP is representative of the community in the Council area.

The Board carried out a public appointments process between January 2012 and April 2012 to appoint independent members to the PCSPs. The process was conducted according to the Code of Practice issued by the DOJ in December 2011. In May 2013 the Board appointed 232 Independent Members to serve on the PCSPs.

## Community Engagement

The Board identified two specific priority groups to consult with but not to the exclusion of others. The Board's current priorities are young people and people from working class communities. The aim is to provide an opportunity which would not normally present itself to these groups, allowing them to raise their issues and concerns with the police with the aim of improving confidence in and delivery of policing.

### Outreach: Public Meetings

#### Rural crime

In 2012 the Board Chair and Vice Chair met with the President of the Ulster Farmers Union to find out more about the particular policing needs of people within the farming community. Following on from this meeting, the Board held a public meeting at the Balmoral Show in May 2012 to provide the opportunity for members of the rural and farming community to voice their concerns to the Board and senior PSNI officers.

### Public Engagement

#### Antrim Public Meeting



In November 2012, the Board held a public engagement meeting in partnership with Antrim PCSP. The purpose was to make the Board more accessible to the community and to seek the public's views on policing and issues impacting on confidence in policing.

Approximately 50 people attended the Antrim meeting and the information sourced from the event and the pre-meeting consultation carried out in advance using an online survey on Facebook will be used to supplement the ongoing Omnibus Survey results and any local PCSP surveys.

The public were provided with the opportunity to ask questions directly of Board Members, the Chief Constable and his senior team.

## **Homophobic Hate Crime**



As part of the Board's ongoing commitment to raising awareness of homophobic hate crime, encouraging reporting of crime and building relationships with the LGB&T community, Members agreed to support a performance of the Laramie Project.

The play is based on a true event and tells the powerful story of the aftermath of the 1998 murder of a young gay man called Matthew Shepard in Laramie, Wyoming.

The event was held in Stormont in March 2013 and invited guests included MLAs, PCSP Managers and Members and representatives from PSNI. Following the performance, there was an opportunity to participate in a facilitated discussion with representatives from the Policing Board, the community and PSNI on the issue of homophobia and how it is tackled and dealt with in Northern Ireland.

Personal experiences of hate crime; the willingness of victims to come forward and the reporting of incidents to the PSNI; the particular vulnerability of people who have been a victim of homophobic hate crime and the culture within PSNI were discussed in some detail.

This was a joint venture supported by the Board and The Rainbow Project and performed by the Dundonald Association of Music and Drama.

## **Engagement with Loyalist/Republican Communities**

The Board commissioned research which looked at the 'Engagement of Loyalist and Republican communities with PSNI'. The resulting report made a number of recommendations, one of which was that the Board and PSNI hold a conference to showcase best practice in neighbourhood policing. The Board worked with representatives from the consortium to take forward issues arising from the report, including proposals for a conference.

The conference will be used to showcase existing best practice and projects initiated by the PSNI, PCSPs or communities which have had a positive impact on building relationships and confidence in policing with positive outcomes for the respective communities. It is intended that projects will highlight examples of best practice where police have engaged with hard to reach groups such as young people and working class communities. It will assist in identifying potential for new locally based projects which might be developed in partnership with hard to reach groups.

### **Children and Young People**

The Youth Advisory Panel (YAP), established by the Board in 2010 agreed that a mapping exercise should be conducted to examine existing internal and external research and consultations relating to young people and policing. The purpose of this exercise was to highlight key issues raised by young people, to assist the YAP in developing a strategy for working with them and PSNI in the forthcoming year and to use as an evidence base when in discussions with PSNI. Issues highlighted by the mapping exercise and in the Loyalist/Republican report led to the development of the following three key projects for 2012/13.

### **Emergency Services Youth Engagement Scheme**

The Board is facilitating the development of an emergency services youth engagement 'apprenticeship' style programme following a recommendation from the Loyalist/Republican Consortium report published in 2011. The aim is to attract applicants from under-represented communities and engage with the young people from working class communities. It was agreed that this should be done in partnership with the Fire and Rescue Service, the Ambulance Service, local community and voluntary groups and with the local colleges. The Board's principal aim is to build community confidence in policing within disadvantaged groups and communities. The added value of this project will be to enhance employability of young people; build the skills/self-esteem of young people; encourage citizenship; and build public confidence in the emergency services.

### **Response/Neighbourhood Policing of Young People**

The purpose of the project is to seek the views of officers in Tactical Support Group (TSG), Response and Neighbourhood Units on how they engage with young people.

This is an ongoing project and is being piloted in North Belfast. Findings will help inform the Board's discussions with the PSNI on the development of a new Operational Policing Model and development of guidance or training material. Consideration will be given by PSNI on whether or not it would be beneficial to roll this out across other policing areas. The methodology will include a survey with officers in North Belfast across the three teams of TSG, Response and Neighbourhood followed by a series of focus groups conducted by NISRA.

### **PCSP engagement**

This work stream has three parts:-

- to support young people newly appointed to PCSPs in order to maximise their participation in the work of the PCSP;
- to engage with the more mature members of PCSPs to develop their skills around working with young people, to ensure that they encourage and support the full engagement and participation of young people in the work of the PCSPs; and
- to assist the PCSPs to engage with young people in their communities.

A training needs analysis is being planned to identify needs and to assist individual members to achieve the three aims. The results of the analysis will assist the Board in developing a flexible training programme to meet the needs of individuals on PCSPs.

### **Reference Groups**

In addition to their work within the Youth Sector, the Board established a number of Reference Groups in 2005 which represent a range of communities such as Women, Older People, People with disabilities, Minority Ethnic communities and the LGB&T community. During this reporting period, the Board has been reviewing its work with the Reference Groups and considering how this might work in the future to address the Board's priorities and priorities highlighted by the groups. A meeting was held in March 2013 to discuss the way forward and to agree a number of priorities.

### **Representation on external groups**

The Board is represented on the following external groups and partnerships:

- DOJ Older Persons Delivery Group;
- DOJ Antisocial Behaviour Delivery Group;

- Business Crime Partnership Group;
- PSNI Gender Implementation Group;
- LGBT Policing and Community Safety Sub Group;
- PSNI Diversity Strategic Steering Group;
- DOJ Regional Steering Group; and
- PSNI Training and Leadership Board.

### **Neighbourhood Watch**



The Neighbourhood Watch (NW) Steering Group, comprising of representatives from the Board, DOJ and PSNI continues to support NW Schemes, which now total 769 across Northern Ireland. A key piece of work this year was the publication of research into the impact and effectiveness of NW in Northern Ireland commissioned by the Steering Group.

Key findings from the report included a number of benefits from people living in areas where a NW scheme is in operation such as the positive impact it has on reducing the fear of crime and in deterring antisocial behaviour, how it is enhancing the relationship between the police, the community and other partners and stakeholders and generating greater levels of community spirit.

The report also contains areas for improvement and development and a number of recommendations for both the NW Steering Group and the PCSPs. One in particular identified an opportunity for PCSPs to take a lead role in the supporting, funding and development of NW Schemes and the Partnerships have been requested to show evidence of this in their Action Plans 2013-15.

As part of training and ongoing support the Steering Group plan to hold a series of engagement events across Northern Ireland for NW Co-ordinators, PCSPs and Neighbourhood Policing Teams.

## Overseeing and Monitoring Police Performance

Overseeing police performance and holding the PSNI to account for the delivery of the policing service is a key responsibility of the Board. Each year the Board is responsible for setting the objectives, performance indicators and measureable targets for policing in the Annual Policing Plan as required by the Police (NI) Act 2000 and the Police (NI) Act 2003 and monitoring performance against the Plan. This section reports on police performance against the measures and targets contained in the 2012-2015 Policing Plan.

### 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 Northern Ireland community. The Plan is prepared by the Chief Constable, agreed by the Board and endorsed by the Minister of Justice. The Plan sets out performance indicators and measures for the PSNI and takes a strategic view of policing in Northern Ireland over a three year period.

### 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 PCSPs sets annual objectives, performance indicators and measures/targets for the policing of Northern Ireland for the incoming year.

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 2012-15 Plan contained three Outcomes all aimed at improving confidence in policing:

- Personal Policing – Reduced crime and antisocial behaviour, fewer road deaths and injuries and fewer victims;
- Professional Policing – Improved satisfaction with the service you receive; and
- Protective Policing – Vulnerable people are protected.

The Outcomes 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 2012-2015 Policing Plan can be found on the Board's website: [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)

### **Monitoring and Reporting**

During the year the Board monitors PSNI's progress in meeting the measures/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 on Supporting Strategies are also received 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 2012-31 March 2013**

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 the measures/targets contained in Appendix 1 (Monitoring Performance) of the 2012-2015 Policing Plan.

### **Confidence in Policing**

#### **Desired outcome – Improved confidence in policing**

An increase in the percentage of people saying they strongly agree/tend to agree that the local police:

	<b>Jan 11 to Dec 11</b>	<b>Jan 12 to Dec 12</b>	<b>Change</b>
a) Can be relied on to be there when you need them	50.6%	51.4%	+0.8% pts
b) Would treat you with respect if you had contact with them	83.5%	84.6%	+1.1% pts
c) Treat everyone fairly regardless of who they are	65.8%	66.0%	+0.2% pts
d) Can be relied on to deal with minor crimes	49.9%	51.2%	+1.3% pts
e) Understand the issues that affect this community	62.2%	62.8%	+0.6% pts
f) Are dealing with the things that matter to this community	49.1%	51.2%	+1.1% pts
<b>Overall confidence in local police</b>	<b>64.5%</b>	<b>64.8%</b>	<b>+0.3% pts</b>

### **Personal Policing**

#### **Desired outcome – Reduced level of crime and antisocial behaviour, fewer road deaths and injuries and fewer victims**

A reduction in the number of burglaries				
	11/12	12/13	Change	% Change
Service	10,580	9,581	-999	-9.4%
The number of domestic burglaries and personal robberies where older people are victims				
	11/12	12/13	Change	% Change
Service	1,512	1,333	-179	-11.8%
A reduction in the number of antisocial behaviour incidents				
	11/12	12/13	Change	% Change
Service	64,184	65,357	+1,173	+1.8%

A reduction in the percentage of people who perceive the level of antisocial behaviour in their local area to be high			
	1 Jan 11 – 31 Dec 11	1 Jan 12 – 31 Dec 12	Change
Service	11.7%	11.1%	-0.6% Points

A reduction in the level of overall crime				
	11/12	12/13	Change	% Change
Service	103,389	100,389	- 3,000	- 2.9%

In partnership with other agencies, to reduce the number of people killed or seriously injured in road collisions:				
Road Safety Strategy targets <sup>1</sup>	11/12	12/13	Change	% Change
a) A reduction in the number of people killed by at least 60% by 2020	52	53	1	+1.9%
b) A reduction in the number of people seriously injured by 45% by 2020	806	779	-27	-3.3%
c) A reduction in the number of children (0-15yrs) killed or seriously injured by at least 55% by 2020	86	87	1	1.2%
d) A reduction in the number of young people (16-24yrs) killed or seriously injured by at least 55% by 2020	222	204	-18	-8.1%

<sup>1</sup> Baseline is average of 2004-2008 figures from Road Safety Strategy to 2020

## Professional Policing

### Desired outcome – Improved satisfaction with policing

Continue to reduce the number of allegations of incivility made against police officers

	1 April 2011 - 28 Feb 2012	1 April 2012 – 28 Feb 2013	Change	% Change
Service	568	457	-111	-19.5%

Continue to increase the amount of cases resolved by the use of police officer discretion

	11/12	12/13	Change	% Change
Service	5,487	5,925	438	+8.0%

Continue to increase the amount of time spent by each officer on patrol

	March 2012	March 2013	Change
Service	57.02%	66.24%	+9.2%

### Maintaining and enhancing our Policing Profile in areas of particular disadvantage

The Board's Omnibus survey shows that confidence in Policing has risen from 84% in January 2012 to 87% in January 2013. It should be noted this latest figure covers a period of serious public disorder in parts of Northern Ireland.

PSNI will continue to work to establish a better performance management system in order to get better data to assess confidence expectations in areas of Social Disadvantage. An example is the Community Engagement Tracker pilot running in A, F & H Districts which will allow PSNI to assess and prioritise engagement.

PSNI will continue to embed the PWC Strategy and also align the commitments with this Strategy.

Project	Progress
Complete a review of custody facilities	Continuous Improvement project on target.
Make the most of technology through implementation of the Information and Communications Technology (ICT) Strategy	Biannual reports received as a Supporting Strategy.
Continued progress towards the building of the New Public Services College	Continuous Improvement project not on target. Revised timeline of May 2016.
Develop our ability to communicate using the Internet	Biannual reports received as a Supporting Strategy.

Project	Progress
Make sure we have the most effective workforce mix between police officers, police staff and outsourced contracts.	Demand Modelling Continuous Improvement project complete.
Raise the investigative and behavioural standards of our officers	<p>April 2012 saw the establishment of Service Improvement Department which, is committed to improving the Service that is delivered both within and without the organisation to local communities and key stakeholders.</p> <p>In that regard various key component parts of the PSNI namely Professional Standards Department, Criminal Justice, Public Protection, Policing With the Community, Firearms Licensing and Custody Healthcare have all been brought together to form Service Improvement Department under the lead of an ACC.</p> <p>This is significant in that previously for example Professional Standards Department would have been seen as a 'stand alone' Department which would have disseminated key lessons, themes and trends at bi-monthly Professional Standards Champions meetings where the focus was on wider discipline and misconduct issues. This meeting has been replaced by a Service Delivery meeting at which Discipline is only one of a number of component elements because the key point is that there are linkages between the various Departments that cumulatively have a positive impact on the Professional, Personal and Protective service that the PSNI strives to deliver.</p> <p>Practical evidence of the raising of standards is shown for example by the Complaint Reduction Strategy which to February 2013 had seen a 3% reduction in all complaints with significant reductions in the 3 key areas of Failure in Duty (down 13.4% to February 2013) Incivility (down 19.5% to February 2013) and Oppressive Behaviour (down 23.2% to February 2013).</p>

Project	Progress
<p>Raise the investigative and behavioural standards of our officers (continued)</p>	<p>Additionally Discipline Branch officers (the new name for Professional Standards Department along with Anti-Corruption and Vetting Unit) have been involved in a range of seminars and fora aimed at delivering key themes of standards of behaviour, integrity, leadership along with practical "ready reckoner" measures to Supervisors to assist them to discharge their roles.</p> <p>Besides this there have been a number of high profile investigations conducted by Anti-Corruption and Vetting investigators which have resulted in multiple suspensions from duty and for the first time the Service has proactively highlighted to the media and public what has been undertaken. This has had a "ripple effect" as the wider service has seen at first-hand what has been done to ensure that all officers are adhering to, and cognisant of, the high standards of behaviour expected of all officers as delineated in the Code of Ethics. Officers also have the opportunity to read the outcomes of Misconduct Hearings which are published in an anonymised format in Weekly Orders thereby providing officers with considerable food for thought.</p> <p>Justice Management Branch has a branch plan objective to introduce a joint Service Improvement Department/District Policing Command programme to improve standards of investigation through to case file quality. This is due for delivery in financial year 2013/14.</p>
<p>Put in place a new Individual Performance Review process for our officers and staff</p>	<p>Biannual reports received as a Supporting Strategy</p>
<p>Reduce the time and cost involved in paperwork, dealing with red tape and official procedures</p>	<p>Several initiatives have been introduced to deliver benefits for officers and staff in terms of time, and in more efficient processes which improve service delivery, and enhance the capacity to protect article 2 rights for Missing persons.</p> <ul style="list-style-type: none"> <li>• PUMA - Continuing development of</li> </ul>

Project	Progress
<p>Reduce the time and cost involved in paperwork, dealing with red tape and official procedures (continued)</p>	<p>PUMA mobile data applications facilitates officer time on patrol and significantly reduces the need to return to station for minor administrative tasks. This has already delivered savings in the order of hours per officer per shift and continues to see improvements.</p> <ul style="list-style-type: none"> <li>• Officers can view and update incident data, perform police checks in respect persons, vehicles and addresses, capture images at scenes, and update Niche Tasks on their Blackberry device.</li> <li>• Missing Persons - Management of missing persons forms (form 57) was previously a manual process which potentially led to the information flow in relation to missing persons being less than satisfactory. This process has now been integrated within the Niche system with clear guidelines on the process of information capture and management, enabling timely risk assessment at an appropriate level in the organisation to ensure that in all cases PSNI maximise the chance of finding a missing person before they are at risk of harm.</li> <li>• Penalty Notices for Disorder - Penalty Notices for Disorder were rolled out to the service in June 2012 so far, in excess of 2100 have been issued and work continues to improve the uptake of PND in District. 67% of PNDs have been paid to date, an estimated 180 minutes is saved per PND compared with the time taken in submission of a case file, the total saving to date represents 4317 officer hours.</li> </ul>
<p>Continue to put the For Year Efficiency Plan into practice</p>	<p>Biannual reports received as a Supporting Strategy</p>
<p>Put into practice the Procurement Strategy, Estates Strategy and Transport Strategy</p>	<p>Biannual reports received as a Supporting Strategy</p>

## Protective Policing

### Desired Outcome – Vulnerable people are protected

To demonstrate progress in tackling organised crime by reporting on the number of organised crime gangs frustrated, disrupted and dismantled.

