



Annual Report and Accounts

For the Period 1 April 2013 — 31 March 2014



NORTHERN IRELAND POLICING BOARD

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 2013 – 31 MARCH 2014.**

**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 3 JULY 2014.**

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1.0 CHAIR'S FOREWORD



As Chair of the Northern Ireland Policing Board, I am delighted to present this Annual Report which details areas of work that the Board has taken forward over the last year to fulfil its oversight and accountability role.

Measuring police performance against the targets and objectives set in the Annual Policing Plan is one of the Board's key statutory responsibilities and is the focus of regular scrutiny at the Board and through its Committees.

For the first time in 4 years recorded crime figures have shown a slight increase overall but still show that Northern Ireland is one of the safest places to live.

Disappointingly, the overall crime outcome rate has fallen and whilst we are aware of the particular operational pressures that PSNI had to deal with during the last year, Board Members are concerned about this drop and its impact on those who have been the victim of crime and the wider community.

Of particular concern is the further increase in the number of crimes with a domestic abuse motivation and the reduction in police success in dealing with this crime. Over 4 more crimes per day are being recorded and whilst we want victims to have the confidence to come forward, it shows that this is an endemic societal problem that needs to be tackled.

Over the course of the last year, we have really started to see the benefits of the Policing and Community Safety Partnerships and their contribution, in partnership with the police, community and other statutory agencies, in responding to issues in local areas such as anti-social behaviour and drugs. With community support the police and other agencies really can make an impact and the reductions recorded show this. Reform to Local Government structures will bring further opportunity to build on this work and the Board is preparing for this with the Department of Justice.

Hate crime is an area where police really do need support from across the community in stopping further attacks. Recent initiatives announced by the PSNI in response to racist hate

crime are fully supported by the Board and we appeal to the public to work with the police on this.

Major events such as the World Police and Fire Games and the recent Giro D'Italia allow the best of Northern Ireland to be showcased but sadly there are those who want to drag Northern Ireland backwards. Attacks on our police officers and serious public disorder incidents are the sort of headlines we would prefer were confined to the past.

The cost of public disorder, both in financial terms and in terms of injuries to our officers, continues to cause concern to the Board. The resourcing and resilience of the PSNI is an area that has been subject to much discussion over the last year. We are pleased that establishment levels are now agreed for the Service moving forward but as a Board we are very aware of affordability issues and that future spending reviews may well bring some very serious challenges for policing. That said, policing is central to the stability of our community and investment is critical.

Community confidence in the policing service is another important issue and in March of this year the Board hosted a conference to examine some of the factors that influence this. At the Conference two of our key statutory documents, the Annual Policing Plan 2014-17 and the 2013 Human Rights Annual Report, were published. These are important documents in the oversight of policing and confidence building.

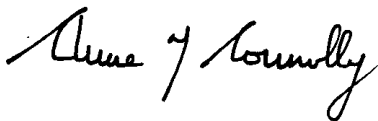
This year policing across our islands has been subject to significant public commentary and one central theme that prevails is the need for effective scrutiny and oversight of the policing service so that the public can have confidence in service delivery. The public must be assured and reassured that there is accountability in all aspects of service delivery and as a Board we are committed to that.

This year there are major changes to the PSNI Service Executive Team and the Board is responsible for the appointment of a new Chief Constable and Deputy Chief Constable. I would like to record my appreciation to both Matt Baggott and Judith Gillespie for their leadership, professionalism and service to the community throughout their careers and their respective tenures as Chief Constable and Deputy Chief Constable.

As a Board we are looking forward to a new phase in the history of the leadership of the PSNI and working with the new Chief Constable George Hamilton.

Policing here is demanding and challenging and we thank all the officers and staff who deliver that service to the community. Thanks are also extended to all the volunteers and the community and statutory partners who support our work throughout the year.

I thank my fellow Board Members and staff for their work and commitment to improving the policing service for the whole community and look forward to continuing this work in the year ahead.

A handwritten signature in black ink, reading 'Anne Connolly' in a cursive script.

Anne Connolly
Board Chair

2.0 CHIEF EXECUTIVE'S FOREWORD



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

This has been a year of exceptional pressure in terms of key business for the Board as it sought to handle key issues of public interest such as the release of the HMIC Report the Historic Enquiries Team, supporting the PSNI in its continued challenges in responding to public disorder, managing increasing resource pressures and within one month declaring two key vacancies at the Chief Constable and Deputy Chief Constable level.

I am pleased that the Board has met these challenges and still progressed through its normal day-to-day responsibilities, doing so with a revised new executive structure and revision of standing orders.

As Chief Executive I am responsible for the day-to-day management and support of the Policing Board, and ensuring that work programmes are delivered.

As Accounting Officer I am also responsible for the financial probity of the funding provided to the Board and through the Board, and I am pleased that this Report presents a full and audited Statement of Accounts. Throughout the year Internal Audit arrangements and corporate governance procedures ensure that the standards expected of a public authority are adhered to across all areas of business.

The Board has an ethos of continuous improvement in its work and in the oversight of the work of the PSNI. Following a review of arrangements by the Comptroller and Auditor General during the reporting period, measures have been put in place to address all of the recommendations made, in particular that the PSNI would continue to identify specific and measurable targets in relation to their duty to prevent and detect crime. I am pleased that we are progressing well in relation to this matter.

The Board has an important job to do in overseeing and holding to account the PSNI as they deliver a policing service to the community. I would wish to record the commitment and dedication both of Board Members, Board staff and police officers working together to deliver a framework of governance which is subject of significant comment and commendation from other jurisdictions.

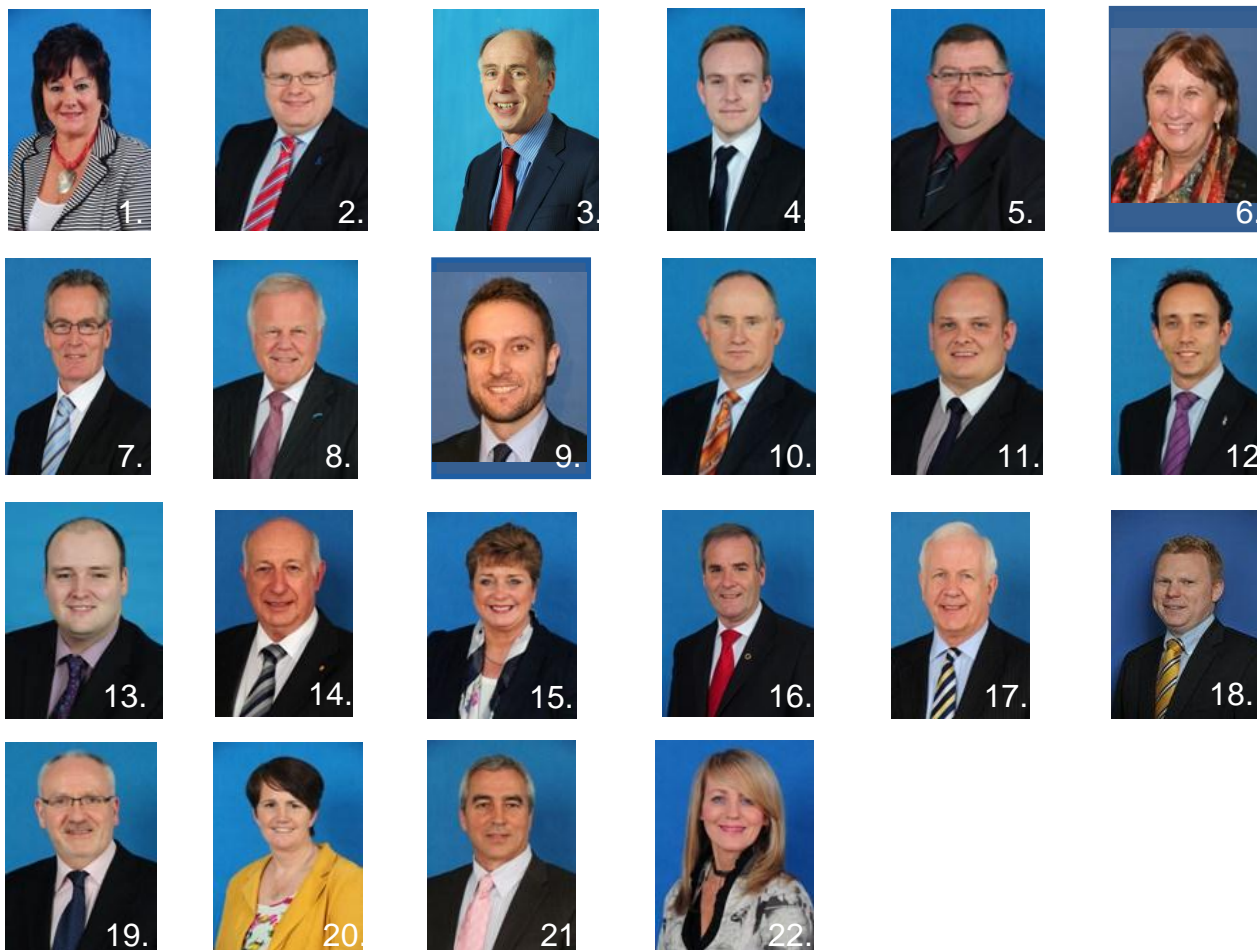
A handwritten signature in black ink, appearing to read 'S. Pollock', written over a horizontal line.

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 2013 – 31 March 2014 Board membership comprised:



1. Anne Connolly*, Independent member (Chair)
2. Jonathan Craig MLA, Political member DUP
3. Brice Dickson, Independent member
4. Ryan Feeney, Independent member
5. Ross Hussey MLA, Political member UUP
6. Dolores Kelly MLA*, Political member SDLP
7. Gerry Kelly MLA, Political member SF
8. Trevor Lunn MLA*, Political member Alliance
9. Chris Lyttle MLA*, Political member Alliance
10. Stuart MacDonnell*, Independent member (Vice Chair)
11. Ian McCrea MLA*, Political member DUP
12. Conall McDevitt MLA*, Political member SDLP
13. David McIlveen MLA, Political member DUP
14. Robin Newton MLA, Political member DUP
15. Joan O'Hagan, Independent member
16. Gearóid Ó hEára*, Independent member

17. Brian Rea*, Independent member
18. Alastair Ross MLA*, Political member DUP
19. Brian Rowntree, Independent member
20. Caitríona Ruane MLA, Political member SF
21. Pat Sheehan MLA, Political member SF
22. Deborah Watters, Independent member

*Brian Rea, Chair 1/4/13 - 31/5/13
 *Gearóid Ó hEára, Vice Chair 1/4/13 - 31/5/13
 *Anne Connolly, Chair 1/6/13 – 31/3/14
 *Stuart MacDonnell, Vice Chair 1/6/13 – 31/3/14
 *Conall McDevitt MLA 1/4/13 – 4/9/13
 *Trevor Lunn MLA, 1/4/13 – 1/10/13
 *Ian McCrea MLA 1/4/13 – 10/9/13
 *Dolores Kelly MLA 10/9/13 – 31/3/14
 *Alastair Ross MLA 11/9/13 – 31/3/14
 *Chris Lyttle MLA 7/10/13 – 31/3/14

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. Details of Board Members' remuneration for the period 1 April 2013 – 31 March 2014 can be found in the Remuneration Report and are also published on the Board's website.

4.0 MANAGEMENT COMMENTARY

Strategic Report

History

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

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

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

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 (DFP) 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.

On 1 April 2012 Policing and Community Safety Partnerships (PCSPs) were established in statute due to the enactment of legislation in the Justice Act 2011. Further information can be found in section five of this report.

Social and Community Issues

The Board recognises that it has specific responsibilities which fall under the heading of social and community issues. These are primarily delivered through the work of the Partnership 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 supported the DOJ in progressing the procurement for development of the new Police, Prison and Fire Training College (now known as the NI Community Safety College at Desertcreat) which during 2013-14 suffered a major setback through the withdrawal of the preferred bidder. 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.



Sam Pollock
Chief Executive
20 June 2014

Board Report

Summary of Financial Information and Review of the Business

The Board is resourced by funds approved by the NI Assembly through the latest comprehensive spending review. The budget for 2013-14 was £7.0 million.

The Board's expenditure against budget is reported monthly in the Management Accounts which are scrutinised by the Resources 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 2013-14 is shown below:

Expenditure heading	Budget 2013-14 £'m	Actual 2013-14 £'m
Resource DEL		
Salaries	2.45	2.45
PCSPs	2.27	2.12
Other	2.15	1.97
Cash payment of provisions	0.14	0.09
Total Resource DEL		
	7.01	6.63
Resource AME	0.35	0.49
Cash requirement	6.95	6.59
Capital DEL	0.08	0.08

- Salary costs were in line with budget;
- Other costs were under budget due to projects that were delayed or replaced with less expensive options; and
- PCSP expenditure of £2.12m was 93% of budget.

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

Basis of Accounts

The accounts have been prepared in accordance with an Accounts Direction issued by the DOJ on 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 2014 shows net liabilities of £1,649 k. 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 2013-14 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 pages 124 to 138.

Events since the Year-End

On 13 May 2014 the Finance Minister, Mr Simon Hamilton announced that he had prepared and submitted a paper to the Executive aimed at resolving the NIO/PSNI Equal Pay issue. If resolved the Board's obligations arising from any settlement payment to be made to seconded PSNI staff at AA, AO, EOII and analogous grades could be in the region of £60,000.

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 98.4% (2012-13: 96.7%) of all properly rendered invoices within ten days.

Charitable Donations

No charitable donations were made in the year. (2012-13: £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 164 MWh per year) and is therefore not required under law to report on carbon emissions and purchase carbon allowances.

Audit

Financial statements for 2013-14 are audited by the Comptroller and Auditor General for Northern Ireland (C&AG), who heads the Northern Ireland Audit Office (NIAO), is appointed by

statute and reports to the NI Assembly. His certificate and report is produced at pages 139 to 141.

The Accounting Officer believes there is no relevant audit information of which the Board's auditor is unaware and has taken all necessary steps to make himself aware of any relevant audit information and to establish that the Board's auditor is 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 £15,000 (2012-13: £20,000).

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 resulted in a qualified audit opinion for the years 2012-13 and 2013-14. Further information on this and prior year Internal Audit Reports where limited assurance was given is detailed in the Chief Executives Governance Statement on pages 124 to 138.

Pensions

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme (NI) (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 (2012-13: 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 6.62% (2012-13: 4.74%). 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 2013 - 31 March 2014, the Board has:

- received 16 Subject Access Requests under the DPA 1998;
- processed 2 requests for a formal review of the Board's response to specific subject access requests; and
- processed a request to review the handling of an individual's personal data.

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 2013 - 31 March 2014. The Board will continue to monitor and assess its information risks to identify any weaknesses and to ensure continuous improvement of its systems.



Sam Pollock
Chief Executive
20 June 2014

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 Committees meeting regularly with representatives from the PSNI Service Executive Team. Copies of the agendas and minutes of Board and Committee meetings are published on the Board's website, along with the key responsibilities of each Committee.

Meetings in Public

Holding the PSNI to account for the delivery of the policing service to the community underpins all aspects of the Board's work. By law, the Board is required to hold at least 8 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 10 meetings in public in 2013-14. Verbatim recordings of the Board meetings in public are available on the Board's Facebook page at www.facebook.com/policingboard.