	<b>Frustrated</b>	<b>Disrupted</b>	<b>Dismantled</b>	<b>Total No. of OCGs Currently Monitored</b>
12/13	47	46	23	168

To demonstrate actions taken to reduce the harm caused by human exploitation

- In the 2012 – 13 reporting year, 13 Potential Victims of Human Trafficking were detected within Northern Ireland and reported to the Competent Authorities of the UK Human Trafficking Centre (SOCA) and UKBA.
- The PSNI continue to chair the Immigration and Human Trafficking Sub Group of the OCTF which shares and develops operational and policy matters across statutory agencies and Law Enforcement partners. The recently published first annual action plan on Human Trafficking has been informed by the work of this sub group and it identifies priorities and objectives for the year ahead across a range of areas including the prevention of human trafficking, the protection and support of victims and bringing perpetrators to justice through the Courts.
- PSNI Lead Officer for this crime type has been centrally involved in the development and introduction of a diverse NGO Engagement Group on Human Trafficking. This has been progressed in partnership with the DOJ under the Organised Crime Task Force structures. A number of meetings have been held since its introduction and has identified a challenging programme of work, which is being taken forward through three subgroups, focusing on education, awareness-raising and training.
- PSNI Lead Officer has been involved in the development of a national operational approach, Operation Eagle, within the ACPO Regional Representatives Forum. This approach will not only assist PSNI, but wider policing within the UK with awareness raising, training and skills development and data collection.
- 53 Briefings / Awareness Raising events undertaken by Organised Crime Branch specific to Human Trafficking across a number of sectors of community, including statutory, health, youth, voluntary, business. This has been as diverse as briefing medical practitioners at the Regional Sexual Health Conference to briefing Church congregations concerning the harvesting of human beings.
- PSNI provided both financial and practical advice and guidance in early 2013 to the national Crimestoppers Campaign on Forced Labour to improve and increase community reporting. Financial support was provided from Asset Recovery Incentivisation Scheme, using criminal profits to fight and prevent crime in the future.
- Over 3700 frontline officers and staff within the PSNI have completed an online



training package concerning the indicators of human trafficking. This is the highest percentage of any UK Police Service and demonstrates the focus that PSNI are maintaining in this area.

- Continued operational focus at both a local and national level has been maintained throughout the year. Two examples of this are as follows. In May 2012 the PSNI and colleagues in An Garda Síochána progressed a major cross border operation, Operation Quest in order to address the issue of prostitution and trafficking. The PSNI have also engaged with other European States within a formal Joint Investigation Team structure with Europol assistance, to tackle an Organised Crime Group, suspected of trafficking vulnerable women for sexual exploitation, operating in Sweden, Romania and Northern Ireland.
- In 2012 convictions against two separate Organised Crime Groups were secured in Northern Ireland in respect of Human Trafficking, both concerning sexual exploitation. A Hungarian national was sentenced to three years imprisonment; and another person sentenced to seven years imprisonment. A number of other matters are currently within the Criminal Justice Process awaiting court hearing.

**The actions taken to reduce the harm caused by drugs**

	<b>11/12</b>	<b>12/13</b>	<b>Change</b>	<b>% Change</b>
Drug Seizures	3,920	4,475	555	+14.2%

- During the year, the PSNI Organised Crime Branch continued to work in partnership with other Law Enforcement Agencies including An Garda Síochána, the Serious Organised Crime Agency (SOCA) and the United Kingdom Border Agency (UKBA) in efforts to prevent both controlled and prescription drugs reaching the streets of Northern Ireland. PSNI law enforcement activity remained focused on organised crime gangs who were assessed as potentially causing the greatest harm to the community.
- PSNI continue to note a rise in the amount of prescription only medication being sourced via the internet. This continues to be an area for concern for PSNI. The use of the internet to commit crime continues to represent a significant challenge due to prosecutorial issues relating to the location of computer servers and the difficulties identifying offenders.
- The PSNI Organised Crime Branch conducted a number of intelligence-led operations into suspected Organised Crime Gangs involved in the commission of serious drugs trafficking offences. These operations resulted in the seizure significant quantities of suspect controlled drugs and the arrest of suspect crime gang members.
- Total seizures of controlled drugs for PSNI was £10.6M. The previous year was £13.1M.
- Operation Torus: This was a District led operation aimed at those suspected of street level dealing throughout Northern Ireland. It commenced on 27 August 2012 and continued until 16 September 2012. Thousands of 'prescription only pills' believed to have been purchased over the internet were seized. Other seizures included cocaine and cannabis.



- External: PSNI were represented at a number of levels. Work continued with organisations whose primary focus relates to the education, prevention and treatment of those who misuse controlled (and prescription) drugs. Local Intelligence Network (LIN) – PSNI continued to have representation at the ‘Local Intelligence Network’ at Stormont. This body, chaired by the Department of Health, Social services and Public Safety, exist to discuss and take action when any concerns arise in relation to medication and controlled drugs throughout the Health Service.
- Presentations: PSNI have provided numerous presentations to PCSPs throughout Northern Ireland as well as Home Office (Cannabis Cultivation) and local voluntary and statutory organisations.
- ‘Bin It Now’ Campaign: This initiative which was launched in October 2011, continues to be very successful. It provides the community with a mechanism (drugs drop bins) to dispose of a variety of drugs and prescription medication thereby reducing the potential for causing harm.
- Media: PSNI continued to maximise media opportunities to reduce public concern regarding controlled drugs and new psychoactive substances (aka ‘legal highs’). PSNI made media appeals after public concern surrounding the drugs ‘Ocean Snow’, PMMA and Diazepam.
- Early Warning System :PSNI continued to be involved in an early warning system to share information when any of the partner agencies become aware of any product with the potential to cause harm. This initiative has been used to advise all members of the issue and to decide what action should be taken in response PSNI highlighted concerns regarding suspect contaminated Ecstasy and released an appeal via the media warning users of the risks.
- Organised Crime Task Force (OCTF):PSNI continued to chair the Drugs Expert Sub- Group of the OCTF. The OCTF meet quarterly to discuss current issues and any barriers to progress.
- Naloxone: PSNI were involved in developing an awareness package for all operational police officers regarding this substance which ‘buys time’ for heroin addicts who unintentionally overdose. The prescription only medication (injection) is issued to registered heroin addicts and is carried by them for use by those ‘first attenders’ at scene. The medication blocks opiod receptors in the brain whilst awaiting the arrival of paramedics. An education pack has been developed and distributed to all operational officers.
- Cannabis Cultivation: Operation Ishido is an over-arching operation aimed at tackling the issue of cannabis cultivation throughout Northern Ireland. This led to the successful seizures of cannabis and the arrests of numerous individuals during the year.
- Drugs Strategy – A PSNI Drugs Strategy is being drafted.

To increase the number of financial interventions into criminal finances and the amount recovered by interventions

	<b>11/12</b>	<b>12/13</b>	<b>Change</b>
Number of Interventions	238	183	-55
Value of Cash Seizures	£1,426,062	£1,805,194	+£379,132
Value of Confiscation Orders	£1,748,964	£1,054,068	- £694,296

A reduction in the number of non-domestic violence with injury crimes

	<b>11/12</b>	<b>12/13</b>	<b>Change</b>	<b>% Change</b>
Service	12,006	11,176	-830	-6.9%

To benchmark and analyse the number and type of incidents where alcohol is a contributory factor

The number of antisocial behaviour incidents where alcohol is a contributory factor

	<b>12/13</b>		
	All	Alcohol related	Alcohol as % of all
ASB Incidents	65,357	8,388	12.8%

The number of crimes where alcohol is a contributory factor

	<b>12/13</b>			<b>12/13 Detection Rate</b>	
	All	Alcohol related	Alcohol as % of all	All	Alcohol related
Domestic violence with injury	3599	2156	59.9%	38.0%	37.6%
Non domestic violence with injury	11176	6298	56.4%	31.4%	29.4%
Violence without injury	15963	5976	37.4%	33.7%	43.8%
Most serious sexual crime	1676	346	20.6%	18.5%	16.5%
Criminal Damage	21364	2774	13.0%	13.0%	38.6%
Total all crime	100389	20004	19.9%	26.4%	37.9%

Improve the quality of engagement with, and service provided to the following groups:

- Children and Young People, in particular males aged 16-24 and Children in Care
- Older People
- Victims of Domestic Abuse
- Victims of Hate Crime
- Victims of Serious Sexual Crime

#### **Children and Young People**

- **Young People and ASB.** PSNI are developing a process that will identify young people at an early stage who are engaged in antisocial behaviour and are at risk of going into the criminal justice system and provide them with the necessary support where applicable. This new process is part of the PSNI Prevent and Deter strategy and aims to ensure that there is a consistent and corporate approach to dealing with young people engaged in repeated ASB.
- **Prevent and Deter** - 3 December 2012 - Roll out of Prevent and Deter pilot with selected NPT in each District in respect of early identification of young people who are not priority offenders and management of those who have been de-selected as priority offenders (in partnership with Inspector Lilley). Selection and de selection process between YDO's, ROU, NPT and YJA. Creation of Niche white board and tasking process.
- **Child's Rights training package**, that will be delivered through all aspects of training within PSNI. This creates the opportunity for more positive engagement when officers interact with children and young people. How policing engages the human rights of children & young people and how knowledge, skills and attitudes of officers can influence this e.g. *the right to a fair hearing rather than an assumption of guilt.*
- **Youth Engagement Scheme (Triage)**, a partnership between PSNI, Youth Justice Agency and the Public Prosecution Service. Delivery of Triage aims to speed up processes to deal with young people through the Youth Diversion Scheme, keeping them out of court where possible, and preventing reoffending.
- Procurement of a **dedicated Youth Worker to support youth engagement** at District level.

### **Older People**

- Crime Prevention in association with Operation Bullent have engaged on a strategic level with the Commissioner for Older People Claire Keatinge, who now promotes PSNI's protection packages for older people such as Quick Check and hands out materials at her meetings and when she addresses conferences. PSNI are on the safer ageing platform where the lead organisations gather with the DOJ to help facilitate solutions for older people and their specific concerns, PSNI also work with the Pensioners Parliament and Young at Heart to provide reassurance messages.

### **Victims of Domestic Abuse**

- PSNI have developed an aide memoire and produced posters for display in stations for officers responding to domestic abuse. A Practical Peeler Aide Memoire has also been uploaded onto Blackberry phones in relation to honour based violence, stalking and harassment and domestic abuse.
- PSNI supported the National Stalking Awareness Day 2012 and developed joint literature for victims of stalking and harassment and supported the Home Office Teenage Abuse Campaign in 2013.
- PSNI are currently liaising with the Royal Military Police, Ministry of Defence Police and support agencies in developing a protocol and information sharing agreement for dealing with domestic abuse in the military community.
- A protocol and information sharing agreement is also being drafted between the PSNI and Woman's Aid.

### **Victims of Hate Crime**

- PSNI met with Strathclyde Police as a response to recommendation 15 of the Institute for Conflict Research paper- '*Criminal Justice Responses to Hate Crime in Northern Ireland*' (Neil Jarman October 2012) which states “ ‘The PSNI should be encouraged to review the approaches to dealing with hate crime that have been developed by police organisations in other jurisdictions to identify differences in policy and practice which may either account for the difference in detection rates and / or may lead to an improvement in the detection rates for hate crime in Northern Ireland’. Adaptation of the approach that is in place in the Scottish jurisdiction, including a Hate Crime toolkit, is work in progress.
- Hate Crime input continues to be delivered at the initial course for Call Handlers and Station Enquiry Assistants at Garnerville. A 2-day session was conducted on 31 January and 1 February 2013 with District Training Officers regarding Hate Crime. Input was also provided by external agencies including PPS; Sail; Disability Action; NICEM and The Rainbow Project. A briefing by The Serious Crime Review Team was given to Neighbourhood Inspectors in February on how to review hate crimes.
- Work is ongoing with the Polish/Chinese/LGB&T advocates and monthly meetings with the advocates continues to address underreporting, poor service levels and highlight good practice.

### Victims of Serious Sexual Crime

- PPANI - Victims Subgroup has been established under the PPANI and this will ensure that the victims voice is heard within the arrangements, PSNI are one of the core agencies within PPANI and play a full part in the risk management of PPANI relevant offenders within the community.
- Extradition - PSNI are seeking to support victims of serious crime, and in turn, the investigations by facilitating cross jurisdictional enquiries and cooperation.
- The Rowan - Northern Ireland's new regional Sexual Assault Referral Centre (SARC), located on the Antrim Area Hospital site, is the first of its kind in the province. The centre, named The Rowan, is due to open and become fully operational on the 2nd September 2013, although is already receiving all police referrals. The service provides 24 hour care and support, 365 days a year to victims, both children and adults, in the aftermath of sexual assault and is a joint initiative between the Police Service of Northern Ireland and the Department of Health.



<p>To demonstrate progress in tackling public disorder by implementing the actions identified by the Review of Public Order</p>	<p>ACC Finlay (Operational Support) attended the Human Rights and Professional Standards Committee meeting in June 2012 to brief Members on PSNI's review of public order policing. In advance of the meeting Members were provided with a copy of an internal review report. The report represented the culmination of analysis, discussion and consultation with a broad range of police officers and staff and a range of external partners. Members discussed the report findings with ACC Finlay and queried how PSNI was going to implement the recommendations made therein.</p> <p>In addition to the internal review report, PSNI commissioned an external piece of research on community attitudes to public order policing. In August 2012 PSNI consulted the Human Rights and Professional Standards Committee on the terms of reference for this piece of work. In September 2012 the Committee met with ACC Finlay, ACC Kerr (Urban Region) and a member of the research team to discuss the research. A number of Members attended a workshop organised in November 2012 at which initial findings were presented as a stimulus to a series of roundtable discussions between police and community representatives on key issues. The final report, <i>Community Perspectives on Public Order Policing in Northern Ireland</i>, was provided to the Human Rights and Professional Standards Committee in March 2013.</p>
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**Positives:**

- The 2.9% reduction in overall crime
- The 9.4% reduction in burglaries
- The 3.3% reduction in people seriously injured in road collisions
- The 19.5% reduction in incivility allegations
- The 6.9% reduction in the number of non-domestic violence with injury crimes

### Areas of concern:

- The 1.8% increase in incidents of antisocial behaviour.
- One more road death in the financial year.
- The reduction in the value of confiscation orders.

### Overall PSNI Crime Performance

The table below illustrates PSNI performance on recorded crime and detection rates for 2012/13 compared to 2011/12:

Offence group	Recorded crime			Number and percentage changes		
	2011/12	2012/13	% change between years	Sanction detection rate (%)		% point change
				2011/12	2012/13	
Violence against the person offences	30,922	30,703	-0.7	36.2	33.4	-2.8
<i>Violence against the person – with injury<sup>1</sup></i>	15,503	14,740	-4.9	34.0	33.0	-1.0
<i>Violence against the person – without injury<sup>1</sup></i>	15,419	15,963	3.5	38.3	33.7	-4.6
Sexual offences	1,836	1,948	6.1	26.9	20.7	-6.2
<i>Most serious sexual crime</i>	1,574	1,676	6.5	24.9	18.4	-6.5
<i>Other sexual offences</i>	262	272	3.8	38.5	34.9	-3.6
Robbery offences	1,221	1,014	-17.0	20.6	21.3	0.7
<i>Robbery of business property</i>	420	303	-27.9	27.1	33.7	6.5
<i>Robbery of personal property</i>	801	711	-11.2	17.2	16.0	-1.2
Burglary offences	10,580	9,581	-9.4	12.6	11.8	-0.8
<i>Burglary in a dwelling</i>	6,650	5,945	-10.6	12.0	11.2	-0.8
<i>Burglary in a building other than a dwelling</i>	3,930	3,636	-7.5	13.7	12.9	-0.8
Offences against vehicles	6,017	5,339	-11.3	17.2	20.1	2.9
<i>Theft from a vehicle</i>	3,126	2,770	-11.4	3.8	4.7	0.9
<i>Theft or unauthorised taking of a motor vehicle<sup>2</sup></i>	2,290	2,138	-6.6	37.4	40.6	3.2
<i>Interfering with a motor vehicle</i>	601	431	-28.3	10.0	17.6	7.7
Other theft offences	19,809	19,855	0.2	20.1	20.5	0.4
<i>Of which: shoplifting</i>	6,201	5,890	-5.0	45.1	49.5	4.4
Fraud and forgery offences	2,750	3,169	15.2	29.8	30.4	0.6
Criminal damage offences	23,255	21,364	-8.1	13.3	13.0	-0.3
<b>TOTAL PROPERTY CRIME</b>	<b>62,411</b>	<b>59,308</b>	<b>-5.0</b>	<b>16.4</b>	<b>16.9</b>	<b>0.5</b>
Drug offences	3,780	4,378	15.8	76.8	80.5	3.8
<i>Drug trafficking</i>	846	890	5.2	75.8	81.3	5.6
<i>Drug non-trafficking</i>	2,934	3,488	18.9	77.1	80.3	3.3
Other miscellaneous offences	3,219	3,038	-5.6	65.0	68.2	3.2
<b>TOTAL RECORDED CRIME – ALL OFFENCES</b>	<b>103,389</b>	<b>100,389</b>	<b>-2.9</b>	<b>26.3</b>	<b>26.4</b>	<b>0.1</b>

### Positives:

- A 4.9% decrease in Violence against the person with injury crimes.
- A 17.0% decrease in Robberies.
- A 11.3% decrease in Offences against Vehicles.
- An 8.1% decrease in Criminal Damage offences.



**Areas of Concern:**

- Increases in four crime classification areas:
  - Sexual offences (up by 6.1%).
  - Other theft offences (up by 0.2%).
  - Fraud and forgery (up by 15.2%).
  - Drug offences (up by 15.8%).
- Detections and Detection Rates:
  - Whilst there was a slight increase of 0.1% points in the overall detection rate to 26.4%, this meant that there were 680 fewer crimes detected in 2012/13 compared to 2011/12 (26,503 compared to 27,185).
  - The 26,503 crimes detected is the lowest number of detections since 2008/9 where 25,273 crimes were detected and is 2,173 below the highest number of detections recorded by PSNI (28,676 detections in 2010/11)
  - Of particular concern are detection rates for Violence against the person offences (down by 2.8% points) and Sexual offences (down by 6.2% points).

**Other comments**

- Two of the eight PSNI Districts recorded an increase in crime (B & G Districts).
- Three of the eight PSNI Districts recorded a decrease in their detection rates (A, B & C Districts).

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. 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 Human Rights and Professional Standards Committee who, assisted by the Board's Human Rights Advisor, reports on its findings annually in the Human Rights Report.

The Human Rights Annual Report 2012, which makes 11 new recommendations for PSNI to implement, was published on 8 February 2013. To mark the publication of the Report, a launch event was held at Hazelwood Integrated College, Belfast. The event was attended by stakeholders and young people from the school, with many more watching online via live streaming. Other social media outlets, such as Facebook and Twitter, were used to promote the launch of the Human Rights Annual Report and to encourage online debate.

Another way in which the 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 the evidence base to assist with evaluating police policy and practice.

In November 2012 the Board's Human Rights Advisor provided the Committee and stakeholders with an update report on PSNI progress in implementing recommendations made in the Board's Children and Young People thematic review (published in January 2011). Members met with PSNI in February 2013 to discuss the PSNI response to hate

crime, which included an update on police progress in implementing the hate crime recommendations made in the Board's thematic review of policing with and for people who are lesbian, gay, bisexual and/or transgender (published in March 2012). The Human Rights Advisor has also been undertaking, on behalf of the Committee, a thematic review on police powers to stop, search and question under the Terrorism Act 2000 and the Justice and Security (NI) Act 2007. The stop, search and question thematic review will be published later this year.

The Human Rights Annual Reports and human rights thematic reviews are available to download through the Board's website, [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

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

The Human Rights and Professional Standards Committee's Programme of Work 2012/13 was agreed in April 2012 for the forthcoming year. The Programme sets out the key areas of policing to be examined by the Committee and includes the key areas set out in the Human Rights Monitoring Framework and the Professional Standards Monitoring Framework. The Committee receives evidence from key stakeholders and partners from across the Criminal Justice System at each of its meetings. Supported by detailed research based briefing papers, this approach equips Members with a comprehensive picture on key issues thus enabling, as appropriate, challenge and/or support to be put to the PSNI.

The Programme of Work was shared with the Committee's key stakeholders, other Committees of the Board and community representatives. Input from stakeholders was sought on the issues identified throughout the year. The Programme of Work was published on the Board's website and updated at regular intervals as required to reflect changing priorities over the year.

The Committee met on 11 occasions during 2012/13 to consider issues such as complaints against the PSNI, police discipline, PSNI use of counter-terrorism powers, the policing of public disorder and police investigations and Coroners inquests into historical deaths. Areas of concern to Members arising during this period have included: the PSNI strategy for tackling paramilitary attacks and shootings; in particular against children and young people; investigations into troubles related deaths by the PSNI's

Historical Enquiries Team; the PSNI approach to investigating hate crime and the PSNI handling of the issues arising from the policy of retaining human tissue.

In respect of 'public order policing' and PSNI 'use of force', the Committee met with PSNI on several occasions to discuss the PSNI's approach to policing in a public order context. Points of interest included the PSNI's use of Attenuated Energy Projectiles (AEPs) and the importance of consistent application of policy in this regard; year round engagement with communities around the issues associated with parading and potential public disorder arising. These discussions between the PSNI and Members of the Committee were of particular relevance in the last quarter of 2012 with the emergence of significant public order issues associated with the policing of the flags protests. A considerable body of work was taken forward outside the formal Committee meeting structure with independent Board Members meeting with various stakeholders and interested parties with a view to addressing the underlying issues fuelling the public disorder requiring a police response and significant public expenditure. Throughout 2012, the Committee also met with academics from the University of Ulster and Institute of Conflict Research in relation to their research on the PSNI approach to public order policing. After a first phase report presented in August 2012, the Committee recommended to the PSNI that phase two should include input from the communities affected by this policing approach. This was agreed and a final report will be discussed by the Board's newly formed Performance Committee.

### **Monitoring police complaints and disciplinary proceedings**

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. This work is taken forward by the Human Rights and Professional Standards Committee. The Committee progresses this work by way of a monitoring framework discussed below.

### **The Professional Standards Monitoring Framework**

The Human Rights and Professional Standards Committee has a key role in monitoring issues arising with respect to PSNI professional standards. It conducts this work by implementing a Professional Standards Monitoring Framework, developed in 2011 by a specialist advisor to the Committee. The framework provides the Committee with a structure to undertake its key role and also to address broader quality of service

concerns identified by Members in the course of their work. These broader concerns include issues impacting on the levels of complaints made against the PSNI by the public, for example, the quality of files prepared for submission to the Public Prosecution Service, the consistency of approach adopted by PSNI across Districts and causal factors leading to complaints such as incivility by officers.

The purpose of the framework is to enable key issues of note or concern to be raised by the Committee and addressed by the PSNI. For example, in their consideration of the monitoring framework in June 2012 the Committee identified a spike in the levels of complaints in 'E' District. The PSNI was asked to identify the causes of the spike and to address the issues. The PSNI did as was required and this approach resulted in a drop back to 'normal' levels of complaints in that area. Over time it is anticipated that the Professional Standards Monitoring Framework will improve both the monitoring function of the Board and, ultimately, the effectiveness and consistency of the PSNI approach to officers' conduct.

In accordance with that Framework, the Committee received two reports during 2012/13 which focused on quality of service issues (incivility, oppressive behaviour and failure in duty), direction and control complaints, breaches of the Code of Ethics and the suspension and repositioning of police officers. On each occasion the Committee met with senior officers from the PSNI Service Improvement Department and officials from the Police Ombudsman's Office.

### **Police Appeals Tribunal**

The Policing Board is responsible for the operation of Police Appeals Tribunals (PAT) which may be lodged by police officers who have been subject to a formal misconduct panel hearing by the PSNI. Under the Royal Ulster Constabulary (Conduct) Regulations 2000 (as amended), a police officer who is subject to a formal disciplinary hearing for either misconduct or unsatisfactory performance, has the right to appeal to the Chief Constable for a review of the hearing. If following the Chief Constable's review a finding of dismissal, requirement to resign or a reduction in rank is upheld, the police officer may lodge an appeal to the PAT.

In August 2012, the Human Rights and Professional Standards Committee commissioned its Professional Standards Advisor to undertake a review to examine a number of cases in which the decision of the PSNI misconduct panel had been overturned by the Tribunal. Since January 2008 to December 2012, there had been eighteen completed hearings of the PAT, of which nine had been overturned or where the sanction imposed at the disciplinary hearing had been reduced.

In March 2013 the Human Rights and Professional Standards Committee received a report from the Professional Standards Advisor on the findings of the review. In the report, the Advisor made a total of seven recommendations which have been considered by the Committee and which will be progressed during 2013/14. These include recommendations for the PSNI in relation to improving the dissemination of information concerning the outcome of Police Appeal Tribunals. There are also recommendations for the Board to implement internally concerning the future operation and composition of the Police Appeals Tribunals which will be affected by the introduction of reforms to the police discipline system planned for implementation during 2013.

### **Our work with the Office of the Police Ombudsman for Northern Ireland**

The Office of the Police Ombudsman for Northern Ireland (OPONI) was established under Part VII of the Police (NI) Act 1998, which requires an independent and impartial police complaints system. The Committee meets formally with the Police Ombudsman and/or senior officials from his/her Office at least twice a year. The Committee considers Regulation 20 reports as and when they are published by the OPONI. A Regulation 20 report is produced by the Police Ombudsman following an investigation into a specific matter referred to him/her under section 55 of the Police (NI) Act 1998 by the Board, the DOJ, the Secretary of State, the Director of Public Prosecutions or the Chief Constable. A Regulation 20 report will be carried out into all circumstances where police used firearms, Taser or AEP, where there has been a fatal road traffic collision involving police or where there is some other cause for concern with respect to police action.

A number of Regulation 20 reports have been considered in the past year and in order to make best use of the reports produced by the OPONI, Policing Board officials are currently engaged in a working group to establish a mechanism for evaluating the effect

of recommendations made to the PSNI. This work will be reported on in next year's annual report.

During 2012/13, the Committee discussed a range of issues with OPONI including trends and patterns in complaints against police officers and the resolution of those complaints. Local resolution was the subject of some discussion between the Committee and the Police Ombudsman's office and continues to feature in discussions when the Committee meets with the OPONI. The Committee was particularly interested in the factors affecting the fall off in the number of complaints being locally resolved in D District where a pilot exercise had been successful in increasing the numbers of complaints resolved by the PSNI. The process of resolution means that local police and members of the public who complain about police, in certain circumstances, can sit down and resolve the matter without the requirement for a formal Police Ombudsman investigation. Whilst the pilot in D District was successful, in the longer term legislation is required to enable the PSNI to resolve complaints locally in all Districts. The Committee continues to advocate this approach.

The Committee also discussed with officials from the OPONI, as a result of findings in its thematic review of policing with children and young people, the way in which OPONI handles complaints made by young people under the age of 18. OPONI advised that its policy on recording complaints from young people has, to date, been a matter of custom and practice, but that it is now in the process of drafting a formalised written policy.

## **Other key areas of monitoring work**

### **Historical Enquiries Team (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 Human Rights and Professional Standards Programme of Work, Members have received regular briefings from both PSNI and the HET in respect of progress in examining the 3,268 deaths within the remit of the HET. In March 2012 the Committee met with the Committee for the Administration of Justice (CAJ) to discuss

their submission to the Committee of Ministers of the Council of Europe in February 2012, which raised issues relating to the structure, practice and oversight of the HET; and with a University of Ulster researcher, Dr Patricia Lundy, to discuss her assessment of the HET review processes and procedures in Royal Military Police (RMP) investigation cases. The findings of Dr Lundy in respect of RMP cases were subsequently discussed by the full Board and with PSNI. Further to this, the Board recommended that Her Majesty's Inspectorate of Constabulary (HMIC) should carry out a review. Subsequently, the Chief Constable invited the HMIC to undertake a review of the procedures and approach of the HET in respect of RMP cases. The Board required that the review should include interviews with families and their representatives. HMIC has confirmed that the review, which will focus on HET policies and procedures, will include a consideration of families' experiences. This element of the work has been facilitated by the Criminal Justice Inspection for Northern Ireland (CJINI). It is anticipated that the HMIC review will be completed during 2013. The Board will meet with HMIC, CJINI and the PSNI to discuss the findings of the report on its completion.