While Board meetings are normally held in the Board's offices in Clarendon Dock, Belfast, in November 2013 the Board held its meeting in public in Omagh. The meetings in public provide an opportunity to see the accountability mechanisms working. As in previous years, the Board was pleased to welcome a number of student groups and visitors who wanted to find out about the policing arrangements in Northern Ireland.

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 and the agendas and minutes are published on the Board's website.

Committee Memberships 2013-14

In association with developing a new Board Corporate Plan, the Board reviewed and streamlined its committee structure during 2012-13 and in May 2013 the new structure was introduced. In addition a Board Business Co-Ordination Group was set up to assist in co-

ordinating the processing of business across Committees. Details of each of the Committee's responsibilities can be obtained from the Board's website.

Audit and Risk Management Committee Membership

Mr Ross Hussey (Chairperson), Mr Brian Rowntree (Vice Chairperson), Mr David McIlveen, Mrs Joan O'Hagan, Mr Gearóid Ó hEára, Mr Alastair Ross, Mr Pat Sheehan.

During the reporting period, this Committee met on 6 occasions to progress its responsibilities.

Partnership Committee Membership

Mrs Dolores Kelly (Chairperson), Ms Debbie Watters (Vice Chairperson), Prof Brice Dickson
Mr Ryan Feeney, Mr Chris Lyttle, Mr Alastair Ross, Mr Robin Newton, Mrs Joan O'Hagan, Ms Caitríona Ruane, Mr Pat Sheehan.

During the reporting period, this Committee met on 9 occasions to progress its responsibilities.

Performance Committee Membership

Mr Jonathan Craig (Chairperson), Mr Gearóid Ó hEára (Vice Chairperson), Prof Brice Dickson
Mr Ryan Feeney, Mr Gerry Kelly, Mr Chris Lyttle, Mr David McIlveen, Mr Brian Rea, Ms Caitríona Ruane, Ms Debbie Watters.

During the reporting period, this Committee met on 11 occasions to progress its responsibilities.

Resources Committee Membership

Mr Gerry Kelly (Chairperson), Mr Brian Rea (Vice Chairperson), Mr Jonathan Craig, Mr Ross Hussey, Mrs Dolores Kelly, Mr Robin Newton, Mrs Joan O'Hagan, Mr Gearóid Ó hEára, Mr Brian Rowntree, Mr Pat Sheehan.

During the reporting period, this Committee met on 10 occasions to progress its responsibilities.

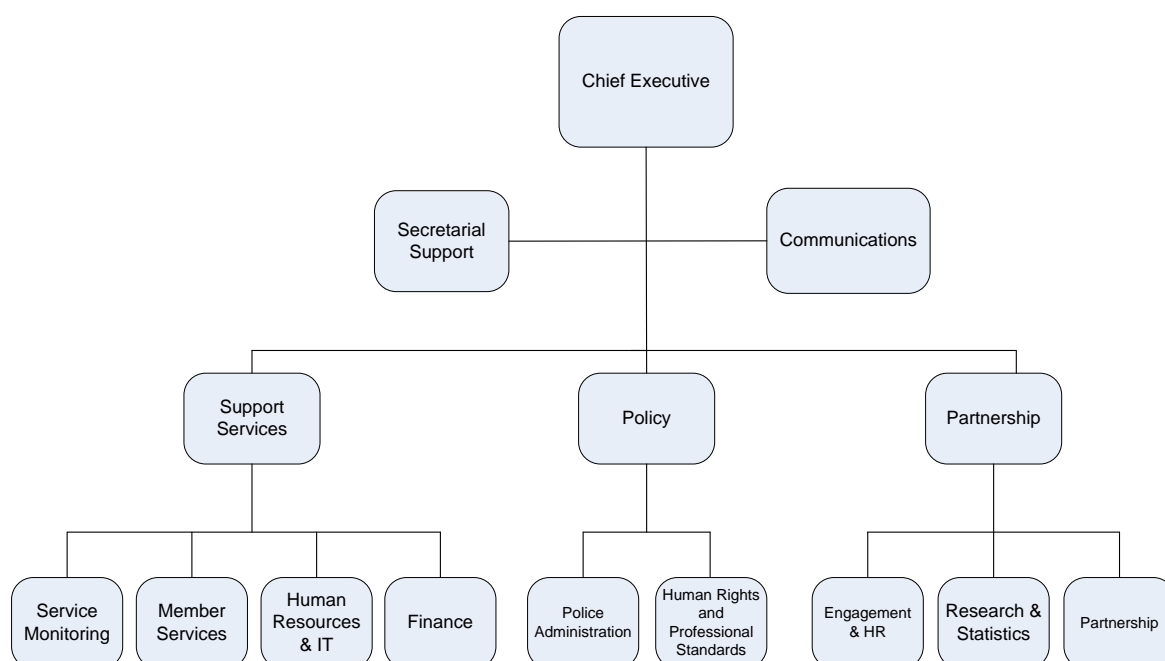
The Policing Board as an Organisation

This section examines 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 Corporate Plan. The Corporate Plan can be found on the Board's website. An assessment of performance against the targets in the 2013-14 Business Plan is set out in this section.

Staffing the Board

The Board's Chief Executive is responsible for supporting the work of the Board and the management of the organisation. The Chief Executive is supported in his work by 3 Directors whose responsibilities cover Policy; Partnership 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 2014 the staff of the Board comprised of 28 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 3-Year Article 55 Return to the Equality Commission.

Board Staffing Statistics at 1 April 2013 and 1 April 2014

	Gender		Community Background			
	M	F	P		RC	
			M	F	M	F
1 April 2013	22	27	16	13	6	14
	45%	55%	33%	26.5%	12%	28.5%
1 April 2014	21	25	15	12	6	13
	45.5%	54.5%	32.5%	26%	13%	28.5%

(Note: In relation to 2013, this table excludes one NISRA (DFP) employee who is seconded to the Board but monitored as part of DFP's monitoring statistics). In relation to 2014, this table excludes 1 NI Assembly employee, 1 Belfast City Council employee and 3 NISRA (DFP) personnel who are seconded to the Board but monitored as part of NI Assembly, Belfast City Council and DFP's monitoring statistics.

Staff Development

The Board is recognised as an Investor in People (IIP) organisation and was successful in its 2013 reassessment against a new and more rigorous standard. The Board is always keen to obtain feedback from its staff and ran a Staff Attitudes Survey in February/March 2014 to ask for views across a range of areas such as communications, training and performance management.

All Board staff input into business and branch objectives which then link to personal performance agreements and personal development plans. The Board provides a range of development opportunities so that staff are equipped to deliver the objectives of the Board's Business Plan and individual job roles. A range of internal and external training courses have been further enhanced by the use of online computer based training programmes. The Board is fully integrated within the NICS wide Human Resources HRConnect service which offers more training / development opportunities and wider career development opportunities for Board staff.

Performance against Corporate Business Plan Targets: 2013-14

Of the 41 Targets published in the Board's Business Plan 2013-14:

- 29 were Achieved (71%);
- 7 were Partially Achieved (17%); and
- 5 were Not Achieved (12%).

The full narrative relating to the year-end assessment of each target is published on the Board's website.

THEME 1: SETTING STRATEGIC DIRECTION AND PRIORITIES			
The Board will ensure that both it and the PSNI have the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public			
Objective 1.1: Secure the strategic direction, finance and leadership of the PSNI and the Board by:			
<ul style="list-style-type: none"> • Agreeing an annual budget for policing by 31 March each year; • Appointing senior PSNI officers and staff; and • Administering injury on duty and medical retirement applications. 			
Target	Performance Assessment		
	Achieved	Partially Achieved	Not Achieved
1.1.1 To implement and review a new Board and Committee structure to ensure a more strategic focus in the conduct of business by 31 March 2014 .	✓		
1.1.2 To develop and publish the 2014-2017 Corporate Plan and 2014-15 Business Plan by 31 March 2014 .		✓	
1.1.3 To assess Board performance against the 2013-14 Business Plan and publish assessments in October 2013 and April 2014 and to assess Board performance against the 2012-13 Business Plan and publish in the Board's Annual Report for 2012-13		✓	
1.1.4 To review and approve the PSNI's financial estimate for the 2014-15 financial year by 31 March 2014 .	✓		
1.1.5 To appoint senior police officers and staff within 5 months of being made aware of the vacancy and to ensure compliance with the Code of Practice for senior police officers and staff in line with relevant legislation.	✓		
1.1.6 To achieve all targets set by the Resources Committee for injury on duty and medical retirement applications.	✓		

Objective 1.2: Ensure the highest possible professional and ethical standards are set and maintained for the PSNI and the Board by: Reducing the number of Incivility Complaints against the PSNI by 10% by 31 March 2014.

Target	Performance Assessment		
	Achieved	Partially Achieved	Not Achieved
1.2.1 To monitor performance against targets in the Policing Plan 2013-2016 every 6 months to ensure incivility, oppressive behaviour and failure in duty complaints against PSNI are reduced in line with the target set.		✓	
1.2.2 To monitor PSNI compliance with the Code of Ethics and publish analysis in the Human Rights Annual Report by 31 March 2014 .	✓		
1.2.3 To complete a review in the area of PSNI Professional Standards by 31 March 2014 .	✓		

Objective 1.3: Set clear and ambitious priorities for policing by:

- Publishing a Policing Plan which sets clear and ambitious priorities for policing by 31 March each year.

Target	Performance Assessment		
	Achieved	Partially Achieved	Not Achieved
1.3.1 To publish the Policing Plan 2014-17 by 31 March 2014 setting clear and ambitious priorities for policing and ensuring that there is a robust mechanism for reporting progress against measures/targets.	✓		

Objective 1.4: Communicate in a timely manner which adds value to policing in Northern Ireland by:

- Publishing a Programme of Work each year by 31 March.

	Performance Assessment		
	Achieved	Partially Achieved	Not Achieved
1.4.1 To publish a Programme of Work for the Board and each Committee for 2014-15 by 31 March 2014 .	✓		

THEME 2: SCRUTINISING PERFORMANCE OUTCOMES

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

Objective 2.1: Hold the Chief Constable to account and effectively scrutinise the performance of the PSNI by:

- Facilitating engagement between communities, the Board and the PSNI by carrying out themed scrutiny reviews on priority issues raised by the community, which evaluate police policy and strategy and make recommendations where appropriate;
- Scrutinising the performance of the PSNI throughout the reporting year; and
- Annually approve the PSNI financial records and accounts before the Assembly Summer recess deadline.

Target	Performance Assessment		
	Achieved	Partially Achieved	Not Achieved
2.1.1 To provide focus for, and act as facilitator and advocate, on the topic of early intervention, making recommendations for improvements in policing by 31 March 2014 .		✓	
2.1.2 To scrutinise PSNI Performance against the Policing Plan 2013-16 quarterly and publish a full assessment of performance against the Policing Plan 2012-15 by 30 June 2013 .	✓		
2.1.3 To ensure biannual updates on PSNI supporting strategies listed in the Policing Plan 2013-16 are received and considered by the relevant Committee.	✓		
2.1.4 To prepare the Policing Board Annual Financial Statements and Remuneration Report to be laid before the Assembly prior to the summer recess .	✓		
Objective 2.2: Ensure continuous improvement of the PSNI and the Board through focus on strategic issues and outcomes by: <ul style="list-style-type: none"> Implementing the agreed Board's Continuous Improvement Implementation Plan by 31 March 2014; and Publishing the PSNI Continuous Improvement arrangements by 31 March each year and ensure measureable improvements and outcomes which are reported in the Board's Annual Report. 			
Target	Performance Assessment		
	Achieved	Partially Achieved	Not Achieved
2.2.1 To approve and publish the PSNI continuous Improvement arrangements for 2014-15 by 31 March 2014 and scrutinise progress against projects in the 2013-14 arrangements via biannual reporting .	✓		
2.2.2 To report on the Board's continuous improvement arrangements for 2013-14 via biannual reporting and to publish continuous improvement arrangements for 2014-15 by 31 March 2014 .	✓		
Objective 2.3: Ensure compliance with Human Rights legislation to secure improvements in policing by: <ul style="list-style-type: none"> Scrutinising PSNI compliance with the Human Rights Act 1998, publishing an Annual Human Rights Report and Thematic reports by 31 December each year. 			
Target	Performance Assessment		
	Achieved	Partially Achieved	Not Achieved
2.3.1 To agree and publish an Annual Human Rights Report and one Thematic report by 31 March 2014 and to complete	✓		

follow up reports on previously published Human Rights thematic reports.			
2.3.2 To maintain community oversight of PSNI custody arrangements through facilitating the Independent Custody Visiting Scheme reporting quarterly to the Performance Committee and publishing the accompanying statistics.	✓		
2.3.3 To scrutinise recommendations /actions arising from Legacy Cases/Historical Enquiries Team investigations and to ensure implementation by PSNI of recommendations arising from the HMIC Review of HET.		✓	
THEME 3: ACHIEVING RESULTS THROUGH COMMUNITY ENGAGEMENT AND PARTNERSHIPS			
The Board will achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities.			
Objective 3.1: Increase public confidence and satisfaction in the PSNI, the Board and Policing and Community Safety Partnerships by:			
<ul style="list-style-type: none"> Increasing the percentage of people who think that the police do a good job in Northern Ireland as a whole by 7% points; Increasing the percentage of people who think that the Board is working well by 7% points; Increasing the percentage of people who feel that their local DPP/PCSP has helped to improve policing in their local area by 2% points; and Engaging, communicating and consulting with the Community. 			
Target	Performance Assessment		
	Achieved	Partially Achieved	Not Achieved
3.1.1 To deliver and facilitate a series of Themed public meetings aimed at raising public confidence in the work of the Board and informing the Board of community priorities for policing by 31 October 2013.	✓		
3.1.2 To support and work with PCSPs on developing local/regional activities based around crime where alcohol is a contributory factor with the aim of reducing the proportion of violent crimes where alcohol is a contributory factor by 31 March 2014.	✓		
3.1.3 To monitor performance against public confidence in policing to ensure the percentage of people who think that the police do a good job in Northern Ireland is at least 74% by 31 March 2014			✓
3.1.4 To ensure the percentage of people who think that the Board is working well is at least 44% by 31 March 2014.			✓

3.1.5 To increase the percentage of people who feel that their local PCSP has helped to improve policing in their local areas by 31 March 2014 .	✓		
3.1.6 To develop, publish and deliver a programme of community engagement with particular focus on disadvantaged communities and young people by 31 March 2014 .	✓		
3.1.7 To develop, publish and deliver a programme of external research to provide evidence to assist the Board in monitoring police performance and community confidence in policing by 31 March 2014 .	✓		
Objective 3.2: Secure improvements in policing and public safety through effective engagement and partnership working by: <ul style="list-style-type: none"> Increasing by 5% points the percentage of stakeholders who think that the Board secures improvements in policing and public safety through effective engagement and partnership working; Advocating on behalf of the community and the PSNI on policing matters; and Working in partnership with communities, the PSNI, the Department of Justice, local government, local partnerships and other key stakeholders to add value to local communities. 			
Target	Performance Assessment		
	Achieved	Partially Achieved	Not Achieved
3.2.1 To develop and publish a Partnership Strategy which demonstrates synergies with key stakeholder activities and other related strategic priorities by 31 October 2013		✓	
3.2.2 To ensure that at least 64% of stakeholders think that the Board secures improvements in policing and public safety through effective engagement and partnership working by 31 March 2014			✓
3.2.3 To deliver a conference based around Policing with the Community and effective partnership working by 31 March 2014 .	✓		
3.2.4 Working through the Joint Committee, to support the work of PCSPs and assess their effectiveness in delivery against the Strategic Objectives by 31 March 2014 .	✓		
THEME 4: ENSURING VALUE FOR MONEY AND PRODUCTIVITY The Board will ensure a clear and sustained focus on value for money to secure a good deal for the public			
Objective 4.1: Secure and ensure that there is robust and cost effective management of the human, financial and physical resources of the PSNI and the Board by:			

<ul style="list-style-type: none"> • Securing optimum resources throughout the year by negotiating budget changes with DOJ, through the budget process and In Year Monitoring Rounds. • Conducting a value for money assessment on how resources are utilised. 			
Target	Performance Assessment		
	Achieved	Partially Achieved	Not Achieved
4.1.1 To identify areas for potential savings in line with the HMIC Value for Money Profiles of PSNI against most similar GB police forces.	✓		
4.1.2 To scrutinise both the Board's and the PSNI's monthly Management Accounts and report results to the Resources Committee each month .	✓		
4.1.3 To ensure the recommendations/outcomes or governance issues arising from the following external inspection organisations are implemented by the PSNI in line with agreed timescales : Criminal Justice Inspection Northern Ireland (CJINI); and Her Majesty's Inspectorate of Constabulary (HMIC).	✓		
4.1.4 To ensure the recommendations/outcomes or governance issues arising from the Public Accounts Committee's Inquiry into the PSNI's use of Agency Staff (or associated Judicial Reviews) are implemented by PSNI in line with agreed timescales .		✓	
4.1.5 To perform the Board's statutory role as pensions administrator for the Police Officers' Pension Scheme in line with relevant legislation and statutory body notifications.	✓		
4.1.6 To monitor and report biannually on trends and patterns in the recruitment of police officers and police staff to ensure that PSNI is representative of the community.	✓		
4.1.7 To work with the Department of Justice, PSNI and representative bodies to review police officer and staff remuneration and conditions in Northern Ireland.	✓		
Objective 4.2: Ensure the Board is outcome focused to add value to policing by: <ul style="list-style-type: none"> • Increasing the percentage of people who think that the Board helps to ensure that the PSNI do a good job by 7% points; and • Increasing by 5% points the percentage of stakeholders who think that the Board is outcome focused and adds value to policing. 			