### **National Security and Covert Policing**

Responsibility for national security intelligence work was transferred from the PSNI to the Security Service in 2007. Annex E to the St. Andrew's Agreement includes a paper by the British Government on future national security arrangements in Northern Ireland. It was drafted in anticipation of the transfer of responsibility in 2007. Annex E explicitly states that in all circumstances, including where the interest is national security related, it will be the role of the PSNI to mount executive policing operations, make arrests and refer cases to the Public Prosecution Service for Northern Ireland.

The Board has retained oversight and held the Chief Constable to account over all aspects of police work, including national security and covert policing. With regard to the interception of communications, surveillance and the use of Covert Human Intelligence Sources (CHIS), this aspect of policing has been monitored by the Board's Human Rights Advisor, on the Board's behalf, and in accordance with the Board's Human Rights Monitoring Framework. This has involved the Human Rights Advisor constantly reviewing the mechanisms in place for ensuring that all PSNI officers comply with the requirements of the Regulation of Investigatory Powers Act 2000 and the Human Rights Act 1998 in relation to covert policing. Since 2002 the Human Rights Advisor has



monitored the annual inspection reports of the Chief Surveillance Commissioner in respect of PSNI. An overview of this monitoring work is provided each year in the Human Rights Annual Report.

The Memorandum of Understanding between the PSNI and the Security Service, together with relevant protocols and service level agreements, has been subjected to 'human rights proofing' by previous Board Human Rights Advisors. As reported in the Human Rights Annual Report 2012, PSNI is in the process of reviewing these documents and has committed to provide drafts of the revised documents to the Human Rights Advisor upon completion of its review. A recommendation was made in the Human Rights Annual Report 2012 that upon completion of its review, PSNI publishes the Memorandum of Understanding, relevant protocols and service level agreements to the greatest extent possible. In the event that PSNI decides not to publish any document or to publish all or any in a redacted form, the recommendation requires PSNI to explain to the Board why it has not done so.

During 2012/13 the Human Rights and Professional Standards Committee met with the reviewer of national security arrangements in Northern Ireland (Lord Alex Carlile of Berriew CBE QC); the independent reviewers of terrorism legislation (David Anderson QC and Robert Whalley CB); and ACC Crime Operations of the PSNI to discuss, amongst other matters, covert and national security policing in Northern Ireland. The Committee also met with the Director and Deputy Director of the Committee on the Administration of Justice (CAJ) to discuss concerns raised in a recent CAJ report that there is an 'accountability gap' in respect of national security arrangements in Northern Ireland. Further to its series of meetings the Human Rights and Professional Standards Committee agreed that a project group should be established to consider and report upon the oversight arrangements in place for covert and national security policing. It is hoped that through the work of the proposed project group, a framework can be produced which will enable the Board to effectively fulfil its oversight role in respect of this area of policing and which will enable the Board's Human Rights Advisor to provide assurance to Members in respect of the PSNI role in national security operations. Updates on this work will be provided in next year's annual report.

### **Organised Crime**

The impact of Organised Crime in Northern Ireland, and how the police tackle it, in

conjunction with other agencies, is an important area of monitoring work carried out by the Board's Corporate Policy, Planning and Performance Committee. The Committee receives briefings on this topic from ACC Crime Operations and from other key law enforcement agencies tasked with tackling organised crime, such as the Serious Organised Crime Agency (SOCA). The Board is also represented on the Organised Crime Task Force (OCTF) Stakeholder Group. The OCTF was established in 2000 and 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 on a quarterly basis to advise on and monitor progress in achieving objectives to combat organised crime in Northern Ireland. The Board holds the PSNI to account on its approach to tackling organised crime through the annual policing plan where targets are set for the PSNI and reported on every six months to the Corporate Policy, Planning and Performance Committee. During the reporting year the Board agreed to carry out research into the emergence of cyber-crime with a particular focus on how vulnerable people are affected by crimes committed against them on social networking sites for example. This work will be reported in next year's annual report.

### **Establishment of the National Crime Agency**

The Crime and Courts Bill was published on 11 May 2012 and sets out the Government's proposals for a new National Crime Agency (NCA) to take over the organised crime work currently carried out by the Serious Organised Crime Agency (SOCA), the UK Border Agency and the Child Exploitation and Online Protection Centre. The NCA will set the national operational agenda across the United Kingdom for fighting serious and complex crime and organised criminality.

The DOJ invited the Board to make initial observations on the Crime and Courts Bill in May 2012. In response, the Board highlighted a number of issues and raised concern in respect of the accountability of NCA activity in Northern Ireland. The legislative proposals to enact the operation of the Bill in Northern Ireland which would allow the NCA to operate here were not agreed by the Northern Ireland Executive when proposed by the Minister of Justice and as such the future operation of the NCA in Northern Ireland is still under discussion between political parties with the Minister and the Secretary of State. In order to attempt to address the concerns raised by political parties and to minimise the impact of not having the NCA operate in Northern Ireland, the DOJ

has set up a working group with the Board represented by officials. The discussions are progressing and the Board will continue to liaise with the DOJ and other relevant agencies as appropriate.

### **Protective Services**

The Board is responsible for setting priorities and targets for the PSNI in relation to how it plans against the threats posed by major and organised crime, its approach to roads policing and public order and its work in protecting vulnerable people by managing violent offenders or protecting vulnerable people from risk of domestic abuse or child abuse. These are a number of areas of policing work captured within a general heading sometimes referred to as 'Protective Services'.

The Policing Plan 2012–2015, update for 2013/14, published on 28 March 2013, includes a framework for PSNI to report to the Board on a number of the elements of Protective Services. The reporting mechanism includes the requirement for the PSNI to provide a threat assessment against each specified category and to outline their plans to address the threat. The Board will receive the first of these reports from the PSNI later this year.

### **Avoidable Delay**

Avoidable delay has been an area of focus for the Board and the Corporate Policy, Planning and Performance Committee since the Criminal Justice Inspection Northern Ireland (CJINI) published a report on Avoidable Delay in the Northern Ireland Criminal Justice System in 2006<sup>2</sup>. Successive follow-up reports in 2010 and 2012 indicated that despite the establishment of a number of initiatives since 2010 to reduce delay, progress had been slow in a number of areas.

The Board's concern in respect of delay is connected to its statutory role to ensure the PSNI is efficient and effective. In this vein Members are keen to advocate where possible on behalf of the PSNI with other criminal justice agencies to ensure any barriers to progress can be addressed. During this reporting year, in July 2012 Members met with the Director of Public Prosecutions, the Criminal Justice Inspector and the PSNI to

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<sup>2</sup> Avoidable Delay, CJINI, 18 May 2006; *Avoidable Delay*, CJINI, 30 June 2010; and Avoidable Delay: A Progress Report, CJINI, 24 January 2012. The reports can be accessed on the CJINI's website at: <http://www.cjini.org/>

discuss progress in the area of delay. Further to that meeting, the Board will meet with the Lord Chief Justice for Northern Ireland in April 2013 to discuss initiatives being progressed through the Criminal Justice System with the aim of reducing delay. This engagement work will continue to be an important focus for the Board, in particular where there is an interface between the PSNI and another agency where there is potential to impact on the efficiency and effectiveness of the PSNI.

### **Procedure for requiring the Chief Constable to submit a report to the Board under Section 59 of the Police (NI) Act 2000**

On 6 December 2012 the Board agreed a procedure for the exercise of the Board's power under section 59 of the Police (NI) Act 2000. Section 59 provides that '*the Chief Constable shall, whenever so required by the Board, submit to the Board a report on any such matter connected with the policing of Northern Ireland as may be specified in the requirement.*' A report must be made in the form as specified by the requirement and must be provided within one month from the date of the requirement or such longer period as the Board agrees with the Chief Constable. The Board is required to determine the procedure it will follow in the event that it exercises the power contained within section 59 and to publish that procedure. Thereafter, the power must be exercised in accordance with the published procedure. Whilst the Board has not to date exercised its section 59 power, the agreed procedure has been equality screened and has been published on the Board's website.

### **Response to Consultations**

The Board keeps itself informed about 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 efficient and effective police service that complies with the Human Rights Act 1998.

In September 2012 the Board responded to the Committee for Justice's consultation on the Criminal Justice Bill. The Bill contains provisions relating to sex offender notification, human trafficking offences, the retention and destruction of fingerprints and DNA samples and profiles. In addition to providing comments on the specifics of the Bill, the Board highlighted that two of the key issues covered by the Bill – sexual offences and

human trafficking – are very serious crimes which blight society. Tackling these crimes requires a multi-agency approach which would arguably be enhanced if a statutory duty was placed upon public bodies, including the police, to have due regard to the likely effect on crime and antisocial behaviour when exercising their functions and to do all that they reasonably can to enhance community safety. A duty to that effect was originally included at 'clause 34' of the Justice Bill but was subsequently removed from the final version of the Bill (which became the Justice Act (NI) 2011). It seems that whilst the general principle behind 'clause 34' received wide support from the Northern Ireland Assembly, there was concern regarding the workings of the principle, specifically the wide scope of the clause and the corresponding potential for costly legal challenges, that led to the clause being removed from the final version of the Bill. The Board, in responding to the Criminal Justice Bill consultation, called upon the Committee for Justice to propose an amendment to the Criminal Justice Bill to include a 'clause 34' type duty on public bodies. The Board suggested that the 'clause 34' provision need not come into force until such day as the DOJ by order appoints. This would give the Department and the Committee for Justice, time to consider the specific workings of the duty but would reduce delay in implementing the provision once the finer details were agreed.

Other consultations to which the Board or Committees of the Board responded during the reporting period included:

- Board response to the DOJ consultation on amendment to the Sexual Offences Act 2003 and the Asylum and Immigration (Treatment of Claimant etc.) Act 2004 in May 2012;
- Human Rights & Professional Standards Committee response to the DOJ in May 2012 in respect of the future operation of the OPONI;
- Board response to the DOJ consultation on the Reducing Offending Strategic Framework in August 2012;
- Board response to the DOJ in September 2012 in respect of proposed amendments to PACE Codes C, E, F and H;
- Corporate Policy, Planning and Performance Committee response to the DOJ in December 2012 on its five year strategy for improving access to justice for victims and witnesses of crime;

- Human Rights and Professional Standards Committee response to the Northern Ireland Office in April 2012 on the draft Code of Practice for Northern Ireland for the authorisation and exercise of stop and search powers relating to sections 43, 43A and 47A of the Terrorism Act 2000; and in March 2013 on the draft Code of Practice for the exercise of powers in the Justice and Security (NI) Act 2007;
- Corporate Policy, Planning and Performance Committee response to the DOJ consultation on statutory case management in February 2013;
- Corporate Policy, Planning and Performance Committee response to the PSNI in February 2013 on the proposed changes to recorded crime statistics; and
- Corporate Policy, Planning and Performance Committee response to the PSNI in February 2013 on the draft Equality Impact Assessment (EQIA) report on 'Speedy Justice' measures; and in March 2013 to the EQIA report on the test purchasing of alcohol procedures.

### **Complaints against the Board**

The Human Rights and Professional Standards 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 is responsible for taking this forward. During the period 1 April 2012 - 31 March 2013 one complaint was received against services provided by the Board. Following consideration of the complaint by the Human Rights and Professional Standards Committee at the 14 March 2013 meeting, it was agreed that a small group of Members would be established to discuss this issue and report back to the new Performance Committee.

### **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 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 2012/13 Custody Visitors made a total of 753 visits to custody suites throughout Northern Ireland, 24 of which were to the Antrim Serious Crime Suite where detainees are held in custody under the Terrorism Act 2000. There were 1172 detainees in custody at the time of these visits and Custody Visitors saw and spoke to 605 detainees in total.

Custody Visitors classified 643 (87%) 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 the 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 Senior Officer level if issues are not resolved within a reasonable timeframe.

A full statistical breakdown of Custody Visits carried out to each Suite in 2012/13 is accessible on the Board's website.

## Highlights

- In the year to 31 March 2013 the percentage of detainees seen by Custody Visitors increased and now only 5% of detainees refuse a visit.
- The Board facilitated refresher training for Custody Visitors assisted by ICVA in October 2012 and in January 2013 facilitated training to assist existing Custody Visitors in mentoring new recruits to the Scheme.
- In October 2012 the Board undertook a recruitment exercise for all four regional teams and this resulted in 22 new volunteers being inducted on to the Scheme in February 2013.
- In October 2012 five delegates from the Scheme attended the ICVA National Conference in Bristol.
- The Custody Visitors Annual Conference was held on 28 March 2013 in Portrush. This provided the forum for Custody Visitors to discuss relevant issues and was an occasion to celebrate the work of custody visiting and express the Board's thanks to the volunteers involved in the role. The speakers at this event were from Autism NI, Criminal Justice Inspection Northern Ireland, PSNI and the Northern Ireland Statistics and Research Agency (NISRA).

The success of the Scheme is only possible 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, the use of resources and the strategies underpinning PSNI Resources.

### **Monitoring PSNI Funding**

The Board has a role in negotiating the policing budget and approving the annual budget allocations 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 were scrutinised at meetings of the Board's Resources and Improvement Committee, as were 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 £544m during 2012/13.

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 2012/13, capital expenditure was £53.7m from an available budget of £57.4m resulting in a £3.7m under spend, with PSNI receiving £1.8m in capital receipts. The lower level of capital receipts this year compared to previous years was mainly due to falling land values in Northern Ireland.

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 2012/13 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 £5.8 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 £122.4 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 2012/13 on financial issues relating to the Police Estate due to the disposal of police stations.

The Board has worked intensively with PSNI during 2012/13 to make sure the Service operates within budget. An increase in hearing loss claims, coupled with the cost of overtime, has put pressure on existing operational budgets.

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

The Board has also worked with the PSNI to approve a balanced budget for 2013/14 and this has required serious financial scrutiny leading to efficiencies across the Police Service. The Board agreed to accept the following assumption in achieving a balanced budget, in 2013/14:

- The agreed efficiency programme will be delivered in full;
- The revised HR plan is implemented;
- No adjustment has been made to reflect the out workings of the Winsor Review;
- The costs of the outstanding Equal Pay claim are not included;

- The funding arrangements for Hearing Loss claims will continue beyond March 2015;
- The funding for Police Officers Part-Time Equal Treatment case will be carried forward into 2013/14;
- HET costs will be funded separately;
- Additional costs & funding associated with the G8 summit are not yet included;
- There is no provision for any escalation in the deterioration of the security situation;
- The security funding will be sufficient to cover all additional security costs and will continue, if necessary, beyond 2014/15;
- No adjustment has been made to reflect the potential outcome of the Review of Resilience and Capability;
- There is no other additional funding and funding is not further reduced across the Budget 2010 period;
- Access to Managed Service arrangements; and
- All inflationary pressures are to be absorbed.

Further discussions will take place between the Board and PSNI on the budget allocation throughout 2013/14.

## **PSNI Estate 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 was reviewed by the Board through its Resources and Improvement Committee in 2012/13.

The Board approved the 2011 PSNI Estate Strategy in May 2011. The strategy sets 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 Community Safety 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. The approval of the 2011 Estate Strategy included approval for the disposal of 21 stations (these were:

North Queen Street, Ballynaveigh, Donegall Pass, Knocknagoney, Comber, Crossgar, Donaghadee, Killyleagh, Saintfield, Glengormley, Randalstown, Brownlow, Keady, Fintona, Irvinestown, Dungiven, Eglinton, Bushmills, Cloughmills, Glenarm and Garvagh). A further two stations (Dromore and Hillsborough) were approved for disposal in March 2013.

Disposal of the remaining two stations (Broughshane and Portglenone) will be considered by the Resources Committee in 2013/14.

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. The Board formally monitored the PSNI Estate Strategy in November 2012 at the Resources and Improvement Committee.

The Community Safety College at Desertcreat remains on course to be completed by 2016 despite funding concerns caused by higher than expected build costs. The Board is represented on the Programme Board and Steering Group by its Chair.

### **PSNI Transport Strategy**

The Board approved the PSNI Transport Strategy in September 2012. The Board formally monitored the PSNI Transport Strategy in January 2013 at the Resources and Improvement Committee.

### **PSNI ICT Strategy**

The Board approved the 2011-14 PSNI ICT Strategy in November 2011. The Board formally monitored the PSNI ICT Strategy at the Resources and Improvement Committee meeting in October 2012.

### **PSNI Procurement**

The Board received an annual report on PSNI procurement saving for 2011/12 at the June 2012 Resources and Improvement Committee meeting.

## **PSNI Human Resources**

The Board's Human Resources Committee is responsible for monitoring the strategy and deployment of Human Resources in the PSNI. To undertake this duty Members monitor statistical information at regular intervals from the PSNI People Strategy, otherwise known as the 'Human Resources Dashboard'.

The PSNI People Strategy plays an important role in improving organisational performance. In scrutinising the PSNI the HR Committee has 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'.

The HR Committee engaged in dialogue with Criminal Justice Inspectorate Northern Ireland in order to assist their Inspection of PSNI Workforce Modernisation. The inspection report examines the PSNI approach to workforce deployment and management. The Committee will consider the published report findings and monitor the implementation of the recommendations within PSNI over the coming year.

### **Investigation into the PSNI use of Agency staff**

During the reporting period the Board held a series of meetings to consider the use of Agency staff by the PSNI and the investigation initiated by the Northern Ireland Audit Office (NIAO) on the PSNI use of Agency Staff. The Board welcomed the investigation by the NIAO and accepts the recommendations of the Report which was published on 3 October 2012. The Board acknowledges that the deliberations of the Public Accounts Committee (PAC) continue and that the findings will be published in due course.

The Board's Chief Executive was called to give oral evidence to the PAC hearing on 10 October 2012 and a range of written evidence was also submitted by the Board in support. The Board looks forward to receiving the final report and findings of the PAC and responding to any further actions required as a result.

### **Equal Pay**

A recent County Court Case run by NIPSA on behalf of its members and which included PSNI personnel alleged that the Board breached their contract of employment by not paying the full amount of the NICS Equal pay settlement reached between DFP and NIPSA back in 2009. While the Board and PSNI implemented changes in pay scales for their staff in line with the rest of the NICS, DFP prevented the payment of back pay to the staff. It is on this matter they are alleging breach of contract.

Written legal submissions were delivered to the Court on 26 October 2012 and made orally on the 15 and 16 November 2012. Judge Babington in his ruling on this on 7 March 2013 ruled that found in favour of DFP which means that staff could not be awarded any lump sum payment. NIPSA were not successful and advised their members that they would not be lodging an appeal. As such there is currently no basis, legal or otherwise, on which to pay the lump sum.

### **Recruitment**

In 2011 the decision was taken to halt recruitment of Police Trainees. During the past year the Committee has had the opportunity to examine more closely the PSNI proposals for the future. In January 2013, the PSNI sought approval in principle from the Board to initiate a new police recruitment campaign. This will be launched later in 2013. The Committee will continue to scrutinise this recruitment to monitor 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 the PSNI on 1 April 2013 was 30.64%.

### **Senior Officer Appointments**

The Board is responsible for the appointment of officers to the rank of Assistant Chief Constable, Deputy Chief Constable and Chief Constable. This is an important Board responsibility and during the reporting period no vacancies arose in the Service Executive Team.

### **Equality and Diversity (including Gender Action)**

The PSNI combined 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 2012-2017. This was approved by the Equality Commission of Northern Ireland in September 2012.

The HR Committee has received the supporting Action Plan and the outcomes as provided for in the PSNI Strategy and continues to monitor the implementation of these actions.

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

	<b>% Perceived Protestant</b>	<b>% Perceived Roman Catholic</b>	<b>% Not Determined</b>	<b>% Female</b>	<b>% Male</b>	<b>% Ethnic Minority</b>	<b>Total No</b>
<b>Employee Group as at 1 April 2012</b>							
Police Officers	67.49	30.29	2.22	26.67	73.33	0.48	7158
Police Staff	78.13	18.67	3.20	63.98	36.02	0.40	2496
<b>Employee Group as at 1 April 2013</b>							
Police Officers	67.15	30.64	2.21	29.96	73.04	0.52	6967
Police Staff	77.59	19.15	3.26	64.16	35.84	0.56	2486

### **Training and Development**

Throughout the year the HR Committee questioned and challenged PSNI on the PSNI Training and Development Strategy and Business Plan 2011-2014. The development in respect of the new Community Safety College at Desertcreat continues to be high on the Committee's agenda and in March the Committee received a briefing on the transitional arrangements for associated support services for the new College and the ongoing curriculum development. A key issue for the Committee in their discussions with PSNI is the recruitment of new officers. The PSNI Training Department has a very important role

to play in the development of a policy around pre-entry requirements and the revised student officer and probationer training programmes.

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

The HR Committee considered 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 (NI) Act 2000 provides the legislation for the Board to make arrangements under which a police officer is engaged for a period of temporary service in other countries. Forwarding such requests to the Minister of Justice for ultimate approval in line with the legislation officers provided advice directly or through NI-CO, the Foreign and Commonwealth Office and the Police International Assistance Board. A number of secondments were approved by the Board, these include officers providing domestic abuse training to officers from the Gibraltar Police Service, cybercrime assistance in Armenia, Leadership in Policing in Indonesia and assisting in the development of Community Policing in Qatar. The HR Committee takes a keen interest in these secondments and the benefits they have, not only to the receiving country, but also the learning that can be brought back to the PSNI. The Board does this by considering an annual evaluation report from PSNI.

### **PSNI Individual Performance Review (IPR)**

In April 2012 the PSNI formally launched a new appraisal process, known as the Individual Performance Review which regularly assesses the contribution of each and every individual officer and staff member in the delivery of a Personal, Professional and Protective Policing Service that has the confidence of all communities in Northern Ireland. In assessing individual contribution to delivery of Personal, Professional and Protective Policing managers will have regard for both what has been delivered and how it has been achieved. The HR Committee received two reports on the new arrangements during 2012/13 which allowed Members to consider the extent to which the new IPR is being implemented throughout PSNI.

### **Monitoring and Approving Medical Retirements**

Under police regulations the Board has responsibility to monitor and approve the medical retirement of officers. The Board's Human Resources Committee oversees this



area of work and during the reporting period made a number of decisions relating to the administration of police pensions and appeals.

### **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, there were 2804 injury claims paid out at a cost of £20,804,563.13 and 89 damage claims paid out in compensation at a cost of £87,126.00.

### **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 Board's continuous improvement approach for 2012/13 was published in June 2012, and monitored at the Resources and Improvement Committee meeting in October 2012 with an end of year report being received in May 2013.

### **Policing Board Approach to Continuous Improvement 2012/13**

The following provides an assessment of the Board's progress towards the four strands of the Continuous Improvement approach for 2012/13.

<b>Strand and Brief description</b>	<b>Progress Assessment</b>
1. A review of Committee structures based on an analysis of the Board's critical business outcomes	<b>Complete</b>
2. A project based upon the Board's overarching theme of Policing with the Community	<b>On target</b> – to continue into Financial Year 2013/14
3. Corporate Continuous Improvement projects	<b>Complete</b>
4. Continuous Improvement projects within Branch Business Plans	<b>Five out of nine projects complete,</b>

	<b>remaining four projects partially achieved.</b>
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Further detailed information can be found at

<http://www.nipolicingboard.org.uk/index/publications/general.htm>

### **PSNI priority Initiatives for Continuous Improvement 2012/13**

The following is an assessment of the progress made and the benefits derived from the ten Continuous Improvement Projects identified in the Policing Plan 2012-2015.

<b>Project</b>	<b>Brief description and benefits</b>	<b>Published timeline</b>	<b>End year progress assessment</b>
Custody provision	A review of custody facilities to improve the experience of people in custody.	March 2015	<b>On target</b>
New Community Safety college	The move of PSNI training functions from the existing locations to the new Community Safety College at Desertcreat.	June 2014	<b>Not on target</b> A revised Business Case is due to be submitted to DOJ/DHSSPS with a revised timeline of May 2016.
Managing resources and supporting decisions	Use of tracking technology to significantly improve the PSNI's ability to respond and be seen to be doing so.	March 2013	<b>Not achieved</b> Due to technical difficulties this project has been rolled over into the 2013/14 schedule with a revised timeline of March 2014.

<b>Project</b>	<b>Brief description and benefits</b>	<b>Published timeline</b>	<b>End year progress assessment</b>
Introducing penalty notices for disorder	The introduction of penalty notices for disorder for the most common crimes and low level crimes.	September 2012	<b>Complete</b>
Reviewing the operational policing model	An examination of the operational policing model to make sure that it can deliver against service priorities and manage risk.	March 2013	<b>Not achieved</b> The three workstreams have been rolled over into the 2013/14 schedule with a revised timeline of March 2014.
Reducing Offending in Partnership Programme	Bringing together the right agencies to make sure that the right interventions are carried out with the right offenders at the right time.	September 2013	<b>Not on target</b> This project has been rolled over into the 2013/14 schedule with a revised timeline of March 2014.
E Crime	This project is designed to increase the PSNI's effectiveness in identifying and making best use of online evidence and information in the most timely way possible to support investigations into crime carried out over the internet.	March 2013	<b>Complete</b>

<b>Project</b>	<b>Brief description and benefits</b>	<b>Published timeline</b>	<b>End year progress assessment</b>
Demand modelling	A model to help the PSNI understand the nature and extent of the demand for the police. Information will then be used to make sure that the right number of officers with the right skills are in place to meet this demand.	March 2013	<b>Complete</b>
Modernising the workforce	Working towards delivering the Chief Constable's vision of the finest personal, professional, protective police service in the world by making best use of the workforce and mix of skills, efficient structures and processes, and use of technology, against what is affordable for this Comprehensive Spending Review period.	March 2015	<b>On target</b>

Project	Brief description and benefits	Published timeline	End year progress assessment
Human exploitation (including reducing the demand for prostitution)	Tackling human trafficking through reducing the demand for prostitution and sexual exploitation. Raising community awareness around the issue of human trafficking and prostitution and drug dealing. Dealing sensitively with the victims of human exploitation, thus inspiring public confidence in policing.	March 2013	Complete

### **Policing Board Continuous Improvement arrangements for 2013/14**

At the Board's Resources and Improvement Committee meeting on 20 March 2013 it was agreed that a single Continuous Improvement project would form the Board's continuous improvement arrangements for 2013/14. This project is '***To implement and subsequently review the effectiveness of the Board's revised Committee Structure***'.

There will be biannual reporting to the Resources Committee in October 2013 and May 2014 and an Internal Audit will take place in early 2014/15 to assess the effectiveness of the new arrangements.

Further details can be found at

[http://www.nipolicingboard.org.uk/overview\\_of\\_nipb\\_continuous\\_improvement\\_arrangements\\_for\\_20132014\\_-\\_for\\_website.pdf](http://www.nipolicingboard.org.uk/overview_of_nipb_continuous_improvement_arrangements_for_20132014_-_for_website.pdf)

### **PSNI Continuous Improvement 2013/14**

A summary of the priority initiatives for continuous improvement in 2012/13 is at Appendix 2 of the 2013/14 update to the Policing Plan 2012-2015 which can be found on the Board's website at: [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk). There is also an agreed programme of inspections of PSNI conducted by independent oversight bodies such as HMIC and CJINI.

### **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. Further information can be found at <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 DOJ. The remuneration and allowances of members is dictated by the requirements of the Police (NI) Act 2000, Schedule 1, part 3, paragraph 12-(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 post is aligned with the Senior Civil Service (SCS) and is remunerated accordingly. The remuneration of senior civil servants is set by the Minister for Finance and Personnel. The Minister approved a restructured SCS pay settlement broadly in line with the Senior Salaries Review Board report which he commissioned in 2010. The commitment to a Pay and Grading Review for SCS was the second phase of the equal pay settlement approved by the Executive.

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.

### **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. 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 £14,466 (2011/12: £21,212).

Remuneration for Independent Board members (excluding the Chair and Vice-Chair) is £19,437 per annum (2011/12: £19,437).



Disclosed below is Board members' remuneration.

<b>Audited Information</b>		
<b>Name and Title</b>	<b>2012/13 £000</b>	<b>2011/12 £000</b>
Mr B Rea (Acting Chair from 22 February 2010 to 4 May 2011); Chair from 1 June 2011	<b>59</b>	56
Mr G O'hEara (Acting Vice-Chair from 22 February 2010 to 4 May 2011); Vice-Chair from 1 June 2011	<b>44</b>	42
Mrs A Connolly (Appointed 24 May 2011)	<b>19</b>	17
Professor B Dickson (Appointed 15 March 2012)	<b>20</b>	-
Mr R Feeney (Appointed 24 May 2011)	<b>19</b>	17
Mr S MacDonnell (Appointed 24 May 2011)	<b>19</b>	17
Ms J O'Hagan (Appointed 24 May 2011)	<b>19</b>	17
Mr B Rowntree (Appointed 24 May 2011)	<b>19</b>	17
Ms D Watters (Appointed 24 May 2011)	<b>19</b>	17
Mr M Wardlow (Appointed 24 May 2011; Resigned 2 March 2012)	-	15
Professor Sir D Rea (Resigned 4 May 2011)	-	2
Mrs R Moore (Resigned 4 May 2011)	-	2
Mr T Ringland (Resigned 4 May 2011)	-	2
Mr S Sharma (Resigned 4 May 2011)	-	2
Ms M McKee (Resigned 4 May 2011)	-	2
Mr D Rose (Resigned 4 May 2011)	-	2

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

**Additional responsibility allowances for independent members ceased to be paid from 5 May 2011.**

**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

The salary and pension entitlements of the most senior officials were as follows:

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**Audited Information**

	<b>2012/13</b>			<b>2011/12</b>		
<b>Title</b>	<b>Salary  £000</b>	<b>Bonus Payments  £000</b>	<b>Benefits in kind (to nearest £100)</b>	<b>Salary  £000</b>	<b>Bonus Payments  £000</b>	<b>Benefits in kind (to nearest £100)</b>
Mr Sam Pollock, Chief Executive (from 23 July 2012)	<b>50-55 (75-80 full year equivalent)</b>	-	-	-	-	-
Mr Edgar Jardine, Interim Chief Executive (from 31 May 2011, left 26 September 2012)	<b>45-50 (95-100 full year equivalent)</b>	-	-	80-85 (95-100 full year equivalent)	-	-
Dr Debbie Donnelly, Deputy Chief Executive (Acting Chief Executive from 6 December 2010 until 30 May 2011; Retired 31 October 2011)	-	-	-	95-100* (60-65 full year equivalent)	-	-
Mr. David Jackson, Director of Performance, Planning and Partnerships (retired 1 September 2012)	<b>20-25 (50-55 full year equivalent)</b>	<b>0-5</b>	-	50-55	0-5	-
Mrs Amanda Stewart, Acting Director of Performance, Planning and Partnerships (from 19 September 2012)	<b>20-25 (45-50 full year equivalent)</b>	<b>0-5</b>	-	-	-	-
Mr. Sam Hagen, Director of Corporate Services (transferred on 31 July 2011)	-	-	-	15-20 (50-55 full year equivalent)	0-5	-
Mr. David Wilson, Director of Support Services	<b>50-55</b>	<b>0-5</b>	-	50-55	0-5	-
Mr, Peter Gilleece Director of Policy	<b>50-55</b>	<b>0-5</b>	-	50-55	0-5	-
Band of Highest Paid Director's Total Remuneration	<b>95 - 100</b>			95 - 100		
Median Total Remuneration	<b>28,028</b>			26,749		
Ratio	<b>2.8</b>			3.6		

\*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.