Target	Performance Assessment		
	Achieved	Partially Achieved	Not Achieved
4.2.1 To ensure that at least 74% of people think that the Board helps to ensure that the PSNI do a good job by 31 March 2014 .			✓
4.2.2 To ensure that at least 59% of stakeholders think that the Board is outcome focused by 31 March 2014			✓
4.2.3 To ensure that at least 70% of stakeholders think that the Board adds value to policing by 31 March 2014 .	✓		



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 and the revised scheme on 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 2013-14 the Board also:

- Produced its Annual Progress Report for the Equality Commission;
- 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 on the development on a new Disability Action Plan.

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

Freedom of Information



The [Freedom of Information Act 2000](#) (FOIA) gives any individual the right to request information from public authorities and also allows the public to 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 operates policies and procedures to ensure that responsibilities under the FOIA are met. The FOI policy can be viewed on the Board's website. During the period 1 April 2013 - 31 March 2014 the Board has:

- received 82 requests for information under the Act;
 - processed 5 requests for a formal review of the Board's response to specific FOI requests. These reviews were progressed in line with the Board's FOI Complaints Procedure; and
- facilitated a review by the Information Commissioner's Office into the Board's handling of a request for information.

The Board's Publication Scheme details all the information that the Board routinely makes available to the public. The Board's FOIA responses are published and can be viewed on the FOI Disclosure Log which is available on our website.

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.

Policing and Community Safety Partnerships (PCSPs)



PCSPs are statutory bodies which were established in April 2012.

There are 26 PCSPs - one for each council area. Belfast has one PCSP and four District Policing and Community Safety Partnerships (DPCSPs) covering the North, South, East and West area commands within the city. Each PCSP has a Policing Committee to take forward specific police monitoring and engagement functions, with the wider PCSP taking forward community safety related functions.

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

- 8,9 or 10 political members (councillors) nominated by the council;
- 7, 8 or 9 independent members appointed by the Board; and
- 7 designated bodies as approved by the PCSP (Designated Organisations) Order NI in February 2013.

The Order requires all PCSPs and DPCSPs 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.

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. Its membership consists of two Policing Board members, the Board's Chief Executive and three senior officials from DOJ. At present the Committee is co-chaired by Dolores Kelly from the Board and Anthony Harbinson from DOJ. In this reporting year the committee has met on three occasions and some of the key issues considered were:

- PCSP Expenses Review;
- PCSP Funding;
- PCSP Recruitment Competition for Independent Members in Moyle, Larne and Omagh;
- Assessment of the Effectiveness of PCSPs;
- N.I. Omnibus Survey – Public satisfaction of PCSPs;
- PCSP Verification Visits;
- Criminal Justice Inspectorate Review of PCSPs; and
- Review of Public Administration.

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. PCSPs received funding from the Board and DOJ through the Joint Committee of approximately £5.5 million split between administration and programme funding for 2013-14.

PCSP Independent Members Appointments

The Board has a statutory responsibility to fill any vacancies that arise in PCSPs. Where a vacancy arises, the Policing Board may select a further person from a list of nominees submitted by the Council for the last appointments process. In this reporting year, due to resignations in Larne, Moyle and Omagh PCSPs, it has been necessary for the Board to open the recruitment process and run a competition as the Board's Appointment Panel considered that it was unable to maintain representativeness from the existing pool.

Assessment of the Effectiveness of PCSPs

This year the Board carried out an Assessment of the Effectiveness of PCSPs. The Joint Committee agreed that, in recognition of 2012-13 being a transitional year, the general content of the PCSP's Annual Reports would be used to assess effectiveness.

This year, one of the main issues and a key focus for PCSPs is anti-social behaviour. PCSPs are engaged in many projects in their local areas, with many having a strong youth focus. There is evidence of partnership working across many organisations both from the designated bodies and also from other voluntary and community organisations.

PCSPs have shown flexibility in reacting to current issues that have been brought to their Policing Committees. Through partnership with local communities, interventions have been designed to help counteract issues. For example, in Belfast, the 'Tension Monitoring Process' has helped to forge links in each of the DPCSP areas. This process provides a multi-agency approach which identifies and responds to emerging/present tensions within communities, providing advocacy services for victims of hate crime. This also has resulted in successful combined action at interfaces and other hotspot areas.

PCSPs are showing flexibility and ability to meet these challenges and in developing communications within local communities through social media, Apps and websites.

Public Satisfaction with PCSPs

This year, public satisfaction in the PCSPs was measured via the policing module of the Northern Ireland Omnibus Survey, which was conducted by the Northern Ireland Statistics and Research Agency (NISRA). This face to face survey with approximately 1,150 adults aged 16+ was conducted in January 2013 and published in May 2013. Just over half (51%) of respondents had heard of PCSPs and the full findings of the survey are published on the Board's website.

PCSP Expenses Review

In May 2013 the PCSP Joint Committee agreed terms of reference for a review of PCSP Members' Expenses. A commitment had been made to PCSPs that the allocation of expenses payable would be reviewed after a year of operation. The budget for PCSP meeting expenses is £636k for both 2012-13 and 2013-14 financial years. The actual expenditure for 2012-13 was £367k and the figure 2013-14 was £371k.

On completion of the review, the Joint Committee agreed to fund additional meeting costs and a copy of the full results of the 2013 PCSP Members' Expenses Survey is available to view on the Board's website.

PCSP Verification Visits

PCSPs are jointly funded by the Board and DOJ with each partner contributing a proportion of the total cost for all areas of work of PCSPs. The budget is different for each PCSP which must be verified and approved for payment.

The Joint Committee agreed that a process should be developed to ensure that a proper control environment was set up to meet the governance requirements. It was also agreed that a risk assessment exercise should be carried out on PCSPs to identify potential risks and develop a programme of PCSP control monitoring procedures with which the Board and DOJ can derive sufficient assurances to satisfy their respective Accounting Officers that PCSPs are being operated effectively and efficiently. A selection of PCSPs were chosen for control monitoring and verification visits with the exercise conducted jointly by Board and DOJ staff.

Criminal Justice Inspectorate (CJI) Review

The Criminal Justice Inspectorate is undertaking a thematic inspection of the effectiveness of PCSPs on how well they deliver community participation and accountability within the criminal justice system. The inspection will examine issues around governance, performance and accountability of PCSPs. It will also look at actual improvements in community safety including reductions in crime, fear of crime and anti-social behaviour.

With upcoming changes to local government arrangements and the advent of community planning this review will help capture any changes that may be needed.

Review of Public Administration

The Review of Public Administration (RPA) will bring many changes to the delivery of public services. RPA is designed to make local government stronger and more citizen focused.

The number of PCSPs is currently tied to the number of councils as specified by Local Government legislation. The reduction in the number of councils to 11 will therefore

directly impact on the number of PCSPs (Belfast will retain the DPCSP structure). The number of elected and independent members will reduce to a maximum of 209 (plus DPCSPs) which is roughly half the current total.

In order to have PCSPs in the best possible position to begin working effectively at April 2015, the Board and DOJ have established a PCSP Reform Working Group which will inform operational issues relating to Local Government Reform.

Community Engagement

Throughout 2013-14 the Board has continued its engagement work with the priority groups of young people and working class communities. This has enabled the Board to develop and build relationships with specific groups in order to listen to their views and experiences of policing. The Board has developed a Strategic Consultative Group as a new method of involving significant stakeholders throughout NI to assist the Board in identifying key issues affecting specific community groups regarding policing. The Board's community engagement work programme has many levels of involving the community and details of initiatives during the reporting period are outlined below.

Public Meetings



The Board held two public meetings in 2013-14, one in Downpatrick in September and one in Omagh in November.

Working in partnership with Down PCSP, in September 2013 the Board held a meeting with young people in the area to seek their views and to hear their experience of policing. This informative event provided the Board with a rich resource of material to inform its ongoing work with the Board's Youth Advisory Panel and also allowed the Down PCSP an opportunity to hear first-hand from young people in the area on how they see policing. This in turn will inform the local Policing Plan.

The theme for the November 2013 meeting in Omagh was alcohol related crime. Jointly held with Omagh PCSP, the public meeting was focused on concerns about alcohol related crime and designed to raise awareness about the significant work being carried out

by Omagh PCSP with their Safer Street Initiative. Tackling alcohol related crime was a priority in the Policing Plan and other initiatives supporting this theme were progressed by Board throughout the year as detailed below.

Engagement Initiatives

Engaging with working class communities on policing issues continues to remain a priority for the Board and in April 2013 the Board supported a Neighbourhood Conference in Crumlin Road Gaol. The conference was the result of a recommendation from the Loyalist/Republican Consortium report regarding local police service delivery. It showcased best practice and projects initiated by the PSNI, PCSPs or local communities which have had a positive impact on building confidence in policing. The event was very well received and provided attendees with information on initiatives which could be replicated in their areas.

The Board worked with the Youth Justice Agency (YJA) and PSNI to develop a toolkit to raise awareness of sexual and violent crime and the influence of alcohol. The toolkit comprised a DVD and a series of lesson plans delivered to a wide range of groups. The Board launched this toolkit in the Queen's Film Theatre as part of 'freshers' week in September 2013 and also Derry/Londonderry as part of the City of Culture programme. In addition to these launch events, the Board held two training events in Belfast and Cookstown for PSNI, PCSP members and other key interested organisations. The aim of the training events was to inform those who will be delivering the lessons to young people how to work through the DVD and associated lessons. Both events attracted over eighty participants with the aim of each participant rolling this out to a number of young people.

As part of its ongoing commitment to raising awareness of homophobic hate crime, the Board supported two events in 2013-14 in the Mac, Belfast and in Cultúrlann Uí Chanáin Derry/Londonderry. The events took the form of a play based on a true story about the murder of a young gay man in America and provided audiences with an opportunity to discuss their views and experiences as part of a panel discussion after the play.

These events were held in partnership with the Rainbow Project and the Laramie Play was performed by the Dundonald Association of Music and Drama. Further events have been supported by local PCSPs across NI.

Encouraging Participation on Policing issues

The Board's Youth Advisory Panel (YAP) was established in 2010 and includes representatives from key children and young people's organisations such as Children's Law Centre, Include Youth, Public Achievement, NI Youth Forum, Barnardo's and Youth Action. As part of its work programme, the YAP has conducted a training needs analysis with PCSPs to ascertain the learning needs when working with children and young people.

The YAP developed and participated in research which was conducted twice, once in North Belfast and once in Craigavon. The aim of the research was to seek the views of PSNI officers, from Neighbourhood, Response and Tactical Support Teams in their area about how they deliver a policing service to children and young people.

The research from North Belfast was published in October 2013 and can be found on the Board's website. The resulting report made a series of recommendations which are being implemented by the YAP. It is hoped that this research can inform the PSNI, PCSPs and others on how to work effectively and constructively with young people. The research is currently being replicated in Craigavon.

The Board is facilitating the development of an emergency services youth engagement 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 taken forward 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. The Board has held a number of successful meetings and it is hoped that this work will be progressed throughout the coming year with our partners.

Strategic Consultative Group

In early 2013 the Board reviewed how it engaged with a number of sectors with the aim of improving how it seeks communities' views and identifies policing priorities. The result of

the review was the establishment of a Strategic Consultative Group. This group has been established to assist the Board and the Police in achieving a better policing experience for all by improving service delivery and increasing confidence in policing.

Members of the Group will work in partnership to:

- Identify and provide advice and expertise at a strategic level on cross cutting issues of interest to the diverse communities they represent;
- Make significant contributions to both strategic and tactical considerations;
- Make recommendations to help inform and influence the Board and Police policies, strategies and plans; and
- Assist in identifying key communities to work with the Policing Board and the police and will facilitate engagement between the Board and the Police.

The group consists of representatives from the youth, older persons, Lesbian Gay Bisexual and Transgender, ethnic minority, women's and disability sectors. This group had its inaugural meeting in November 2013 and has since held two meetings.

Confidence in Policing Conference

Confidence in Policing and the factors that contribute was the subject of debate and discussion during a Conference hosted by the Board on 25/26 March 2014 in Titanic Building Belfast. Bringing together representatives from the statutory and community sector the conference also provided the backdrop for the launch of the Board's 2013 Human Rights Annual Report and the 2014-17 Annual Policing Plan. As part of the debate, the importance of police accountability and oversight as a confidence building measure and how the Board and others contribute to this was explored.

Research activity



The Board conducts a range of surveys and research to find out what the community thinks about policing. This year public satisfaction was measured via the policing module of the Northern Ireland Omnibus Survey, which was conducted by the Northern Ireland Statistics and Research Agency (NISRA). This face to face survey with approximately 1,200 adults aged 16+ was conducted in January 2013 and published in May 2013.

The Board also appointed researchers to undertake original research into identified areas within the theme of ‘Confidence in Policing in Northern Ireland’. The research will be used to inform the future work of the Board.

As mentioned earlier in the Report, the Board commissioned NISRA to undertake a project to gather the views of PSNI officers in North Belfast on how they engage with young people in the areas in which they police.

All of the Board’s Research Reports are published on the Board’s website.



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 2013-14 update to the 2012-15 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 Policing and Community Safety Partnerships (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 2013-14 update to the 2012-2015 Policing Plan contained three Outcomes all aimed at improving confidence in policing:

- Personal Policing – Reduced level of crime and antisocial behaviour, less road trauma and fewer victims;
- Professional Policing – Improved satisfaction with policing; 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 – it is simply not possible to include everything in the Policing Plan. The 2013-14 update to the 2012-2015 Policing Plan can be found on the Board's website.

Monitoring and Reporting

During the year the Board monitors PSNI's progress in meeting the 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.

Supporting Strategies at agreed timescales during the year are scrutinised 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.

Monitoring Police Performance

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.

Policing Plan Positives:

- The 11.8% reduction in the number of young people (16-24yrs) killed or seriously injured in road collisions.
- The 9.2% reduction in the number of children (0-15yrs) killed or seriously injured in road collisions.
- The 6.9% reduction in the number of people seriously injured in road collisions.
- The 7.8% increase in the number of drugs seizures.
- The 7.2% reduction in the number of non-domestic violent crimes involving injury.
- The 5.4% reduction in the number of burglaries.
- The 7.1% reduction in the number of Antisocial Behaviour incidents.
- The 1.3% reduction in the number of people who perceive the level of Antisocial Behaviour to be high in their local area.

Policing Plan Areas of concern:

- The 29.3% increase in the number of allegations of oppressive behaviour.
- The 13.2% increase in the number of people killed in road collisions.
- The 12.8% increase in the number of allegations of failure in duty.
- The 6% increase in allegations of incivility.

The following pages set out PSNI performance against the measures/targets contained in the 2013-14 update to the 2012-15 Policing Plan. Information contained in the End of Year Performance Report provided by the PSNI is also detailed which includes comparison with the Most Similar Group, and three year trend data where applicable.

Confidence in Policing – Improved confidence in policing

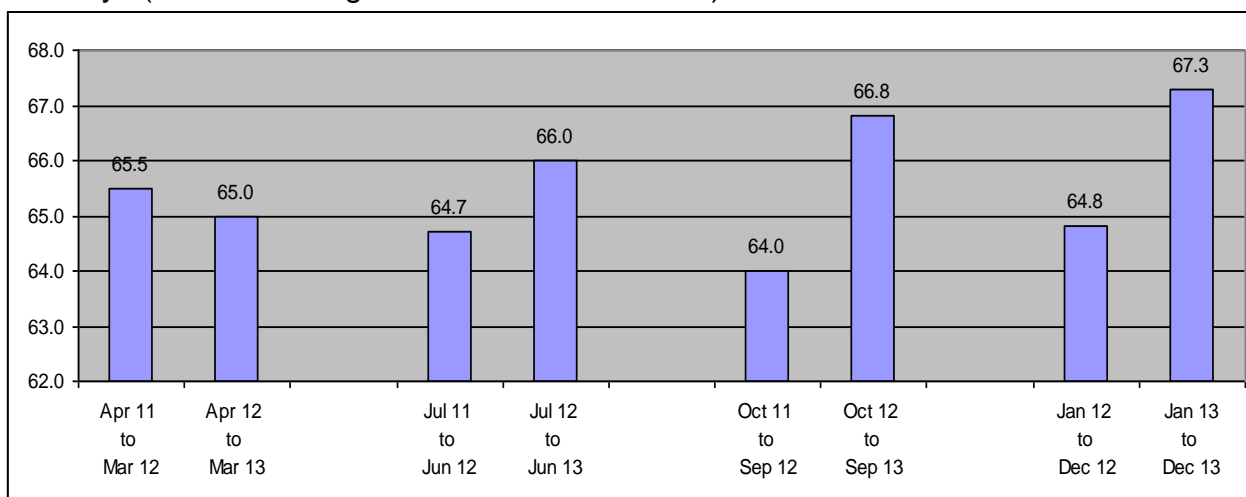
An increase in the percentage of people saying they strongly agree/tend to agree that the local police

	Jan 12 to Dec 12	Jan 13 to Dec 13	Change
a) Can be relied on to be there when you need them	51.4	54.6	**↑
b) Would treat you with respect if you had contact with them	84.6	84.3	NS
c) Treat everyone fairly regardless of who they are	66.0	66.1	NS
d) Can be relied on to deal with minor crimes	51.2	51.7	NS
e) Understand the issues that affect this community	62.8	62.0	NS
f) Are dealing with the things that matter to this community	51.2	51.2	NS
Overall confidence in local police	64.8	67.3	**↑

Statistical significance of change at the 5% level (two-tailed test) is indicated by a double asterisk (**).

NS – Not statistically significant

The chart below illustrates comparisons between data obtained over the past 8 quarterly surveys (most recent figures from NICS included)



Key points:

- The most recent figures on Confidence were published in March 2014 and cover the complete 2013 calendar year. The figure of 67.3% of adults expressing overall confidence in their local police is a statistically significant increase when compared with that observed during the same period the previous year and is the highest quarterly figure since recording of this measure began.

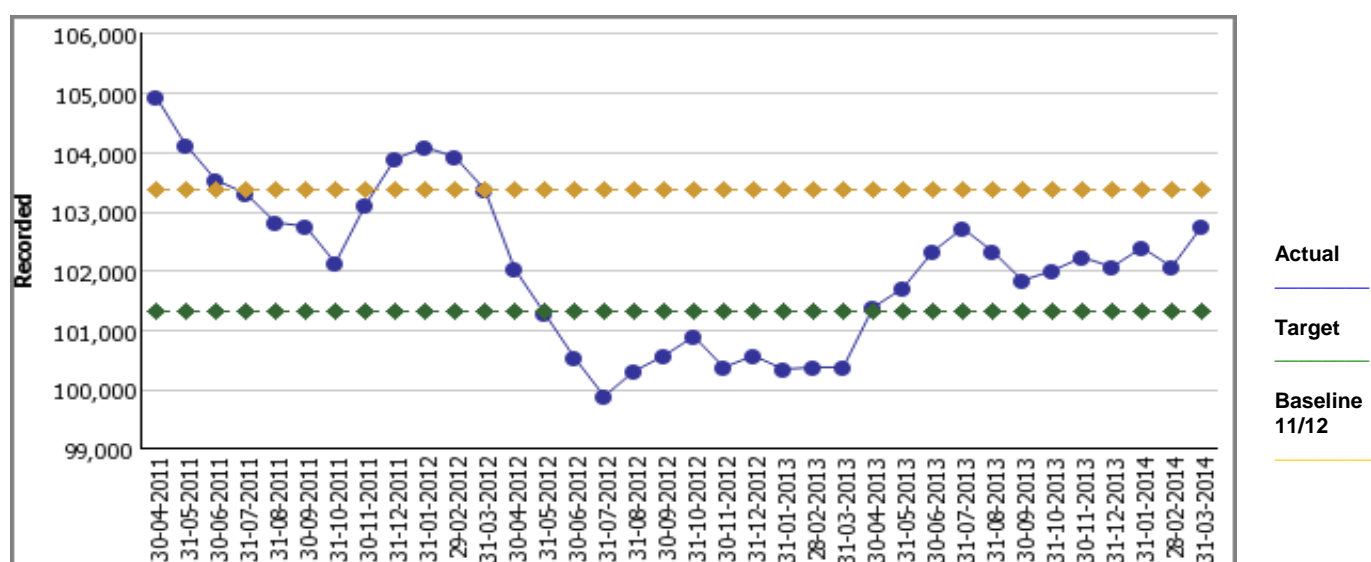
Personal Policing – Reduced level of crime and antisocial behaviour, less road trauma and fewer victims

Crime

The number of recorded crimes – 2013-14 Financial Year			
2012-13	2013-14	Change	% Change
100,389	102,746	2,357	2.3%

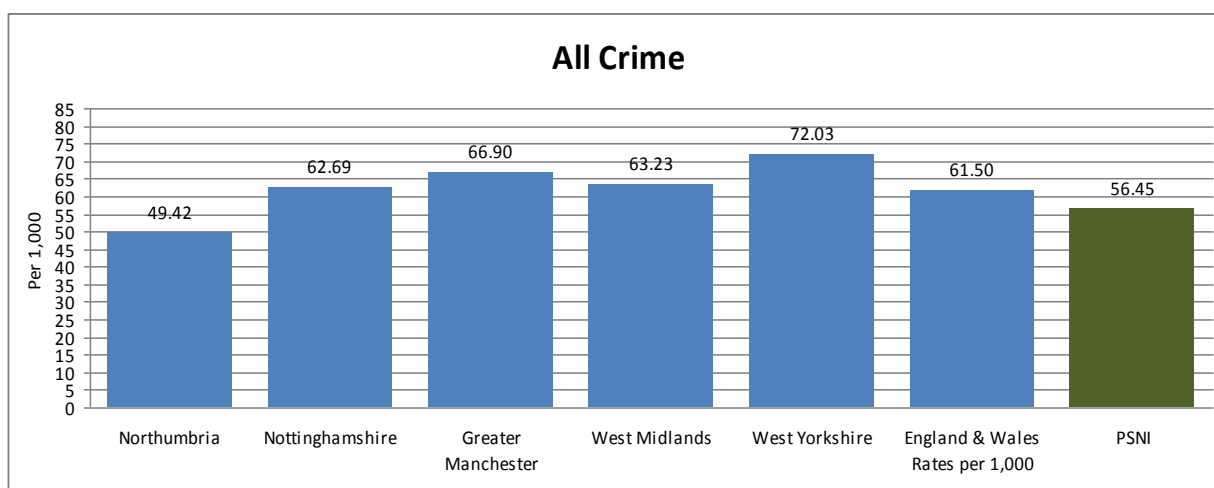
The number of recorded crimes – 3 year trend

The graphic below illustrates the pattern of reduction in crime over the past three years. The baseline represents the 2011-12 Financial Year figure of 103,389. The target line represents a 2% reduction on the 2011-12 baseline which makes the numeric target 101,321 (as set out in the Policing Plan 2012-2015 Update for 2013-14).



Further Analysis – Overall Crime:

The chart overleaf compares crime rates per 1,000 people based on Most Similar Group and the rate per 1,000 of the population across all England and Wales Police Services. This was compiled using most recent PSNI data and the most recent data published by HMIC (sourced from HMIC Crime Comparator – data as at December 2013).



Key Points:

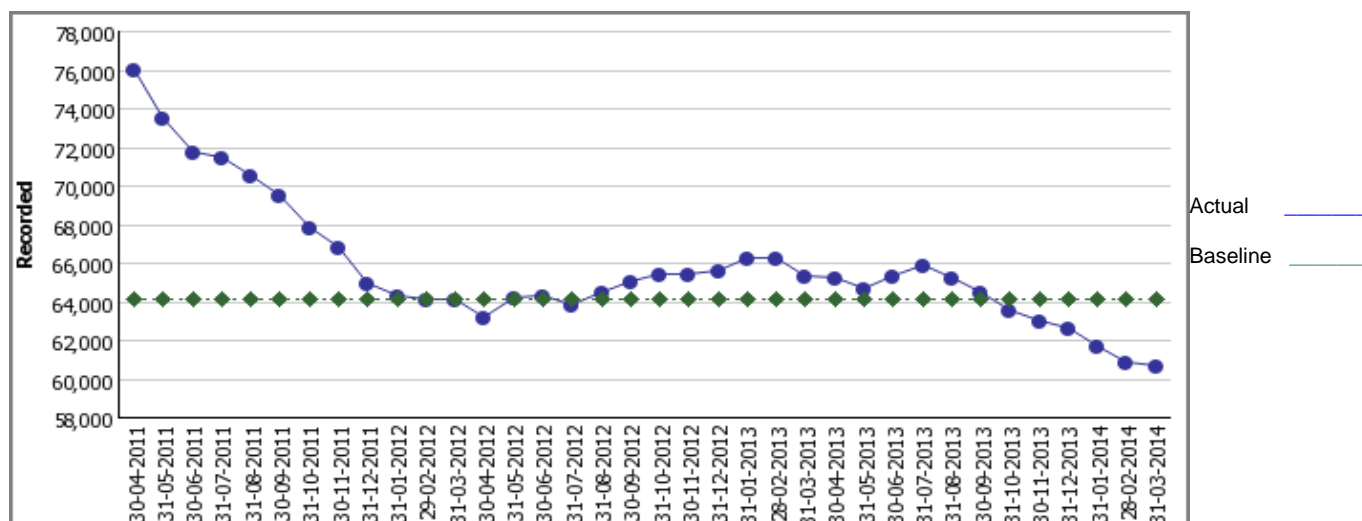
- The level of crime recorded in 2013-14 has risen by 2.3% on the previous year, however this is the second lowest crime figure recorded since 1998-99.
- Crime has shown a downwards trend over the last 11 years, with the 2013-14 figure representing 56 crimes per 1,000 of the population.
- The current Most Similar Group figures for crime show PSNI continue to remain lower than 4 out of 5 in the rate of crime per 1,000 of the population.

Antisocial Behaviour

The number of Antisocial Behaviour incidents– 2013-14 Financial Year			
2012-13	2013-14	Change	% Change
65,357	60,706	-4,651	-7.1%

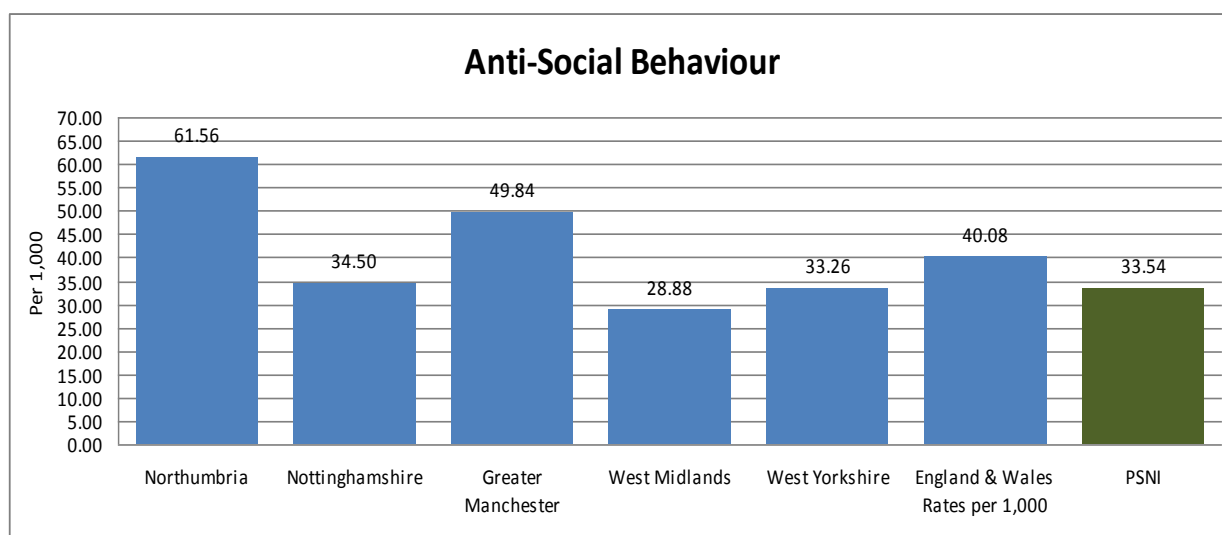
The number of Antisocial Behaviour incidents – 3 year trend

The graphic below illustrates the pattern of reduction in Antisocial Behaviour incidents over the past three years. The baseline represents the 2011-12 Financial Year figure of 64,184.