Mr Sam Pollock was appointed as Chief Executive from 23 July 2012.

### **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 HM Revenue and Customs 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 the appraisal process. Bonuses relate to the performance in the year in which they become payable to the individual. The bonuses reported in 2012/13 relate to performance covering the two financial years 2010/11 and 2011/12.

### **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 2012/13 was £95,000 - £100,000 (2011/12, £95,000 - £100,000). This was 2.8 times (2011/12, 3.6) the median remuneration of the workforce, which was £28,028 (2011/12, £26,749).

In 2012/13, 0 (2011/12, 0) employees received remuneration in excess of the highest-paid director. Remuneration ranged from £10,000 - £15,000 for the lowest paid employee to £95,000- £100,000 for the highest (2011/12 from £15,000 - £20,000 to £95,000 - £100,000).

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

The pay multiple has been distorted in the current year due to the highest paid director (remuneration band was £95-100k) only being in post for the first 4 months of the financial year. He was succeeded by a director on remuneration band £75-80k. This distortion will be eliminated in subsequent years.

## Pension Benefits

Pension entitlements of the most senior employees are shown below:

### Audited Information

Title	Accrued pension at age 60 as at 31/3/13 and related lump sum	Real increase/ (decrease) in pension at age 60 and related lump sum at age 60	CETV at 31/3/13	CETV at 31/3/12	Real increase/ (decrease) in CETV
	£000	£000	£000	£000	£000
Mr Sam Pollock, Chief Executive (From 23 July 2012)	0 – 5.0	0 – 2.5	21	-	18
Mr Edgar Jardine, Interim Chief Executive (From 31 May 2011, left 26 September 2012)	45.0 – 50.0 Plus lump sum of 140.0 – 145.0	(0 – 2.5) Plus lump sum of (0 – 2.5)	1,062	1,066	(11)
Mr David Jackson, Director of Performance, Planning and Partnerships (Retired 1 September 2012)	15.0 – 20.0 Plus lump sum of 105.0 – 110.0	(2.5 – 5.0) Plus lump sum of 47.5 - 50.0	410	415	(22)
Mrs Amanda Stewart, Acting Director of Performance, Planning and Partnerships (From 19 September 2012)	5.0 – 10.0 Plus lump sum of 25.0 – 30.0	0 – 2.5 Plus lump sum of 0 – 2.5	121	107	10
Mr David Wilson, Director of Support Services	10.0 – 15.0 Plus lump sum of 40.0 – 45.0	0 – 2.5 Plus lump sum of 0 – 2.5	208	191	5
Mr Peter Gilleece, Director of Policy	5.0 – 10.0 Plus lump sum of 25.0 – 30.0	0 – 2.5 Plus lump sum of 0 – 2.5	135	121	6

No member of SMT is in a supplementary pension scheme

## 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 2013, public service pensions will be increased by 2.2% with effect from 8 April 2013.

Employee contributions are determined by the level of pensionable earnings. The current rates are as follows:

### Members of **classic**:

Annual pensionable earnings (full-time equivalent basis)	New 2013 contribution rate before tax relief
Up to £15,000	1.50%
£15,001-£21,000	2.70%
£21,001-£30,000	3.88%
£30,001-£50,000	4.67%
£50,001-£60,000	5.46%
Over £60,000	6.25%

Members of **premium**, **nuvos** and **classic plus**:

Annual pensionable earnings (full-time equivalent basis)	New 2013 contribution rate before tax relief
Up to £15,000	3.50%
£15,001-£21,000	4.70%
£21,001-£30,000	5.88%
£30,001-£50,000	6.67%
£50,001-£60,000	7.46%
Over £60,000	8.25%

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.

### **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. Immediate payment of their pension and associated lump sum plus a compensation payment in the band of £55k to £60k was made. Pension payments are funded by the Board until aged 60.

One member of staff left on 1 September 2012 under Agreed Early Retirement terms. Immediate payment of their pension and associated lump sum plus a compensation payment in the band of £25k to £50k was made. Pension payments are funded by the Board until aged 60.

The cost of the compensation to the Board noted above will not be exactly the same as that paid to those who availed of early retirement due to charges from Civil Service Pensions.

Departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme (NI), a statutory scheme made under the Superannuation (NI) 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.



**SAM POLLOCK**  
**Chief Executive**

**27 June 2013**

## 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 DOJ, 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 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).

## Governance Statement

### 1 Scope of Responsibility

The work of the Board is wide ranging in respect of its statutory duties which include measures to ensure effective oversight and monitoring of the work of the police and encouraging the engagement of the community with the police. For example through:

- the development and monitoring of the Annual Policing Plan, which is the key document for policing in Northern Ireland setting the objectives, performance indicators and targets for an effective and efficient police service;
- monitoring police performance in delivering key strategies – including Human Resources (Recruitment and Composition; Training and Development and Diversity); Finance; Information and Communication Systems; the Police Estate; Policing with the Community; and Community Engagement;
- monitoring the compliance of the police with the Human Rights Act, which includes the development and monitoring of the Code of Ethics which governs the conduct of police officers;
- negotiating the annual budget for policing and scrutinising expenditure;
- oversight of the implementation of the remaining Patten recommendations;
- assessing the level of public satisfaction with the performance of the police and improving the performance of and assessing public satisfaction with PCSPs;
- making arrangements to gain the co-operation of the public with the police in preventing crime; and
- ensuring arrangements are in place to secure continuous improvement within PSNI and the Board

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 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.

The NIPB priorities are set out in the 2011–2014 Corporate Plan and in the associated one year plans.

## **2 Purpose of the Governance Framework**

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.

I am directly accountable to the Accounting Officer of the DOJ for Northern Ireland 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 DFP publication, Managing Public Money Northern Ireland.

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 2013 and up to the date of approval of the annual report and accounts, and accords with DFP guidance.

### **3 Governance Framework**

The Board is made up of 19 Members, ten political and nine Independent. Political Members are drawn from the five main political parties based on the d'Hondt system and Independent Members are appointed by the Minister of Justice based upon experience but they are not intended to be representatives of those interests. In the Board, Members work together and act as a single corporate body.

The Chair has particular responsibility to provide effective and strategic leadership to the Board. The Chair will ensure that all members of the Board, when taking up office, are fully briefed on the terms of their appointment and on their duties, rights and responsibilities and will undertake an annual appraisal of Independent Members of the Board. The Chair will work closely with the Chief Executive to facilitate the business of the Board. Following appointment Board Members are required to adhere to the Code of Conduct for Board Members.

Members each have a corporate and collective responsibility to ensure that the Board properly discharges its functions. In doing so, each Member is required to attend all Policing Board meetings and the meetings of those Committees to which they have been allocated. In addition to attendance at formal Board and Committee meetings, the Board may agree that Members should take on additional roles to assist in furthering the Board's objectives.

Details of the Members are set out on page 7 of the Annual Report.

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Attendance by the members during the year at Board meetings is set out below:

Members Name	Number of Board meetings eligible to attend	Number of Board meetings attended
<b>Members as at 31 March 2013</b>		
Mr Brian Rea	11	11
Mr Gearóid Ó hEára	11	10
Mrs Anne Connolly	11	10
Mr Jonathan Craig	11	11
Professor Brice Dickson	11	11
Mr Ryan Feeney	11	10
Mr Ross Hussey	11	11
Mr Gerry Kelly	11	11
Mr Trevor Lunn	11	9
Mr Ian McCrea	11	9
Mr Conall McDevitt	11	11
Mr Stuart MacDonnell	11	10
Mr David McIlveen	11	9
Mrs Joan O'Hagan	11	11
Mr Brian Rowntree	11	10
Mrs Caitríona Ruane	11	11
Mr Pat Sheehan	11	10
Ms Deborah Watters	11	11
Mr Robin Newton	1	1
<b>Members who left during the year</b>		
Mr Sammy Douglas	9	8

## **Northern Ireland Policing Board**

The purpose of the Board is to:

- hold the Chief Constable to account by receiving a monthly report on policing and questioning the Chief Constable in public and private;
- take decisions based on recommendations received by all of the Committees of the Board; and
- receive and consider reports and recommendations from Board Officials.

## **Audit and Risk Management Committee**

The purpose of this committee is to:

- Keep under review and advise the Board on all matters relating to the internal and external audit of the Board. To provide an opinion on the effectiveness of the monitoring processes and whether reliance can be placed upon all internal control systems.

Assess and recommend to the Board action in respect of:

- the effectiveness of financial management, internal business processes and control systems;
- the performance, effectiveness of and results from the Board's audit arrangements, both internal and external;
- the implementation of agreed audit-based recommendations from the findings received from internal audit or the Report To Those Charged With Governance from external audit;
- the accounting policies and the accounts, including the process for review of the accounts prior to submission for audit, levels of error identified, and management's letter of representation to the external auditors; and
- the Board's plan for risk management, business continuity (including disaster recovery) and the strategic processes for risk, control and governance and the Governance Statement.

To decide/agree:

- the planned activity for internal audit, including the arrangements for and the appointment of the Board's internal Auditors;
- the Annual Audit Plan; and
- the Board's policies on fraud, irregularity and corruption, and to monitor the effectiveness of such policies.

During the year the Audit Committee scrutinised the report from the Northern Ireland Audit Office on Use of Agency Staff and assisted the Accounting Officer in preparation to stand before the Assembly's Public Accounts Committee.

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

The purpose of this Committee is to:

- oversee the Board's Corporate Business Planning arrangements;
- develop the Policing Plan;
- oversee the Board's Research Programme;
- consider PSNI and Board Communications Strategies;
- deal with all issues relating to PSNI senior officers/civilian staff;
- oversee the preparation of the NIPB Annual Report; and
- oversee and co-ordinate the Board's work in relation to all NIPB and PSNI policies as appropriate.

### **Resources and Improvement Committee**

The purpose of this Committee is to:

- consider the PSNI and NIPB budget allocations and make recommendations to the Board;
- monitor the PSNI and NIPB monthly spend profiles;
- oversee the Continuous Improvement arrangements for both NIPB and PSNI;
- monitor PSNI strategies in relation to the Police Estate, ICT, Transport and Procurement;



- consider the operation of the Special Purchase of Evacuated Dwellings (SPED) Scheme; and
- monitor compensation claims made against the Chief Constable.

### **Human Rights & Professional Standards Committee**

The purpose of this Committee is to:

- develop and implement a framework for monitoring the performance of the police service in complying with the Human Rights Act 1998 (s. 3(3)(b)(ii) Police (NI) Act 2000 refers);
- issue and, from time to time, revise a Code of Ethics for the PSNI (s. 52 Police (NI) Act 2000 refers);
- develop and implement a framework for keeping itself informed about the performance of the police service with respect to professional standards issues (s. 3(3)(c)(i) Police (NI) Act 2000 refers);
- make arrangements for Police Appeals Tribunals under the RUC (Appeals) Regulations 2000;
- consider pension forfeiture cases for police officers, in line with relevant regulations, and to make recommendations to the Board on specific cases; and
- oversee the role and operation of the Custody Visitors Scheme (s. 73(1) Police (NI) Act 2000 refers).

### **Human Resources Committee**

The purpose of this Committee is to:

- monitor PSNI recruitment and support efforts to secure a representative police service in terms of gender and community background;
- secure, promote and monitor the implementation of the PSNI's Human Resource strategy; and
- secure, promote and monitor the implementation of the PSNI's Training, Education and Development strategy.

## **Community Engagement**

The purpose of this Committee is to:

- develop, promote, support and monitor the effectiveness of the Policing and Community Safety Partnerships (PCSPs);
- secure, support and monitor the implementation of Policing with the Community as the core function of the police service;
- oversee and monitor the implementation of police service strategies as they impact upon crime prevention, community safety and the community in general;
- consider police performance at District Command Unit level as it impacts on policing with the community and relates to the work of PCSPs;
- develop, promote and oversee activities which secure community involvement in policing, including community consultation strategies; and
- develop and implement a strategy that takes forward community engagement.

## **Executive Team**

The Board has an Executive team of four led by myself, Sam Pollock, Chief Executive. I am the principal advisor to the Board and I lead and direct the Board's staff to ensure the Board achieves its objectives. I am also the Accounting Officer of the Board.

The Board and PSNI have agreed Management Statement and Financial Memorandums in place with DOJ. I have quarterly Governance meetings with our Sponsor Department to discuss and review areas of concern to either party.

## **4 Risk Management and Internal Control**

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 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 remains a 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.

Staff are aware of this Framework and guidance is provided through regular meetings of senior management, 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 Management Framework to reflect the linkages with its parent Department, its statutory duties and delegated limits.

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 linkages with 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 quarterly 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. The Corporate Risk Register is reviewed and discussed at each of the Boards quarterly Audit and Risk Management Committee meetings, with Directorate red risks being reported to the Committee by exception.

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 by the DOJ and subjected to regular assessments against Her Majesty's Government Standards including the production of RMADS (Risk Management Accreditation Document Set), SyOPs (System Operations Procedures) and remedial action following IT Health Checks. These assessments are carried out by Qualified CLAS and Check Consultants in line with National Requirements.

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.

## **5 Review of Effectiveness of the Governance Framework**

Each Director is responsible for providing a stewardship statement every six months to me 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. I as the Accounting Officer provide assurances to the Departmental Accounting Officer that any non-compliance with relevant guidelines or instructions has been included in my report as required and, where necessary, controls have been strengthened to prevent recurrence. In the current year I had no instances of non-compliance to report other than two outstanding priority 1 Internal Audit

recommendations within my areas of responsibility had not been actioned due to the timing of the field work. I provide 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 the Board decided to carry out a review of the Committee structure. A Structure Working Group was set up led by the Vice Chair. Following consultation a paper was presented to the Board in November 2012 recommending that the Committee structure should be changed from six to four. I was then tasked to implement the new agreed structure to take effect from 1 April 2013 as follows;

- Audit and Risk Management Committee;
- Resources Committee;
- Performance Committee; and
- Partnership Committee.