Further Analysis – Antisocial Behaviour:

The chart below compares Antisocial Behaviour rates per 1,000 people using Most Similar Group and the rate per 1,000 of the population across all England and Wales Police Services. This was compiled using most recent PSNI data and the most recent data published by HMIC (sourced from HMIC Crime Comparator – data as at March 2013).



The percentage of people who perceive the level of Antisocial Behaviour to be high in their local area

2012	2013	Change
11.1%	9.8%	-1.3%

Key Points:

- The number of Antisocial Behaviour incidents recorded in 2013-14 is the lowest since 2006-07.

- The current figure of 9.8% of people perceiving high Antisocial Behaviour levels in their local area is also obtained from the most recently published NICS quarterly update. Two of the seven indicators which comprise this measure showed significant decreases when compared with the previous year.

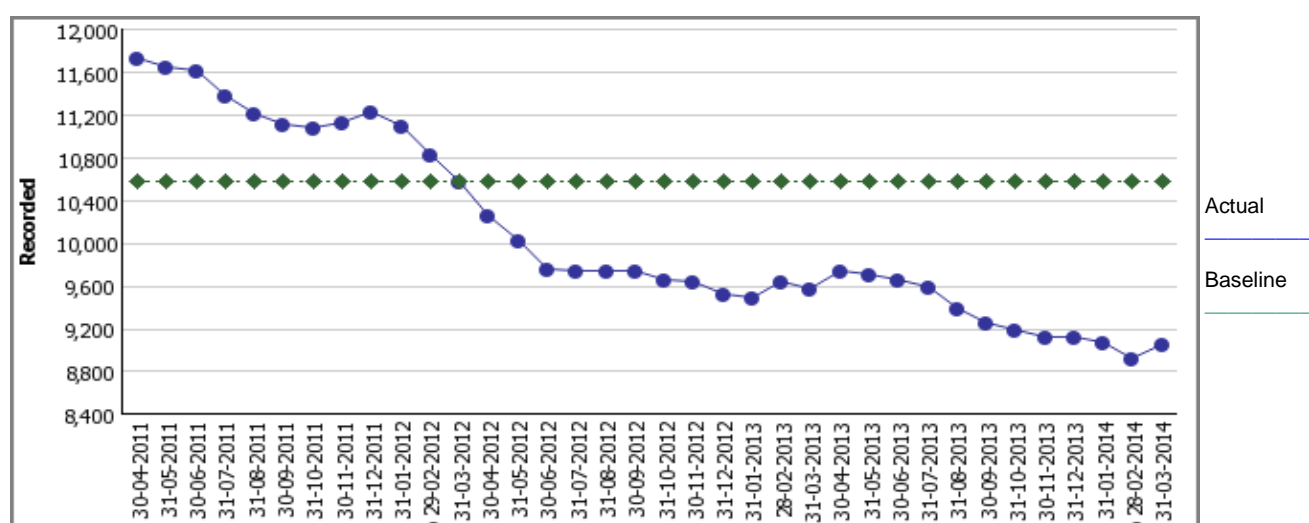
Burglary

The number of burglaries – 2013-14 Financial Year

<i>2012-13</i>	<i>2013-2014</i>	<i>Change</i>	<i>% Change</i>
9,581	9,067	-514	-5.4%

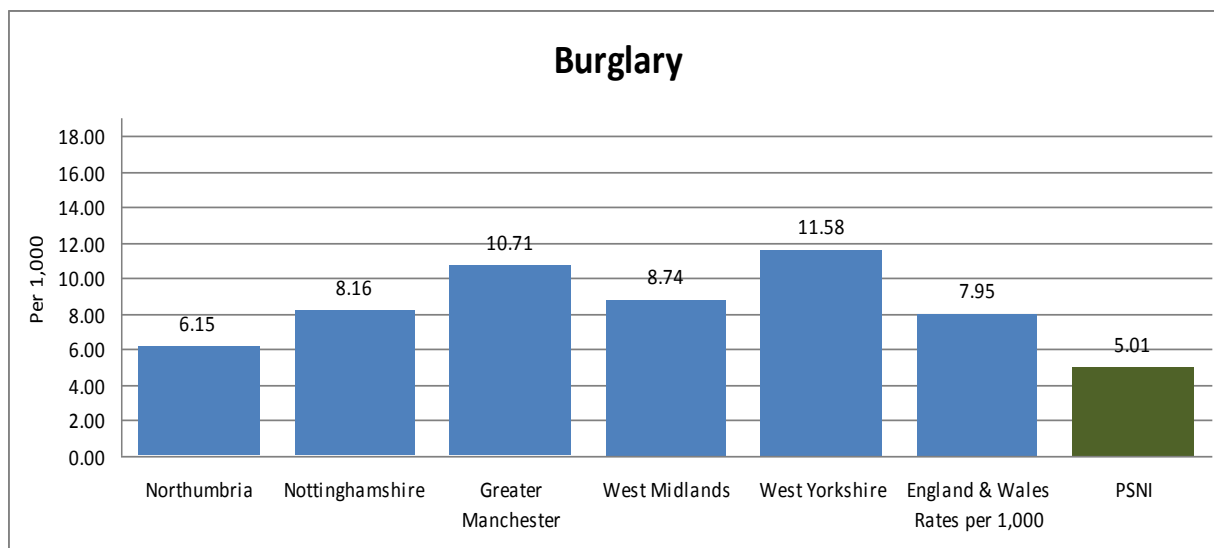
The number of burglaries – 3 year trend

This graphic illustrates the pattern of reduction in burglary over the past 3 years. The baseline represents the 2011-12 Financial Year total figure of 10,580.



Further Analysis:

The chart below compares burglary rates per 1,000 people using Most Similar Group and the rate per 1,000 of the population across all England and Wales Police Services. This was compiled using most recent PSNI data and the most recent data published by HMIC (sourced from HMIC Crime Comparator – data as at December 2013).

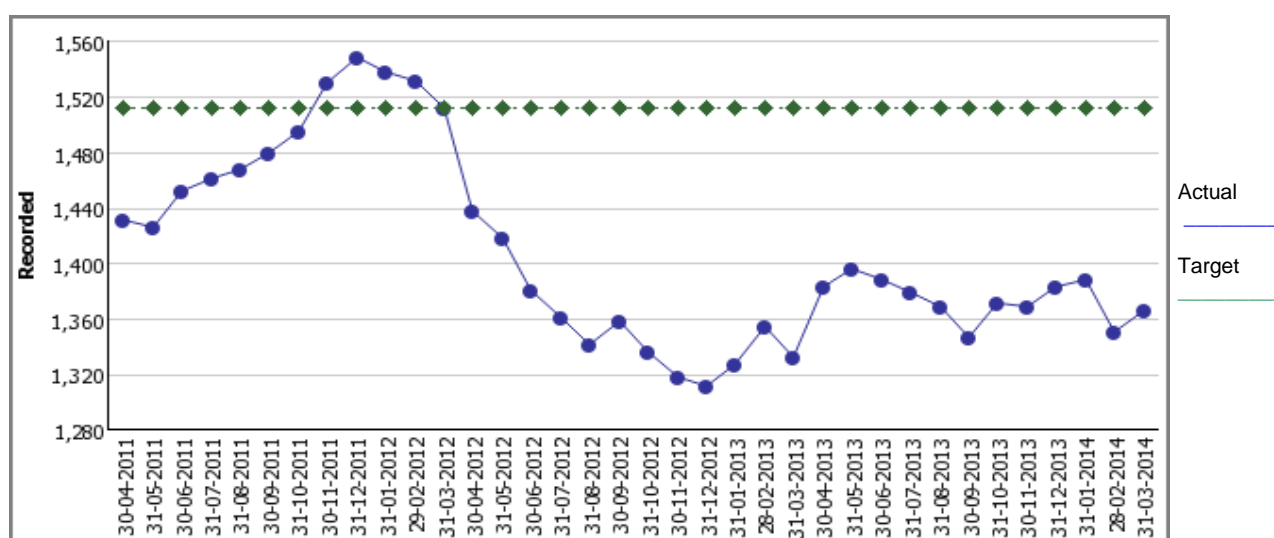


Further analysis - Burglaries/Robberies where older people are victims

The number of burglaries (Older People as Victims) – 2013-14 Financial Year			
2012-13	2013-14	Change	% Change
1,333	1,367	34	2.6%

The number of burglaries (Older People as Victims) – 3 year trend

This graphic illustrates the pattern of reduction in burglaries and robberies where older people are victims over the past 3 years. The base line represents the 2011-12 Financial Year figure of 1,512.



Key Points:

- Final figures for burglary in the 2013-14 financial year show a reduction of over 5% on the previous year's figure, and are at their lowest recorded level since 1998-99.
- PSNI continue to maintain the lowest level of crimes of this type per 1,000 of the population when compared to the England and Wales average as well as in comparison to Most Similar Group.
- The number of burglaries and robberies in which older people were victims in 2013-14 increased by 34, from 1,333 to 1,367.

Reducing the harm caused by drugs in local neighbourhoods

Demonstration of initiatives aimed at removing drugs from the community

PSNI have made the following drug seizures in the 2013-14 Financial Year to date.*

Cannabis: Herbal (209.6kgs = £2,096,000) Resin (26.6kgs = £133,000) Plants (7,880 = £3,940,000)

Cocaine: 17.8kgs = £1,068,000. **Mephedrone:** 2.6kgs = £52,000. **Ecstasy Tablets:** 7146 = £35,730. **Amphetamine:** 6.7kgs = £67,000.

- There have been 3,645 drug seizure incidents during the same time period with 2,374 arrests. The above figures whilst representing a slight decrease in drugs seizures (4%) do not include those drugs seizures which are awaiting forensic analysis (5%) and as such PSNI would anticipate a slight improvement on drug seizures this financial year. It is also worth noting that these results have come on the back of what has been a significantly challenging year for PSNI in terms of demand for resources, a year which has seen the successful delivery of G8, the World Police and Fire Games and increasing demands for ongoing public order capability.
- Operation Torus ran for a second period between 23 September and 28 October 2013 with the aim of increasing enforcement against street level drug suppliers. Overall the operation increased drug seizures as well as intelligence and Crimestopper reports from the public.
- During November 2013 as part of PSNI's wider approach to tackling the harm caused by new psychoactive substances (legal highs) an interagency operation which included police, Belfast City Council, the Public Health Agency and the Forum for Action on Substance Abuse (FASA) took place in Belfast City Centre.
- In December 2013 officers from Newtownards in conjunction with the Forum for Action on Substance Abuse (FASA) hosted an accredited substance and alcohol awareness course at the offices of North Down Community Assistance.

- On 24 February 2014 a new anti-drugs campaign was launched to hit home with communities who hold the key to helping take drug dealers off our streets. The 'Drug Dealers Don't Care, Do You?' campaign is aimed at tackling the issue of drugs, and drug dealing, in communities across Belfast, and has been developed by the Belfast Policing and Community Safety Partnership (PCSP) and Crimestoppers.
- In February 2014, as part of the RAPID (Remove All Prescription and Illegal Drugs) community safety initiative, a drug drop safe was installed in the Falls Community Council Building to provide a mechanism for local residents to dispose of illegal drugs, unused prescription pills and legal highs anonymously.

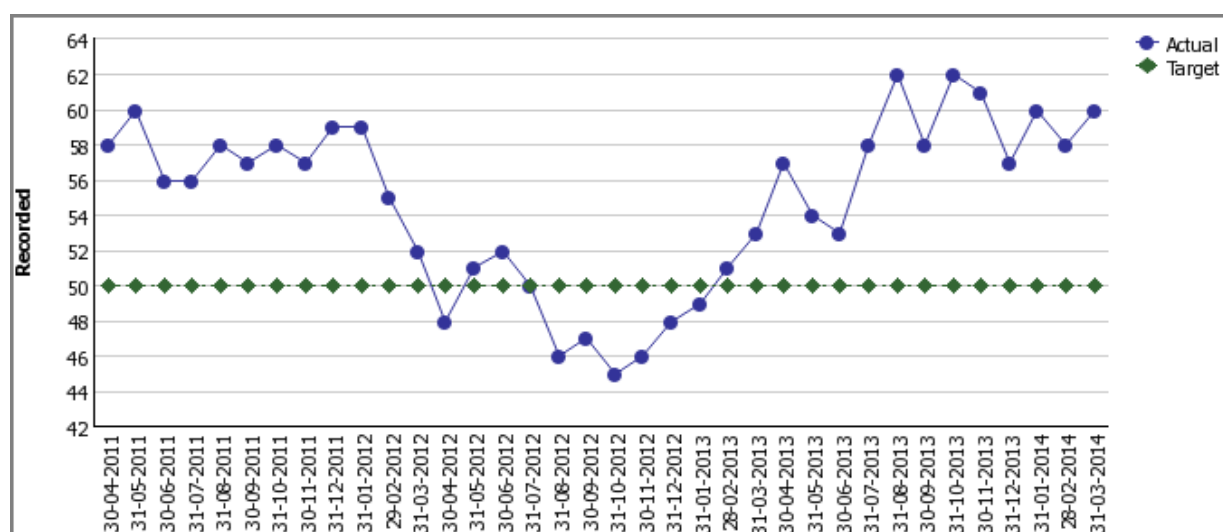
*Figures at 27 February 2014 – 6 month report.

Road Casualties

The number of people killed in road collisions – 2013-14 Financial year			
2012-13	2013-14	Change	% Change
53	60	7	13.2%

The number of people killed in road collisions – 3 year trend

The graphic below illustrates the pattern of reduction in people killed on the roads for the period from 1 April 2011. The base line represents the target of a 60% reduction by 2020 (From the Road Safety Strategy to 2020).

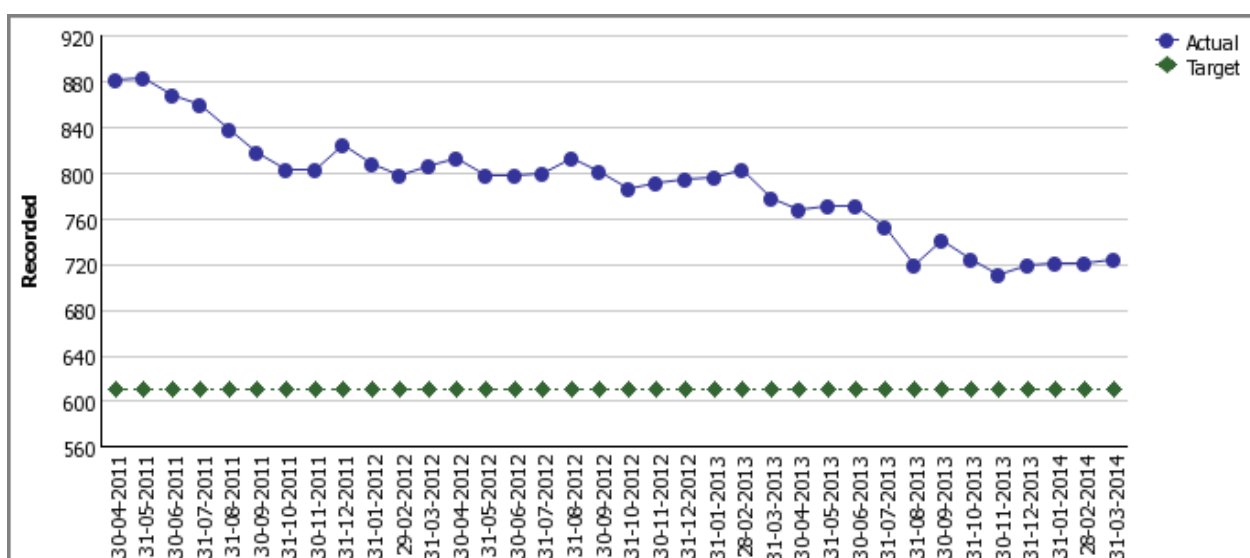


The number of people seriously injured in road collisions – Most recent 12 months

<i>2012-13</i>	<i>2013-14</i>	<i>Change</i>	<i>% Change</i>
779	725	-54	-6.9%

The number of people seriously injured in road collisions – 3 year trend

The graphic below illustrates the pattern of reduction in people seriously injured on the roads for the period from 1 April 2011. The base line represents the target of a 60% reduction by 2020 (From the Road Safety Strategy to 2020).