In April 2013 I also carried out an evaluation of the Board's effectiveness during 2012/13 and am satisfied with the level and type of information the Board received during the period. I reviewed Board performance over the financial year 2012/13 using the National Audit Office Board Evaluation Questionnaire – 'Unlocking Your Board's Full Potential'. All but three of the 57 questions were assessed as 'Strongly Agree' or 'Partly Agree'. Remedial actions to address the three areas where the Board might improve its effectiveness are being considered.

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.

## **6 Significant Internal Control Issues Identified**

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

- internal audit reviews of specific work areas as defined in the Board's Audit Strategy and Annual Audit Work Plan;
- continued implementation of the Organisational Review;
- self-assessment of the Audit and Risk Management Committee; and
- NIPB Board evaluation.

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. I have received no ministerial directions during the year.

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. This draft report contains a qualified audit opinion on the basis that the Policing Plan lacked quantitative targets.

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:-

- a review of the Board's Management Statement and Financial Memorandum;
- a review of the PSNI's Management Statement and Financial Memorandum;
- Hospitality and Gifts Policy;
- financial pressures; and
- business continuity and disaster recovery plans.

## **7 Accounting Officer Statement on Assurance**

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 2012/13 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 an Audit Report which received limited assurance

- Review of Procedures within Police Administration Branch

This Internal Audit was finalised in March 2013 and findings reported to the Audit and Risk Management Committee on 22 March 2013. Due to the timing of the Internal Audit review it was not possible for corrective action to be taken during the year, however the Audit and Risk Management Committee have directed that an update on the remedial action taken is provided as a standing agenda item at all Audit and Risk Management meetings during 2013/14.

I am therefore confident that the Board has in place a robust system of accountability, which I can rely on as Accounting Officer, and which complies with the 2005 Corporate Governance Code. The system allows me to provide the assurance that the Board will spend its money in line with the principles set out in Managing Public Money.

Having reviewed the evidence provided to me by the management assurance exercises, the risk registers, the 2012/13 annual internal audit report and the external audits of the Board, I am satisfied that the Board has maintained a sound system of internal control during the financial year 2012/13.



**SAM POLLOCK**  
**Chief Executive**

**27 June 2013**



## **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 2013 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 Chief Executive, as Accounting Officer, is responsible for the preparation of the financial statements on behalf of the Northern Ireland Policing Board 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 Financial Reporting Council'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 recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

### **Opinion on Regularity**

In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements 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 2013 and of the 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 DOJ 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 the management commentary 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 Governance Statement 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**

**1 July 2013**

## Statement of Comprehensive Net Expenditure for the year ended 31 March 2013

	Note	2012/13 £000	2011/12 Restated £000
<b>Expenditure</b>			
Staff costs	3	2,283	2,456
Depreciation	6 & 7	117	107
Other expenditure	4	3,969	4,668
		<u>6,369</u>	<u>7,231</u>
<b>Income</b>			
Other income	5	(29)	(9)
		<u>(29)</u>	<u>(9)</u>
<b>Net expenditure</b>		<u>6,340</u>	<u>7,222</u>
<b>Other Comprehensive Net Expenditure</b>			
		2012/13 £000	2011/12 Restated £000
Net (gain) on revaluation of Property Plant and Equipment	6	(36)	-
Net (gain)/loss on revaluation of Intangibles	7	(4)	1
		<u>        </u>	<u>        </u>
<b>Total Comprehensive Expenditure for the year ended 31 March 2013</b>		<u>6,300</u>	<u>7,223</u>

The notes on pages 118-143 form part of these accounts.

## Statement of Financial Position as at 31 March 2013

		2012/13	2011/12	At 1 April 2011
	Note	£000	Restated £000	Restated £000
<b>Non-current assets:</b>				
Property, plant and equipment	6	254	281	359
Intangible assets	7	73	46	71
<b>Total non-current assets</b>		<b>327</b>	<b>327</b>	<b>430</b>
<b>Current assets:</b>				
Trade and other receivables	8	87	145	174
Cash and cash equivalents	9	154	255	267
<b>Total current assets</b>		<b>241</b>	<b>400</b>	<b>441</b>
<b>Total assets</b>		<b>568</b>	<b>727</b>	<b>871</b>
<b>Current liabilities:</b>				
Trade and other payables	10	(1,528)	(691)	(771)
Provisions	11	(221)	(244)	(229)
<b>Total current liabilities</b>		<b>(1,749)</b>	<b>(935)</b>	<b>(1,000)</b>
<b>Non-current assets less net current liabilities</b>		<b>(1,181)</b>	<b>(208)</b>	<b>(129)</b>
<b>Non-current liabilities</b>				
Provisions	11	(27)	(47)	-
<b>Total Non-current liabilities</b>		<b>(27)</b>	<b>(47)</b>	<b>-</b>
<b>Total assets less liabilities</b>		<b>(1,208)</b>	<b>(255)</b>	<b>(129)</b>
<b>Taxpayers' equity</b>				
Revaluation reserve		44	4	5
General reserve		(1,252)	(259)	(134)
		<b>(1,208)</b>	<b>(255)</b>	<b>(129)</b>

The financial statements on pages 114 to 143 were approved by the Board on 14 June 2013 and were signed on its behalf by:



**SAM POLLOCK**  
Chief Executive

**27 June 2013**

The notes on pages 118-143 form part of these accounts.

## Statement of Cash Flows for the year ended 31 March 2013

	Note	2012/13 £000	2011/12 Restated £000
<b>Cash flows from operating activities</b>		<b>(6,300)</b>	<b>(7,223)</b>
Adjustment for non cash transactions	4,6 & 7	144	301
Decrease in trade and other receivables	8	58	29
Increase/(Decrease) in trade payables	10	837	(80)
Use of provisions	11	(119)	(131)
<b>Net cash outflow from operating activities</b>		<b>(5,380)</b>	<b>(7,104)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	6	(24)	(3)
Purchase of intangible assets	7	(44)	(2)
<b>Net cash outflow from investing activities</b>		<b>(68)</b>	<b>(5)</b>
<b>Cash flows from financing activities</b>			
Grants from sponsoring department		5,347	7,097
<b>Net financing</b>		<b>5,347</b>	<b>7,097</b>
<b>Net (decrease) in cash and cash equivalents in the period</b>	9	<b>(101)</b>	<b>(12)</b>
<b>Cash and cash equivalents at the beginning of the period</b>	9	<b>255</b>	<b>267</b>
<b>Cash and cash equivalents at the end of the period</b>	9	<b>154</b>	<b>255</b>

The notes on pages 118-143 form part of these accounts.

## Statement of Changes in Taxpayers' Equity for the year ended 31 March 2013

	Revaluation Reserve	General Reserve	Total Reserves
	£000	£000	£000
<b>Balance at 31 March 2011</b>	<b>3</b>	<b>(134)</b>	<b>(131)</b>
Changes in accounting policy	2	-	2
<b>Restated balance at 1 April 2011</b>	<b>5</b>	<b>(134)</b>	<b>(129)</b>
<b>Changes in Taxpayers' Equity 2011/12</b>			
Grants from Sponsoring Entity	-	7,097	7,097
Transfers between reserves	(1)	1	-
Comprehensive expenditure for the year	-	(7,223)	(7,223)
<b>Balance at 31 March 2012</b>	<b>4</b>	<b>(259)</b>	<b>(255)</b>
<b>Changes in Taxpayers' Equity for 2012/13</b>			
Grants from Sponsoring Entity	-	5,347	5,347
Transfers between reserves	40	(40)	-
Comprehensive expenditure for the year	-	(6,300)	(6,300)
<b>Balance at 31 March 2013</b>	<b>44</b>	<b>(1,252)</b>	<b>(1,208)</b>

The notes on pages 118-143 form part of these accounts.

## Notes to the Accounts

### 1. Statement of Accounting Policies

These financial statements have been prepared in accordance with the 2012/13 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 and intangible assets.

The accounts are stated in sterling, which is the Board's functional and presentational currency. Unless otherwise noted, the amounts shown in these financial statements are in thousands of pounds sterling (£000).

#### 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 Board does not own any land or buildings. All property, plant and equipment is 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
Intangible assets (software licences)	-	2 - 10 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. Software licences are amortised over the shorter of the term of the licence and the useful economic life. Software licences are revalued annually using appropriate indices provided by the Office for National Statistics.

### **1.5 Operating income**

Operating income comprises the recoupment of salaries for staff on secondment and on occasions where the Board acted as Agent to pay salaries for other Public Sector Bodies.

### **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.

### **1.7 Leases**

Leases, where substantially all of the risks and rewards are held by the lessor, are classified as operating leases. These relate to photocopiers and rental of the Board's headquarters. 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. This is due to the organisation being a non-trading entity and is financed as a Non Departmental Public Body. The only financial instruments included in the accounts are receivables and payables (Notes 8 and 10).

## **1.9 Financing**

The Board is 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 judgments**

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:

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

**Provision for Medical Appeals:** The Board provides for the cost of outstanding appeals for the non-award of medical pensions based on the average value of cases previously settled.

**Provision for Injury on Duty (IOD) cases:** The Board provides for the cost of outstanding cases where serving and ex-serving PSNI officers apply for medical retirement and/or injury on duty award. The cost of these cases is provided for on the basis of a contract with the Board's Selected Medical Practitioners, who undertake medical assessments of applicants. Based on past experience, the Board also provides for the cost of cases which may be subsequently appealed.

#### **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 were two early departures 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, 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, which is usually the original invoiced amount, less provisions for impairment. The most significant accrual is in relation to the PCSPs. This is due to the timing of claims submitted for payment and represents the final quarter's expenditure of the current financial year which will be paid post year end.

### **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 2013.

Standard	Comments
Requirement to produce a Governance Statement	All Northern Ireland Departments are required to produce a Governance Statement rather than a Statement on Internal Control for the 2012/13 accounts onwards.

The Board has reviewed the remaining standards, interpretations and amendments to published standards and *FReM* that became effective during 2012/13. The adoption of these standards are either not relevant to the Boards' operations or have not had a significant impact on its financial position or results.

### 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, and EU adoption is due from 1 January 2014. The application of these IFRS changes is subject to further review by Treasury and the other relevant authorities before due process consultation.

Accounting boundaries for IFRS purposes 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 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 Boards' accounting periods beginning on or after 1 April 2013 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>Effective date</b>	<b>Comments</b>
IAS 1 – Presentation of financial statements (Other Comprehensive Income)	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	1 July 2012	The <i>FReM</i> application of the IAS 1 amendments (interpreted for terminology) and adapted for the public sector context is effective from 1 April 2013.

<b>Standard</b>	<b>Description of revision</b>	<b>Effective date</b>	<b>Comments</b>
	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.		
IAS 19 – Post-employment benefits (pensions)	The amended IAS 19 introduces a number of changes affecting Recognition, Presentation and Disclosures. It also modifies accounting for termination benefits, including distinguishing benefits provided in exchange for service and benefits provided in exchange for the termination of employment and affect the recognition	1 January 2013	There is an impact on defined benefit pension scheme accounts and other entities consolidating defined benefit schemes due to the new presentation and disclosure requirements. Entities may also be impacted by modifications to accounting for termination benefits.

## 1.24 Financial Reporting - Future Developments

In addition to the changes identified above, there are a number of future developments that will impact the Board including:

Standard	Description of revision	Effective date	Comments
Improving clarity of central government reporting	<i>FReM</i> changes to better reflect the post alignment financial management framework.	2013/14	Clarification of the principles that underline the Statement of Assembly Supply are now set out, including the requirement for disclosure notes.
IAS 17 replacement - Leases	The proposals will be re-exposed, but are expected to include the abolition of the current operating-finance lease categorisation. Instead, assets and liabilities will be recognised on a 'right of use' basis.	Ongoing review	HM Treasury and the relevant authorities will review the implications and follow due process.
IAS 18 replacement – Revenue Recognition and Liabilities Recognition	Re-issued in November 2011, the Exposure Draft (ED) sought to develop a single conceptual model, and general principles, for determining when revenue should be recognised in the financial statements – replacing IAS 18 and IAS 11 <i>Construction Contracts</i> .	Effective no earlier than 1 January 2015 (as per ED)	Although the exposure draft seems relatively straightforward, and potentially applicable in full (as IAS 11 and 18 currently are), there will need to be due process undertaken to consider the impacts of any final IFRS issued.



The Board has considered the remaining additional or revised accounting standards and new (or amendments to) interpretations contained within *FReM* 2013/14. The Board considers that these changes are not relevant to its operations.

### **1.25 Prior Period Adjustments**

The Board first adopted International Financial Reporting Standards during the 2009/10 year. Due to an oversight the Board did not apply IAS 38 fully, and now wishes to make a voluntary change to its intangibles policy to revalue software licences to ensure the licences represent a fair value. The Board is able to ascertain all necessary adjustments to the current period and prior periods as follows;

	<b>2009/10 £000</b>	<b>2010/11 £000</b>	<b>2011/12 £000</b>	<b>2012/13 £000</b>
<b>Cost or valuation</b>				
At 1 April	-	60	91	93
Additions	54	33	2	53
Revaluations	6	(2)	-	15
<b>At 31 March</b>	<b>60</b>	<b>91</b>	<b>93</b>	<b>161</b>
<b>Amortisation</b>				
At 1 April	-	-	20	47
Charged in year	-	18	26	30
Revaluations	-	2	1	11
<b>At 31 March</b>	<b>-</b>	<b>20</b>	<b>47</b>	<b>88</b>
<b>Carrying amount</b>	<b>60</b>	<b>71</b>	<b>46</b>	<b>73</b>

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

At 31 March 2013 Northern Ireland Policing Board organised into two main business segments reported to the Chief Operating Decision Maker through monthly Management Accounts:

- expenditure which supports the statutory and other objectives of the Northern Ireland Policing Board ; and
  - expenditure which supports the statutory and other objectives of PCSPs.
- Further information in relation to the PCSPs can be found in section 5 of the annual report.

District Policing Partnerships (DPPs) were operational in 2011/12 but have been replaced by PCSPs in 2012/13.

The segmental results for the year ended 31 March 2013 are as follows:

	<b>NIPB £000</b>	<b>PCSPs £000</b>	<b>DPPs £000</b>	<b>Total £000</b>
Gross expenditure	4,104	2,225	-	<b>6,329</b>
Income	(29)	-	-	<b>(29)</b>
Net Expenditure	<u>4,075</u>	<u>2,225</u>	<u>-</u>	<u><b>6,300</b></u>

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

	<b>NIPB £000</b>	<b>PCSPs £000</b>	<b>DPPs £000</b>	<b>Total £000</b>
Gross expenditure	4,434	-	2,798	<b>7,232</b>
Income	(9)	-	-	<b>(9)</b>
Net Expenditure	<u>4,425</u>	<u>-</u>	<u>2,798</u>	<u><b>7,223</b></u>

### 3 Staff numbers and related costs

(i) Staff costs comprise:	2012/13 £000	2011/12 £000
<b>Permanently employed staff</b>		
Wages and salaries	1,676	1,721
Social security costs	136	140
Other pension costs	281	296
<b>Total permanent staff costs</b>	<b>2,093</b>	2,157
Secondments/agency costs	190	299
<b>Total cost</b>	<b>2,283</b>	2,456

#### (ii) Principal Civil Service Pension Scheme (NI) (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 actuarial valuation was carried out as at 31 March 2010 and details of this valuation are available in the PCSPS(NI) resource accounts.