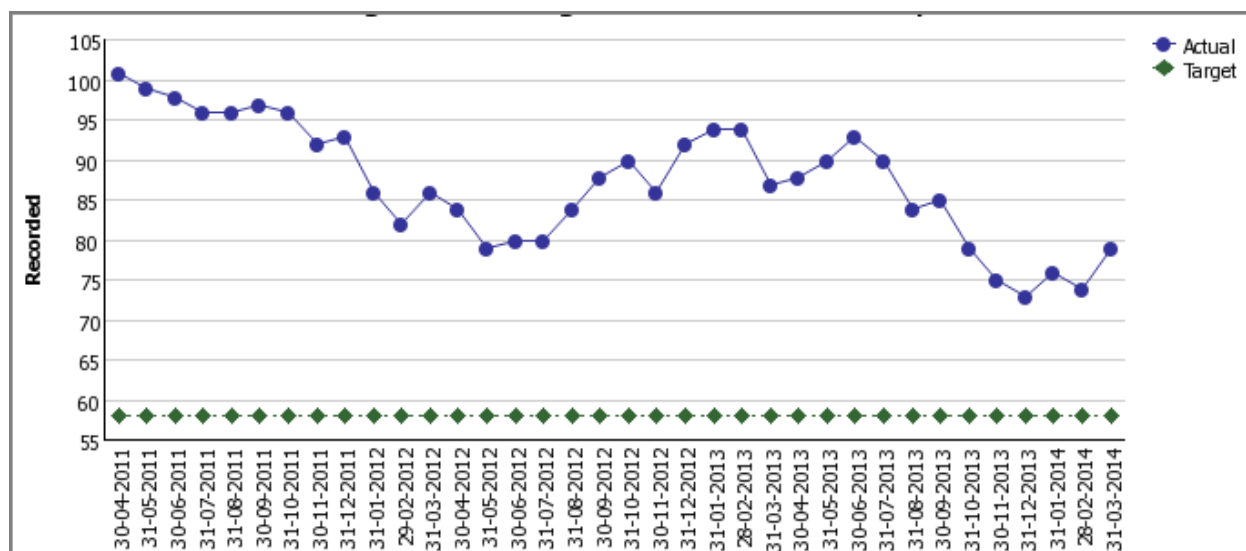
Number of children (0-15 yrs) killed or seriously injured in road collisions – Most recent 12 months

<i>2012-13</i>	<i>2013-14</i>	<i>Change</i>	<i>% Change</i>
87	79	-8	-9.2

Number of children (0-15 yrs) killed or seriously injured in road collisions – 3 year trend

The graphic below illustrates the pattern of reduction in children (0-15 yrs) killed or seriously injured on the roads for the period from 1 April 2011. The base line represents the target of a 60% reduction by 2020 (From the Road Safety Strategy to 2020).

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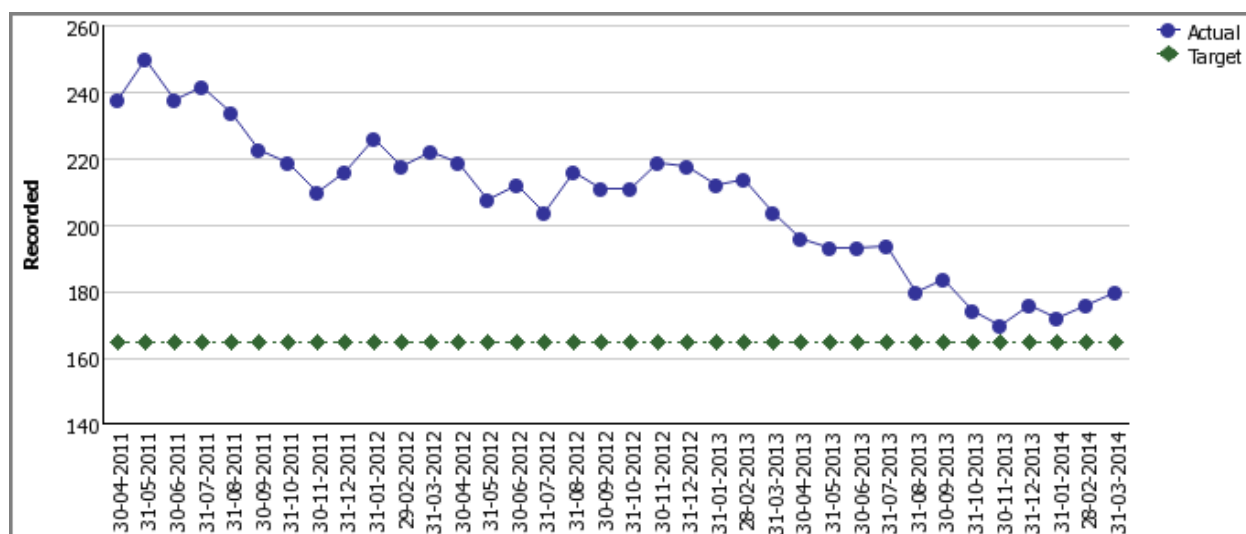


Number of young people (16-24 yrs) killed or seriously injured in road collisions– Most recent 12 months

2012-13	2013-14	Change	% Change
204	180	-24	-11.8%

Number of young people (16-24 yrs) killed or seriously injured in road collisions – 3 year trend

The graphic below illustrates the pattern of reduction in young people (16-24 yrs) killed or seriously injured on the roads for the period from 1 April 2011. The base line represents the target of a 60% reduction by 2020 (From the Roads Safety Strategy).



Further Analysis - People Killed and Seriously Injured on the Roads:

The number of persons killed or seriously injured was 785 which is 47 lower than in 2012- 13. The difference is comprised of seven more fatalities and 54 fewer persons seriously injured. This is the lowest level of persons killed or seriously injured in a financial year since records began being collated on this figure in 1971.

- The decrease in the numbers of people seriously injured in road collisions is notable, with 54 fewer such casualties in the 2013-14 compared to 2012-13
- There were 725 persons seriously injured in 2013-14 which is a 35.7% decrease on the 1,128 recorded 10 years ago in 2004-05 and a 6.9% decrease on the 779 recorded in 2012-13.

Crime Outcomes

The rate of crime outcomes achieved – Most recent 12 months					
	Number of Outcomes		Outcome Rates (%)		
Method of Disposal	2012-13	2013-14	2012-13	2103-14	Change
Charge/Summons	22,574	21,231	22.5%	20.7%	-1.8%
Adult Cautions	2,473	2,325	2.5%	2.3%	-0.2%
Juvenile Cautions	997	851	1.0%	0.8%	-0.2%
Taken Into Considerations	100	35	0.1%	0.0%	-0.1%
Penalty Notices for Disorder	359	826	0.4%	0.8%	0.4%
Discretionary Disposals	3,133	2,703	3.1%	2.6%	-0.5%
No prosecution directed/offender died before proceedings	2	4	0.0%	0.0%	0.0%
Total outcomes	29,638	27,975	29.5%	27.2%	-2.3%
Total number of offences recorded	100,389	102,746			

Key points:

- The outcome rate of 27.2% for 2013-14 is 2.3 percentage points lower than the rate for 2012-13. Discretionary disposals contributed 2.6% to the 2013-14 outcome rate.

Professional Policing – Improved satisfaction with policing

The use of Police Officer discretion

The number of cases resolved by the use of discretion – 2013-14 Financial Year

<i>2012-13</i>	<i>2013-14</i>	<i>Change</i>	<i>% Change</i>
5,925	4,731	-1,194	-20.1%

Key points:

- The figure for the 2013-14 Financial Year shows a decrease of just over 20% in the number of cases resolved by use of discretion when compared to the 2012-13 Financial Year total.
- The majority of the discretionary disposals were administered in 'B' and 'E' Districts.

The amount of time spent by each officer on patrol

The amount of time spent by each officer on patrol

<i>2012-13</i>	<i>2013-14</i>	<i>Change</i>
62%	62.2%	0.2%

*Each increase of 5% in this measure is estimated to represent an increase of 30 minutes per officer per duty shift based on a 10 hour shift pattern.

Key Points:

- The time spent by each officer on patrol in March 2014 has increased slightly when compared to the March 2013 figure. The current figure of 62.2% represents a 24% increase on the amount of time recorded at the time of the Strategic Review in 2009.

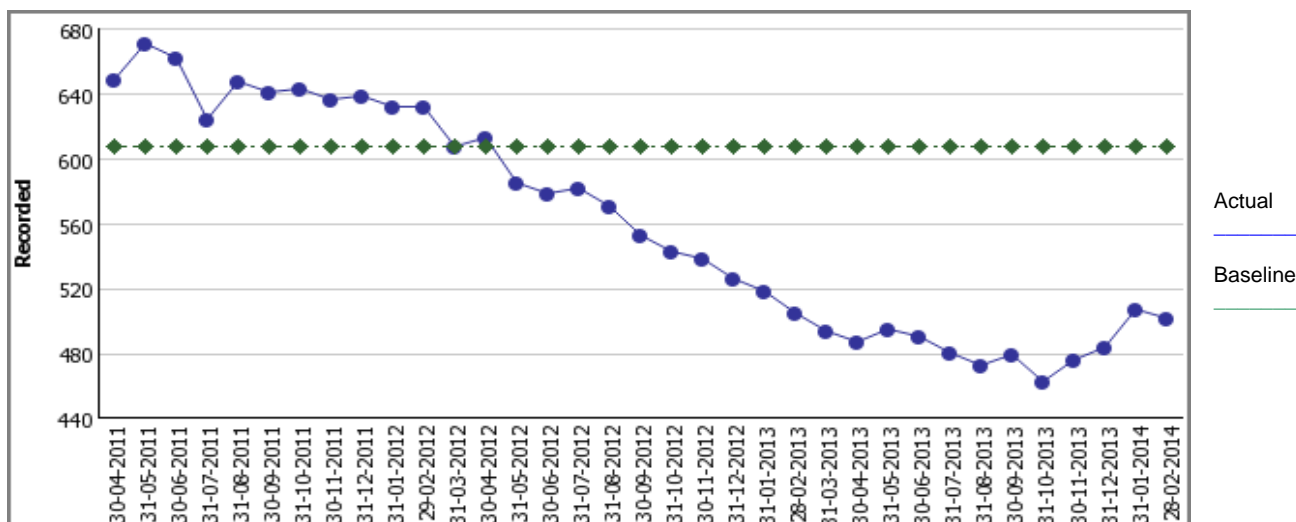
Incivility

The number of allegations of incivility – Most recent 12 months

<i>2012-13</i>	<i>2013-14</i>	<i>Change</i>	<i>% Change</i>
508	539	31	6.1%

The number of allegations of incivility – 3 year trend

This graphic illustrates the pattern of reduction in allegations of incivility against police officers over the past three years. The baseline represents the 2011-12 Financial Year figure of 608.



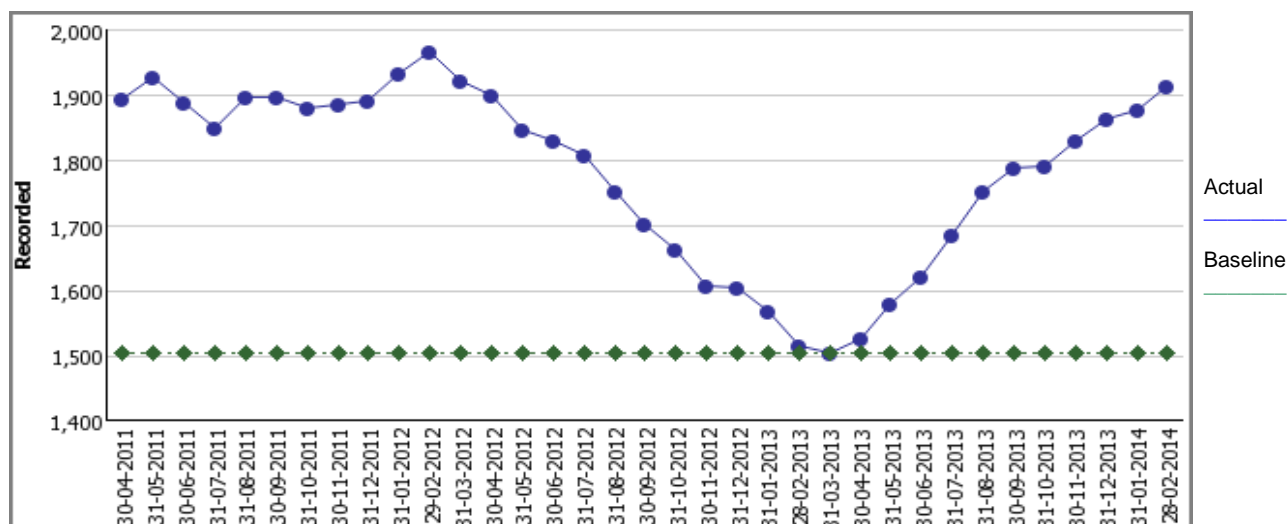
The number of allegations of oppressive behaviour – Most recent 12 months

2012-13	1 Mar 13 – 28 Feb 14	Change	% Change
1,535	1,985	450	29.3%

The number of allegations of oppressive behaviour – 3 year trend

This graphic illustrates the pattern of reduction in allegations of oppressive behaviour against police officers over the past three years. The baseline represents the 2012-13 Financial Year figure of 1,503.

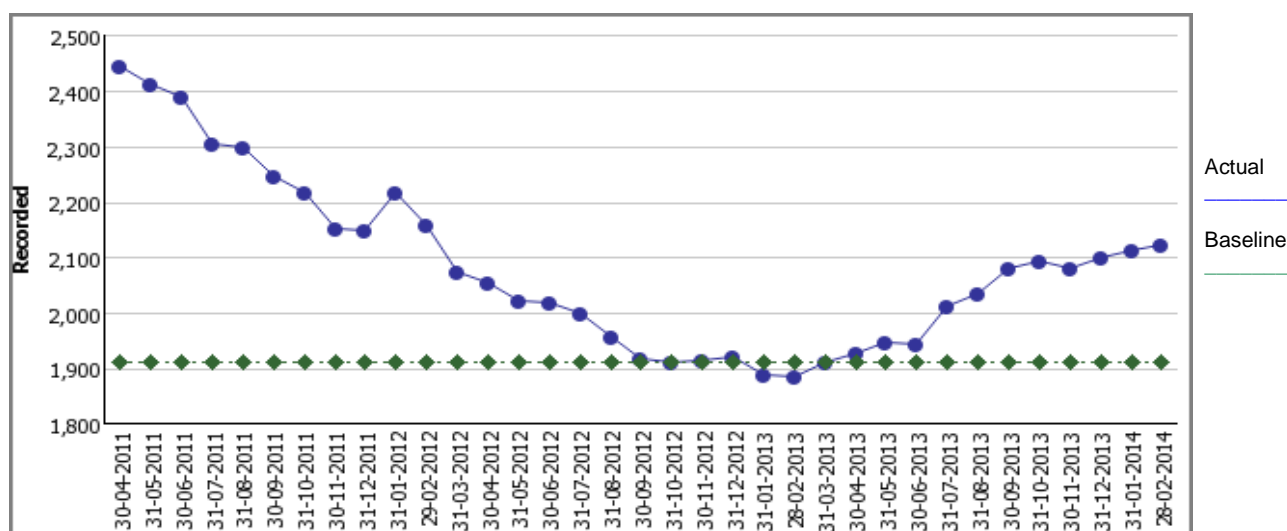
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The number of allegations of failure in duty – 2013-14 Financial Year			
2012-13	2013-14	Change	% Change
1,981	2,235	254	12.8%

The number of allegations of failure in duty – 3 year trend

This graphic illustrates the pattern of reduction in allegations of failure in duty against police officers over the past three years. The baseline represents the 2012-13 Financial Year figure of 1,911.