For 2012/13, employers' contributions of £280,831 were payable to the PCSPS (NI) (2011/12: £296,138) 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 every four years following a full scheme valuation. However HM Treasury has instructed the scheme to cease further work on the March 2010 valuation. A new valuation scheme based on data as at 31 March 2012 is currently being undertaken by the Actuary to review employer contribution rates for the introduction of a new career average earning scheme from April 2015. From 2013/14, the rates will remain in the range 18% to 25%. The contribution rates are set to meet the cost of the benefits accruing during 2012/13 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £Nil were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 3% to 12.5% of pensionable pay. Employers also match

employee contributions up to 3% of pensionable pay. In addition, employer contributions of £Nil, 0.8% of pensionable pay, were payable to the PCSPS(NI) to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees.

Contributions due to the **partnership** pension providers at the balance sheet date were £Nil. Contributions prepaid at that date were £Nil.

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>2012/13 Number</b>	2011/12 Number
<b>Permanently employed staff</b>		
Senior management	<b>3</b>	4
Other directly employed staff	<b>44</b>	48
<b>Total permanent staff numbers</b>	<b>47</b>	52
Secondments/agency	<b>4</b>	6
<b>Total number of employees</b>	<b>51</b>	58

The average number of Board Members during the year was 19 (2011/12: 18).

**(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.

Two members of staff left during the year, one under Flexible Early Retirement terms on 30 April 2012 and the other on 1 September 2012 under Agreed Early Retirement terms.

Immediate payment of their pensions and associated lump sums was made. Pension payments are funded by the Board until aged 60.

<b>Exit package cost band</b>	<b>Number of agreed departures</b>	<b>Total number of exit packages by cost band for 2012/13</b>	<b>Total number of exit packages by cost band for 2011/12</b>
<b>&lt;£10,000</b>	<b>1</b>	<b>1</b>	<b>-</b>
<b>£10,000 – £25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>£25,000 - £50,000</b>	<b>1</b>	<b>1</b>	<b>-</b>
<b>£50,000 - £100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>£100,000 - £150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>£150,000 - £200,000</b>	<b>-</b>	<b>-</b>	<b>1</b>
<b>Total number of exit packages</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>Total resource cost band</b>	<b>£25,000 - £50,000</b>	<b>£25,000 - £50,000</b>	<b>£150,000 - £200,000</b>

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 in the band of £55k to £60k. The pension payable to the Deputy Chief Executive is funded by the Board until age 60.

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**

	2012/13 £000	2011/12 £000
Grants to PCSPs	2,225	-
Grants to DPPs	-	2,785
Running costs	495	518
Accommodation costs	421	388
Rentals under operating leases	336	333
Press and public relations	59	91
Information technology	115	123
Human rights monitoring	98	106
Pension medical services and appeals	124	104
External audit fees	20	27
Non-cash items		
Loss on disposal of fixed assets	-	-
Provisions provided in year	384	290
Provisions released in year not required	(309)	(97)
Cost of borrowing of provisions (Unwinding of discount on provisions)	1	-
<b>Total</b>	<b>3,969</b>	<b>4,668</b>

PCSPs are funded jointly by the Board and the DOJ reporting through a Joint Committee. The Joint Committee agrees the level of funding for each PCSP based on approval of their Partnership Plans. The PCSP expenditure, above, only relates to the Board's share of the cost.

## 5 Income

	2012/13 £000	2011/12 £000
<b>Income source</b>		
Reimbursement of payroll costs for secondment to the Northern Ireland Local Government Association	24	-
Reimbursement of payroll costs for one Board Member in relation to his role as a Civil service Commissioner	5	-
Reimbursement of payroll costs for Census work	-	9
<b>Total income</b>	<u>29</u>	<u>9</u>

## 6 Property, plant and equipment

2012/13	Information Technology £000	Furniture & Fittings £000	Total £000
<b>Cost or valuation</b>			
At 1 April 2012	372	192	564
Additions	10	14	24
Disposals	-	-	-
Revaluations	47	1	48
<b>At 31 March 2013</b>	<u>429</u>	<u>207</u>	<u>636</u>
<b>Depreciation</b>			
At 1 April 2012	106	177	283
Charged in year	78	9	87
Disposals	-	-	-
Revaluations	11	1	12
<b>At 31 March 2013</b>	<u>195</u>	<u>187</u>	<u>382</u>
Carrying amount at 31 March 2012	<u>266</u>	<u>15</u>	<u>281</u>
<b>Carrying amount at 31 March 2013</b>	<u>234</u>	<u>20</u>	<u>254</u>
<b>Asset financing:</b>			
Owned	234	20	254
<b>Carrying amount at 31 March 2013</b>	<u>234</u>	<u>20</u>	<u>254</u>

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

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

<b>2011/12</b>	<b>Information Technology</b>	<b>Furniture &amp; Fittings</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Cost or valuation</b>			
At 1 April 2011	369	192	561
Additions	3	-	3
Disposals	-	-	-
Revaluations	-	-	-
<b>At 31 March 2012</b>	<b>372</b>	<b>192</b>	<b>564</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>106</b>	<b>177</b>	<b>283</b>
Carrying amount at 31 March 2011	334	25	359
<b>Carrying amount at 31 March 2012</b>	<b>266</b>	<b>15</b>	<b>281</b>
<b>Asset financing:</b>			
<b>Owned</b>	266	15	281
<b>Carrying amount at 31 March 2012</b>	<b>266</b>	<b>15</b>	<b>281</b>

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



## 7 Intangible Assets

	<b>Software Licences Restated £000</b>
<b>2012/13</b>	
<b>Cost or valuation</b>	
At 1 April 2012	93
Additions	53
Revaluations	15
<b>At 31 March 2013</b>	<b>161</b>
<b>Amortisation</b>	
At 1 April 2012	47
Charged in year	30
Revaluations	11
<b>At 31 March 2013</b>	<b>88</b>
Carrying amount at 31 March 2012	46
<b>Carrying amount at 31 March 2013</b>	<b>73</b>
<b>Asset financing:</b>	
Owned	73
<b>Carrying amount at 31 March 2013</b>	<b>73</b>
 <b>2011/12</b>	
<b>Cost or valuation</b>	
At 1 April 2011	91
Additions	2
Revaluations	-
<b>At 31 March 2012</b>	<b>93</b>
<b>Amortisation</b>	
At 1 April 2011	20
Charged in year	26
Revaluations	1
<b>At 31 March 2012</b>	<b>47</b>
Carrying amount at 31 March 2011	71
<b>Carrying amount at 31 March 2012</b>	<b>46</b>
<b>Asset financing:</b>	
Owned	46
<b>Carrying amount at 31 March 2012</b>	<b>46</b>

## 8 Trade receivables and other current assets

(i) Analysis by type	2012/13 £000	2011/12 £000	2010/11 £000
<b>Amounts falling due within one year:</b>			
VAT	30	40	62
Trade receivables	4	39	7
Prepayments and accrued income	53	66	105
	<u>87</u>	<u>145</u>	<u>174</u>
 (ii) Intra-government balances			
	2012/13 £000	2011/12 £000	2010/11 £000
<b>Amounts falling due within one year:</b>			
Balances with other central government bodies	34	45	62
Balances with local authorities	10	34	4
Subtotal: intra-government balances	<u>44</u>	<u>79</u>	<u>66</u>
Balances with bodies external to government	43	66	108
	<u>87</u>	<u>145</u>	<u>174</u>

## 9 Cash and cash equivalents

<b>Commercial banks and cash in hand</b>	2012/13 £000	2011/12 £000	2010/11 £000
Balance at 1 April	255	267	397
Net change in cash and cash equivalent balances	(101)	(12)	(130)
Balance at 31 March	<u>154</u>	<u>255</u>	<u>267</u>

**10 Trade payables and other current liabilities**

<b>(i) Analysis by type</b>	<b>2012/13 £000</b>	<b>2011/12 £000</b>	<b>2010/11</b>
<b>Amounts falling due within one year:</b>			
Other taxation and social security	14	10	8
Trade payables	228	253	314
Balances due to PCSPs	1,033	-	-
Balances due to DPPs	-	340	292
Accruals and deferred income	253	88	157
	<u>1,528</u>	<u>691</u>	<u>771</u>

<b>(ii) Intra-government balances</b>	<b>2012/13 £000</b>	<b>2011/12 £000</b>	<b>2010/11 £000</b>
<b>Amounts falling due within one year:</b>			
Balances with other central government bodies	354	168	331
Balances with local authorities	1,033	340	294
Subtotal: intra-government balances	<u>1,387</u>	<u>508</u>	<u>625</u>
Balances with bodies external to government	141	183	146
	<u>1,528</u>	<u>691</u>	<u>771</u>

Balances with other central government bodies are with the DOJ, Crown Solicitors Office, HM Revenue and Customs, Northern Ireland Statistics and Research Agency, Department of Finance and Personnel, and the PSNI. Creditor balances with local authorities are with the local Councils and relate to the PCSPs in 2012/13 and DPPs in 2011/12.

## 11 Provisions for liabilities and charges

<b>2012/13</b>	<b>Early departure costs £000</b>	<b>Equal Pay £000</b>	<b>Medical Appeals £000</b>	<b>IOD Cases £000</b>	<b>Legal Cases £000</b>	<b>Total £000</b>
Balance at 1 April 2012	82	49	27	75	58	291
Provided in the year	35	-	34	31	284	384
Provisions not required written back	-	(49)	(4)	-	(256)	(309)
Provisions utilised in the year	(45)	-	(23)	(17)	(34)	(119)
Cost of borrowing (unwinding of discount)	1	-	-	-	-	1
<b>At 31 March 2013</b>	<b>73</b>	<b>0</b>	<b>34</b>	<b>89</b>	<b>52</b>	<b>248</b>

Analysis of expected timing of discounted flows.

	<b>Early departure costs £000</b>	<b>Equal Pay £000</b>	<b>Medical Appeals £000</b>	<b>IOD Cases £000</b>	<b>Legal Cases £000</b>	<b>Total £000</b>
Not later than one year	46	-	34	89	52	221
Later than one year and not later than five years	27	-	-	-	-	27
<b>At 31 March 2013</b>	<b>73</b>	<b>-</b>	<b>34</b>	<b>89</b>	<b>52</b>	<b>248</b>

<b>2011/12</b>	<b>Early departure costs £000</b>	<b>Equal Pay £000</b>	<b>Medical Appeals £000</b>	<b>IOD Cases £000</b>	<b>Legal Cases £000</b>	<b>Total £000</b>
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>

## 11 Provisions for liabilities and charges (continued)

Analysis of expected timing of discounted flows.

2011/12	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 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

During 2011/12 this provision represented 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. The case was heard in the County Court and the Judge ruled in favour of the Board on 7 March 2013, rendering the provision no longer required.

### (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.

## 11 Provisions for liabilities and charges (continued)

### (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.

### (v) 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:

	2012/13 £000	2011/12 £000	2010/11 £000
<b>Obligations under operating leases for the following periods comprise:</b>			
Land and Buildings			
Not later than one year	325	325	325
Later than one year and not later than five years	462	787	1,112
	<u>787</u>	<u>1,112</u>	<u>1,437</u>
Other			
Not later than one year	11	11	8
Later than one year and not later than five years	32	29	16
	<u>43</u>	<u>40</u>	<u>24</u>

## **14 Financial instruments**

As the cash requirements of the Board are met through Grant-in-Aid provided by the DOJ, 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 Contingent liabilities disclosed under IAS 37**

The Board has the following contingent liabilities:

### **Post Traumatic Stress Disorder Class Action**

The Northern Ireland Policing Board and the PSNI are named defendants in a class action by 5,585 former and serving police officers. The hearing for this case began in November 2005 and concluded in June 2006. A judgement was delivered in June 2007 which found in favour of NIPB and PSNI under four of the five headings. The judge specifically referred to the formidable tasks individual plaintiffs may have in pursuing claims. This was confirmed by the successful defence by NIPB and PSNI in respect of the 10 lead cases. An appeal by 5 lead plaintiffs and a cross appeal by the defendants on the issue that went against them, were lodged in October 2007. The NIPB and PSNI were largely successful in their defence of the generic issues in the 5 lead cases which were subject to appeal. A number of claimants indicated their intention to pursue their claims further as personal litigants within the relatively narrow restrictions imposed by the Court. The number of potential claimants is still unclear at this time. Some claimants have however taken steps to pursue their claims and the judge has set a timetable for management of these cases – some of these claimants are legally represented and some are acting as personal litigants. It is not possible at this time to provide a reliable estimate of any potential liability.

## 15 Contingent liabilities disclosed under IAS 37 (continued)

### Judicial Review Appeal

This case relates to the date of commencement of an injury on duty award for Police Officers. The case came to judgement on 8 February 2013 and was dismissed, in favour of the Board. The Board's legal representatives received Notice of Appeal on 26 March 2013. There is uncertainty whether the case will be taken to the Court of Appeal and uncertainty about the possible outcome of the appeal.

## 16 Losses and special payments

There were no losses and special payments over £250,000

<u>Type</u>	2012/13		2011/12	
	No of Cases	£000	No of Cases	£000
Fruitless Payments	12	3	5	1

## 17 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 DFP, 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 DFP, the PSNI and Local Councils through the PCSPs).

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 same terms which the other political lead members entered into.

The Chair of the Board (by virtue of his position) sits on the Board and Council of the Association of Police and Crime Commissioners. 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:

Name of related party	Nature of transaction	Amount of transaction		Amount owed to/(from) related party	
		2012/13	2011/12	2012/13	2011/12
		£000	£000	£000	£000
Researchers	Salary	32	25	-	-
Chair	Allowance	9	-	-	7

## **18 Events after the reporting period**

No events as defined in IAS 10 have occurred subsequent to the year-end that require disclosure.

## **Date of authorisation for issue**

The Accounting Officer authorised the issue of these financial statements on 1 July 2013.

## 8.0 GLOSSARY

<b>ACC</b>	Assistant Chief Constable
<b>AEP</b>	Attenuating Energy Projectile
<b>C&amp;AG</b>	Comptroller and Auditor General
<b>CETV</b>	Cash Equivalent Transfer Value
<b>CJINI</b>	Criminal Justice Inspection Northern Ireland
<b>DCC</b>	Deputy Chief Constable
<b>DFP</b>	Department of Finance and Personnel
<b>DOJ</b>	DOJ
<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>IA</b>	Information Assurance
<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>IIV</b>	Investors in Volunteers
<b>IT</b>	Information Technology
<b>LGB&amp;T</b>	Lesbian, Gay, Bisexual and Transgender
<b>MLA</b>	Member of the Legislative Assembly
<b>NCA</b>	National Crime Agency
<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>OPONI</b>	Office of the Police Ombudsman (Northern Ireland)
<b>PABNI</b>	Police Advisory Board NI
<b>PACE</b>	Police and Criminal Evidence Order
<b>PAT</b>	Police Appeal Tribunal (PAT)
<b>PCSP</b>	Policing and Community Safety Partnership
<b>PCSPS(NI)</b>	Principal Civil Service Pension Scheme
<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

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## Document Title

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### **Annual Report and Accounts For the Period 1 April 2012 – 31 March 2013**

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.

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## Complaints Policy

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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.

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