Key Points:

- In the 2013-14 financial year to date, allegations of incivility, oppressive behaviour and failure in duty have all risen when compared with the previous financial year. However the comparative period was an exceptionally low year for allegations of oppressive

behaviour and incivility with both categories experiencing the lowest levels of allegations since the formation of the Ombudsman's Office.

Maintaining operational capability whilst ensuring high standards of leadership, governance and capability

Covered under objective 4.1 of the NIPB Business Plan 2013-14.

Protective Policing – Vulnerable people are protected

Organised Crime (OCGs)

The number of Organised Crime Gangs frustrated, disrupted and dismantled – 2013-14 Financial Year

	<i>Frustrated</i>	<i>Disrupted</i>	<i>Dismantled</i>	<i>Total No. of OCGs Currently Monitored</i>
<i>2013-14</i>	49	50	16	141

The actions taken to reduce the harm caused by human exploitation

- PSNI continue to be represented on a national Association of Chief Police Officers Regional Representatives Group Meeting on Human Trafficking and Organised Immigration Crime.
- Operation Eagle, a national overarching operation was implemented across the UK in April 2013.
- National Centre for Applied Learning Technologies (NCALT) Training delivery is continuing across PSNI.
- The recently formed NGO Engagement Group around Human Trafficking, under the auspices of the Organised Crime Task Force has continued to meet and discuss relevant matters.
- The Organised Crime Task Force 'Changing the Mindset' initiative is continuing with the production of a DVD entitled 'Organised Crime Closer than you Think'.
- Training/awareness raising with Belfast City Council, Health Board, Belfast Health and Social Care Trust, and a number of community groups continues to be delivered by PSNI in order to raise awareness of crime type issues and public confidence.
- Interaction has occurred at a PCSP level regarding Human Trafficking, with representation on the NGO Engagement Group.
- Continuing interaction with Europol and the United Kingdom Human Trafficking Centre (UKHTC) regarding internet usage in relation to Prostitution/Trafficking for sexual exploitation, and on a number of ongoing investigations.
- PSNI has been engaged with research programmes in Queens University Belfast regarding Prostitution and Human Trafficking, and on a project to examine information within the National Referral Mechanism (NRM) process relating to victims in Northern Ireland over a 3 year period.
- PSNI continue to work closely with DOJ and other partners within the Organised Crime Task Force surrounding 2014-15 Action Plan in respect of Human Trafficking and considerations around Lord Morris's Private Members Bill and the Modern Slavery Bill.

The actions taken to reduce the harm caused by drugs			
The number of drugs seizures – 2013-14 Financial Year			
2012-13	2013-14	Change	% Change
4,474	4,825	351	7.8%
<p>Organised Crime Branch have made the following drugs seizures in the current financial year to date (1 April 2013 – 25 February 2014):</p> <p>Cannabis: (Herbal) 166kgs = £3,084,000, (Resin) 5.06kgs = £25,300 (Plants) 3,500 = £1,931,500. Cocaine 21kgs = £1,290,000. Ecstasy: 5,050 Tablets = £133,000. Mephedrone: 3.7kgs = £70,000. Valium: 46,8000 = £45,000.</p>			

The number and amount of interventions into criminal finances – 2013-14 Financial Year			
	<i>Financial Year 2012-13</i>	<i>Financial Year 2013-14</i>	<i>Change</i>
Number of Interventions	196	174	-22
Value of Cash Seizures	£1,744,538	£1,388,334	-£356,204
Value of Confiscation Orders	£1,054,068	£1,501,908	£447,840

Key points:

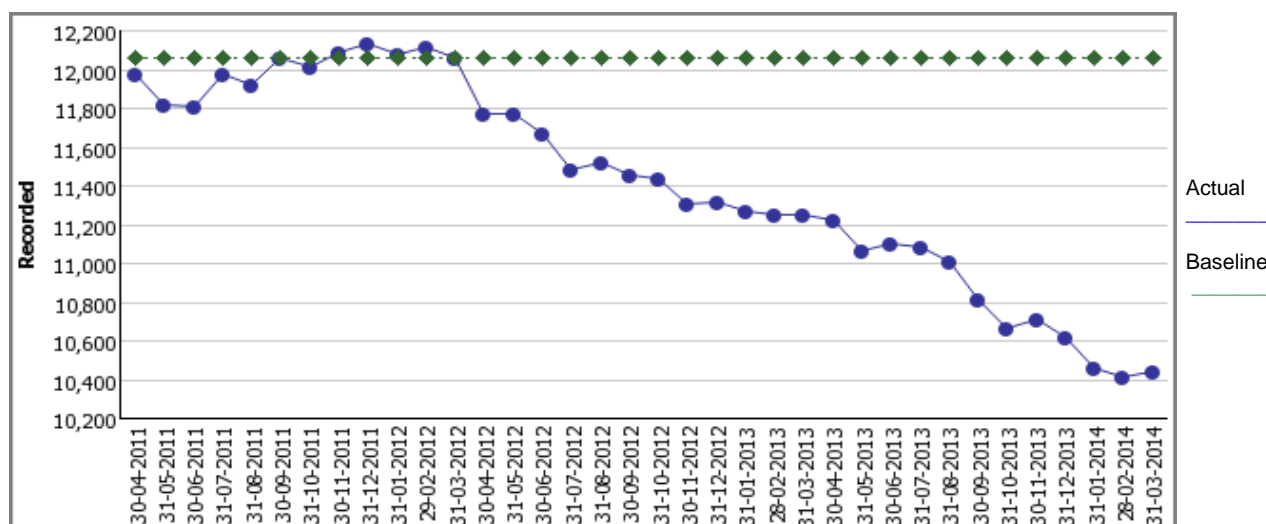
- 115 Organised Crime Gangs (OCGs) have been Frustrated, Disrupted or Dismantled in the financial year 2013-14, and there are currently 141 OCGs being monitored.
- The number of drugs seizures increased by over 350 in the 2013-14 financial year compared to the previous period. The roll out of Operation Torus has assisted in the rise in numbers of seizures as recorded at the end of the 2013-14 financial year.
- The 2013-14 financial year saw an increase in the value of confiscation orders when compared to the 2012-13 financial year.
- There have been 22 fewer interventions this financial year when compared to the previous period.

Non domestic violence crimes involving injury

The number of non domestic violent crimes involving injury - 2013-14 Financial Year			
2012-13	2013-14	Change	% Change
11,258	10,445	-813	-7.2%

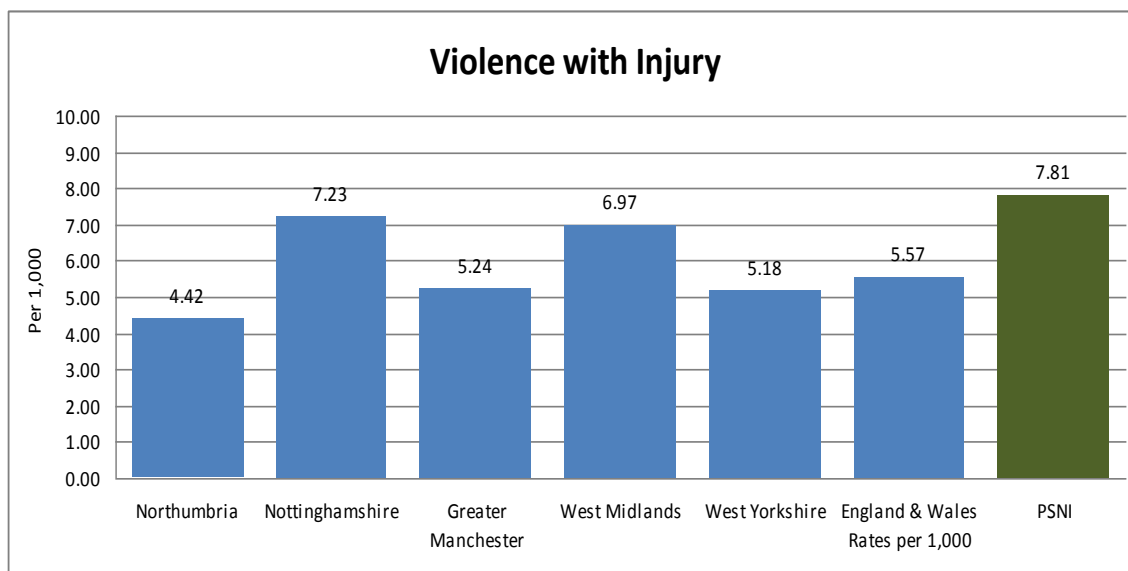
The number of non domestic violent crimes involving injury - 3 year trend

This graphic illustrates the pattern of reduction in non-domestic violence crimes involving injury over the past three years. The baseline represents the 2011-12 Financial Year figure of 12,006.



Further Analysis:

The chart below compares crime rates in this category per 1,000 people using Most Similar Group and the rate per 1,000 of the population across all England and Wales Police Services. This was compiled using most recent PSNI data and the most recent data published by HMIC (sourced from HMIC Crime Comparator – data as at December 2013).



Key Points:

- The number of crimes in this category have decreased by 7.2% in the 2013-14 financial year with 7 out of 8 districts experiencing a reduction in numbers of crimes of this type.

Alcohol related crime

The number of Antisocial Behaviour incidents where alcohol is a contributory factor			
	<i>All</i>	<i>Alcohol related</i>	<i>Alcohol as % of all</i>
2012-13 Financial Year	65,357	8,390	12.8%
2013-14 Financial Year	60,706	8,468	13.9%

The number of crimes where alcohol is a contributory factor (by crime type) – 2013-14 Financial Year					
	2013-14 Financial Year			Outcome Rate – 2013-/14 Financial Year	
	<i>All</i>	<i>Alcohol related</i>	<i>Alcohol as % of all</i>	<i>All</i>	<i>Alcohol related</i>
Domestic violence with injury	3,691	2,152	58.3%	33.8%	34.3%
Non domestic violence with injury	10,445	5,982	57.3%	32.6%	32.3%
Most Serious Sexual crime	1,939	304	15.7%	18.6%	20.7%
Violence without Injury	18,246	6,442	35.3%	29.4%	41.9%
Criminal Damage	19,889	2,725	13.7%	15.6%	50.4%
Total all crime	102,746	20,418	19.9%	27.2%	41.0%

Key Points:

- The percentage of all crimes with alcohol as a factor in the 2013-14 financial year is consistent with the figure for the previous financial year.
- The number of alcohol-related Antisocial Behaviour incidents rose by 1.1% in the 2013-14 financial year when compared to the previous period.

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; and
- Victims of Serious Sexual Crime

Demonstrated improved quality of engagement

Children and Young People

- Youth Engagement Clinics in partnership with Youth Justice Agency, PPS and Courts - 335 young people have now opted to have their cases dealt with through Youth Engagement Clinics since the start of the Pilot in October 2012.

Older People

- Ongoing anti-rogue trading project, which features the use of 'No Cold Calling Zones' by older/vulnerable people and pilot signage/media activity/advertising in Crime Pattern Analysis-identified areas, being delivered in partnership with a working group which includes Commissioner for Older People NI, Age NI and Trading Standards NI.
- Awareness activity by PSNI Crime Prevention Officers, using 'No Cold Calling Zone' window stickers, to improve understanding of doorstep crime and empower older/vulnerable people to use the PSNI-led Quick Check and Rogue Trading projects to keep would-be criminals away from their home.
- Delivery of pilot signage during February 2014 for soft launch in Crime Pattern Analysis-identified areas and media/advertising (led by PSNI Corporate Communications).
- Continued work through the Safer Aging Platform with the DOJ and other partners to improve service and communication.

Victims of Domestic Abuse

- In October 2013, a strategic document entitled 'Domestic Abuse: A Joint Response within the Defence Community' was signed off by senior representatives from the Royal Military Police, Ministry of Defence Police, Police Service of Northern Ireland, Women's Aid Federation, Army Welfare Service, Victim Support NI, Soldiers, Sailors, Airmen & Families Association (SSAFA). The document outlined the action, support and collaboration between the agencies in assisting victims of domestic abuse as well as facilitating prosecutions against perpetrators thereof.
- In compiling an analytical Problem Profile on domestic abuse, representatives from the PSNI Analysis Centre and Service Improvement Department met with a number of agencies to gather feedback about the police response to domestic abuse. Agencies contributing to this document included: NSPCC, Northern Ireland Council for Ethnic Minorities, The Rainbow Project, Men's Action Network and Women's Aid.
- In conjunction with colleagues in Probation Board, representatives from Service Improvement Department have developed a Framework for the Assessment of Domestic Abuse, for use by designated risk managers in reporting cases to local area public protection panels. Six training sessions were held across the province throughout February 2014.
- The PSNI are supporting research being conducted by Tizard Domestic Violence Project into the impact of domestic violence and women with learning disabilities.
- In February 2014, the Domestic Abuse Champion met with a number of female victims

of domestic abuse at a Women's Aid Refuge in County Antrim. Furthermore, the Domestic Abuse Champion also met with a number of female victims of domestic abuse at North Down and Ards Women's Aid Centre.

Victims of Hate Crime

- **Department of Justice Hate Crime Strategic Steering Group** - Partnership working continues with the Department of Justice on the Hate Crime Steering Group and includes specifically addressing support for victims and reporting mechanisms. Further meetings during the autumn and winter months have been held to progress work in relation to the reporting of Hate Crime and support for victims of Hate Crime.
- **Strategic Consultation Group** - Four separate Independent Advisory Groups have now been amalgamated with the Northern Ireland Policing Board's reference groups and a strategic consultation forum established which met for the first time on 29 November 2013 to primarily discuss the forthcoming Policing Plan. It is envisaged that a further meeting will take place in the last quarter of 2013-14.
- **Disability Hate Crime Road Shows to Raise Awareness** - Work is ongoing in partnership with Disability Action to raise awareness of disability Hate Crime via road-shows at the community level across Northern Ireland as well as the meetings of the joint forum with the Northern Ireland Policing Board which includes representation from the disability sector. Information in relation to disability Hate Crime has been forwarded and circulated to GP practices and pharmacists via their newsletter by the Regional Adult Safeguarding Officer, Health and Social Care Board.
- **LGB&T and Trans Forums** - The Trans Forum was attended on 27 November 2013 and 18 February 2014 to address issues that are experienced by the Trans community. Liaison continues with members of the LGB&T forum to keep abreast of arrangements for International Day Against Homophobia and Transphobia week 2014.
- **Hate Crime Internal Input** – Policing with the Community Branch coordinated the Lead Hate and Signal Crime meetings on 26 September 2013 with a disability Hate Crime theme and input from Leonard Cheshire/Mencap and Disability Action. Another meeting was coordinated on 27 November 2013 with a race Hate Crime theme and input from the Northern Ireland Human Rights Commission regarding their recently launched report.
- **Hate Crime Input** - continues to be delivered at the initial course for Call Handlers and Station Enquiry Assistants as well as the 999 Emergency call handlers course at Garnerville with input along with the Hate Crime advocates being provided during the last two quarters of 2013-14.
- **Northern Ireland Human Rights Commission (NIHRC) Report** - Work is on-going to address the recommendations with the NIHRC report regarding Racism and the Criminal Justice system in Northern Ireland following the launch on 15 October 2013.

- **Chinese New Year** - Policing with the Community Branch coordinated district and advocate attendance at the events in February 2014, and engaged with those attending. Hate Crime leaflets as well as other crime prevention material were distributed to those present.

Victims of Serious Sexual Crime

The Rowan (Regional Sexual Assault Referral Centre)

- The opportunity for individuals to self-refer to the Rowan has been ongoing since September 2013. 63% of those individuals who have self-referred have accepted the offer to meet with a specially trained Police Officer in the area of child sexual abuse or adult rape to discuss their options regarding engaging with the criminal justice process, to make a formal complaint or to share anonymous intelligence. Feedback obtained from the Rowan highlighted a very high satisfaction rate from attendees who spoke positively about their experiences.
- Over recent months both police officers and/or Rowan staff have facilitated training events, meetings, tours of the facility to assist other agencies to learn more about The Rowan and how children and adults they engage with may access this specialist service. These include - PPANI Victims Subgroup; National Organisation for the Treatment of Abusers delegates; NSPCC child witness service; Stormont Sexual Health Committee (x2); Footprints Women's Group (Poleglass); Senior Practice Nurses in the Northern Area; Directors for CONTACT NI; Rape Crisis Ireland; HSC students (on-going); Women's Health Day conference in Carrickfergus; GP practice which serves UUJ; Northern Area Safeguarding Panel; Barnardos; Children's service Improvement Board, Health & Social Care Board; Northern Domestic Violence Partnership; Royal College of Nursing re; Foyle Women's Aid; MSM Group; Regional Domestic and Sexual Violence Group; Senior Officials in DOJ; Leaders and Managers in Social Work via the Beeches Leadership Centre; Assistant Directors in Adult Mental Health and Lead Commissioner in PHA; Northern Family Planning Service; Adult Learning Disability Forum in South Eastern Health and Social Care Trust; Safeguarding Teachers in 'C' District.
- 'H' District launched 'Chat, Share, Think' safety message regarding the use of the internet by children and young people.
- From November 2013 – March 2014 The Rowan has facilitated workshops with Rape Crime Unit and Public Protection Unit officers to reflect on the operational service to date and consider ways to enhance the service even further.

Demonstration of Improved Service Provision

Children and Young People, in particular males aged 16-24 and children in care

- Stop and Search cards have been issued to District to be given by officers to a young person or adult being searched. These have been produced in partnership with the Police Ombudsman and the Children's Law Centre, and provide a helpline number on the card for young people who have questions about how a search was carried out.
- There was a meeting of the Youth Champion's Forum held on 2 December 2013 to discuss issues around child sexual exploitation and a scheduled quarterly meeting was held on 12 December 2013.
- An Antisocial Behaviour awareness training event was organised in conjunction with Community Safety Unit and other designated agencies to raise awareness of powers available to each statutory agency who carries responsibility for reducing Antisocial Behaviour.
- The Youth Issues Team now receive a weekly download of all discretionary disposals, which are forwarded to Youth Diversion Officers (YDO) for cross-checking, to quality assure data held which informs YDO recommendations to the Public Prosecution Service. YDOs have responsibility for sharing appropriate information with partner agencies such as Youth Justice Agency, Social Services and Education Welfare Officer and for monitoring risk behavior and offering support and intervention where appropriate.

Older People

- Provision by PSNI HQ Crime Prevention, Policing with the Community Branch, of awareness materials and doorstep crime window stickers to all Districts for distribution to vulnerable persons via site visits and events. Ongoing from mid-2013.
- Delivery of pilot signage and media/advertising (led by PSNI Corporate Communications) to Crime Pattern Analysis-identified areas.
- The PSNI continue to improve their relationship with the Good Morning Network to share information and reassurance on a District level.
- The Quick Check programme for Distraction Burglary carries on in the background and is used extensively for protection and reassurance.

Domestic Abuse

- PSNI in conjunction with the DOJ funded a Christmas campaign by Crimestoppers entitled 'Behind Closed Doors'.
- In November 2013, the PSNI achieved a Gold Award in an assessment by ONUS in its Workplace Charter on Domestic Violence.
- PSNI in conjunction with Belfast and South Eastern Domestic Violence Partnerships hosted an event entitled 'Domestic Violence: Listening, Sharing and Learning' in North Down.

- Learning from agencies as a result of the Operation Yewtree.
- PSNI assisted with the development of a DVD and Resource Manual for young people experiencing domestic abuse. Based on a play by Women's Aid Antrim, Ballymena, Larne, Carrickfergus and Newtownabbey entitled 'Family Portrait – Voice of a Victim', the DVD shows the impact of domestic abuse as seen through the eyes of young people. The accompanying resource pack is for use by any organisations wanting to engage in raising awareness of domestic abuse amongst young people, or in discussions with young people directly.

Hate Crime

- **Advocates - Bi-lingual/LGB&T/Disability/VSNI** - Ongoing meetings, coordinated by Policing with the Community Branch, with advocates on a monthly basis to help encourage reporting of Hate Crimes and to oversee referrals to victims.
- **Internal Diversity Advocates** - PSNI continue to address issues of confidence in minority ethnic communities by utilising police officers who are representative of minority communities and whose first language is not English, i.e. Polish, officers as internal advocates. The first meeting of these officers with a representative from Victim Support was held on 12 September 2013 and included a briefing from Victim Support Northern Ireland.
- **Hate Crime Leaflets** - A race Hate Crime leaflet has been produced, printed and circulated to District personnel. A Hate Crime leaflet outlining relevant legislation has been drafted and forwarded for print for circulation to District personnel.
- **Hate Crime Videos** - Hate Crime Videos are being produced to raise awareness internally of the impact of Hate Crime on the injured party. Victims from the six strands of Hate Crime are conveying their experiences of Hate Crime and police. Victim Support Northern Ireland are also engaging in the project to provide information relating to the Hate Crime advocates for victim follow up.

Victims of serious sexual exploitation

- The service is also developing a new training package for student officers of which child sexual exploitation will form part of the Child Protection Lesson. This will include an input from Barnardos via video/podcast on e-learning, a Child Sexual Exploitation case study, 'recognising the signs' of Child Sexual Exploitation, and police powers and actions.
- The service continues to work with the Safeguarding Board for NI and other partner agencies in reviewing the Regional Child Protection Policy and Procedures in terms of child sexual exploitation.
- In December 2013, the service organised a joint agency workshop for practitioners in police (including Response Officers and Public Protection officers), social services, and children's residential units to reflect on current collaborative practice around children who go missing and where improvements can be made.

- While training for officers on eCrime is ongoing, an eCrime Awareness Seminar was held to educate and familiarise investigators on the development of computer and phone forensics; network investigation and social media; capability and the role of District eCrime support units and cyber crime response.

ENHANCED CONFIDENCE AND REASSURANCE TO THE PUBLIC THROUGH THE RESPONSE TO RISK AND HARM

Critical Incidents

A Critical Incident is defined as **‘Any incident, where the effectiveness of the Police Service of Northern Ireland (the Police Service) response is likely to have a significant impact on the confidence of the victim, their family and/or the community.’**

A Register of Critical Incidents is maintained for recording all confirmed Critical Incidents. Four critical incidents were declared in 2013 and a further three remain active from previous years.

Each District/Department has a Critical Incident Single Point of Contact (SPOC), who acts as a liaison officer for Critical Incidents in their respective district/department. The SPOC will ordinarily be the Operations Manager (Superintendent) or other member of the Senior Management Team as appointed by District Commander/Head of Branch. A Register of Critical Incidents SPOCs is also maintained.

Civil Contingencies

Headquarters Emergency Planning (HQEP) has enhanced confidence and provided reassurance to the public through multi-agency working in the following areas:

Risk Assessment

1. PSNI Emergency Planning at both HQ and district levels has worked alongside multi-agency colleagues in the review and production of Risk Assessments, which have informed the Civil Contingency Planning Cycle.
2. HQEP, as part of the Op Sponsor Central Planning Team conducted joint risk assessments on the potential impact of G8 on current Civil Contingency Plans and produced mitigation, which alleviated conflict with areas of concern.

Engagement

1. Throughout this year HQEP has engaged with a wide range of external agencies and developed protocols and relationships, which have enhanced public confidence in policing.
2. Voluntary Sector Search and Rescue groups continue to be engaged and closer working relationships forged. This has enhanced the capability to react to life at risk taskings while increasing public confidence.
3. During the Spring Blizzard in March 2013 PSNI demonstrated both capability and resilience by leading during the ‘response’ phase of the operation and by supporting the lead government department during the ‘recovery’ phase. The positive feedback given at the operational debrief would support the view that confidence in the PSNI was enhanced as a result of the actions taken during this spontaneous Civil Contingencies Emergency.

This is supported by the number of positive comments made to police by

members of the public in the areas affected by the severe weather.

4. PSNI continue to sit on numerous multi-agency strategic and tactical groups such as CCGNI, LGEMG, Belfast Resilience and the 5 first responders groups, many of which PSNI chair.
5. PSNI engaged with stakeholders in respect to both G8 and the World Police and Fire Games (WPFG) including partners from statutory, voluntary and the private sector to ensure that appropriate planning arrangements were put in place.

Planning

1. The Op Sponsor Central Planning Team conducted a complex planning operation while working very closely with other agencies. This resulted in a successful delivery of the G8 and has both developed working relationships and enhanced confidence in the PSNI.
2. The WPFG Central Planning Team worked closely with other agencies and has enhanced confidence in the PSNI.
3. PSNI central planning are now engaged with teams from both the Giro d'Italia and the Commonwealth Baton team in preparation for both events in 2014

Training and Exercises

1. HQEP conducted a programme of training and exercises in preparation for G8 and the WPFG. This programme was multi-agency in nature and as a result has enhanced the confidence our partners have in our ability.
2. PSNI continue to support a wide range of multi-agency exercises, including the planning for the River's Agency lead coastal flooding exercise this year.
3. An exercise schedule is currently being developed for 2014 to include a major transportation exercise, major event exercise and exercises around a Chemical, Biological, Radiological and Nuclear (CBRN) response.

Strategic Level

1. At a strategic level PSNI has worked very closely with the Civil Contingencies Policy Branch (CCPB) of the Office of the First Minister and Deputy First Minister, the Northern Ireland Office and the DOJ in addressing issues during this year of significant events.
PSNI has worked closely with CCPB with regard to the development of proposed legislation on Local Resilience Forums.
2. PSNI is currently working with the CBRN Centre and the Home Office in respect to a review of CBRN response in the UK and the introduction of new protocols in line with current PSNI Service Operating Procedures.
3. PSNI are currently working with DOJ regarding a review of the control and deployment of Voluntary Search and Rescue team in Mountains, Low Land and inland waters.

Public Order

- The internal Strategic Public Order Board chaired by ACC Operational Support has been augmented by the Public Order Review Group. The additional support was deemed beneficial in light of the significant periods and differing dynamics of disorder experienced in 2012-13. The purpose of this group is to identify learning and progress subsequent recommendations relating to all aspects of public order policing. An initial activity for the group was the hosting of a number of public order

professional developmental training days for Gold, Silver and Bronze level commanders. A series of guest speakers including those from Olympic Police Commanders and the Centre for Applied Science and Technology provided briefings. The review group are also considering the findings of the recent University of Ulster community consultation.

- The collation of operational learning from 2012-13 is ongoing, and whilst complicated by the scale of public order policing experienced this year, will be used to inform the development of a Public Order Strategic Risk Assessment in early 2014. The assessment will also be informed by the existing 'Use of Force Reports' and ongoing academic research regarding profiling officers' injuries during disorder. The strategic risk assessment will significantly contribute to the Service's response and preparedness for public disorder. The compilation of such an assessment is in line with recommendations from the Criminal Justice Inspectorate's 'Criminal Justice System's Preparedness for Exceptional or Prolonged Public Disorder Report' (June 2013). Other such recommendations include addressing excessive periods of continuous duty and tactical effectiveness in light of press/media operational activity.

Public Protection Arrangements for Northern Ireland

Overview

As previously reported, the Public Protection Arrangements Northern Ireland (PPANI) came into being on 6 October 2008 having been placed on a statutory footing, requiring each of the participating agencies to carry out statutory responsibilities in respect of the risk assessment and risk management of sexual and violent offenders. The PSNI are actively participating in the public protection arrangements across a number of fronts and at different levels such as:

- ACC Service Improvement Department – has just passed the Chairing of the Strategic Management Board (SMB) of PPANI to the Probation Board for Northern Ireland.
- Police are administering the PPANI process on behalf of all the agencies. This is carried out by a specialised team based in Seapark Carrickfergus called the PPANI Links Team. During the period from April 2013 to 1 September 2013 they administered and provided risk management support to 398 individual case reviews.
- Police are partners in the co-located Public Protection Team also based at Seapark, Carrickfergus. This is a multi-disciplinary team which consists of Police, Probation and Social Services. The focus of this team is to manage the risk around those offenders who are deemed to pose the highest risk.
- Police Public Protection Unit (PPU) personnel are participating in the LAPPP's (Local Area Public Protection Panels) throughout Northern Ireland and working in partnership where appropriate to meet the LAPPP recommendations to assist in risk managing Category 2 offenders.

Four meetings of the Strategic Management Board (SMB) have taken place during the last year. There are 5 established sub-groups and they consist of: -

1. Policy and Practice;
2. Communications;
3. Accommodation;
4. Education; and
5. Victims' Advisory group.

The police have representation on the highlighted sub-groups and two lay-advisors are attached to the SMB.

PPANI Links Team

The PPANI Links Team core role is ensuring the public protection arrangements operate within the Guidance to Agencies issued by the Minister for Justice, including the administration of the LAPPP meetings.

Those attached to the Unit have some considerable experience of sexual and violent offences investigation and management of risk. They also provide a wide range of contacts and links with agencies with an input to risk assessment both in UK and further afield, these include prisons, other police services, housing providers etc. This experience and knowledge provides a valuable source of advice for agencies involved in the public protection arrangements. In addition to providing this facility the PPANI Links Team also fulfils the following roles:

- Acts as single point of contact (SPOC) for all Church and Faith Groups, provide information and contact details, and issue invites to LAPPP as required;
- Provide support to the Public Protection Team and PPU's, including accompanying them when visiting offenders, and also expert advice based support. Each District Public Protection Unit has an allocated officer within the PPANI Links Team to assist them; and
- Provide advice and support to offender management units within the prisons at Maghaberry, Magilligan and Hydebank Wood (both the YOC and female prison) and to the Juvenile Justice Centre Woodlands, and similarly to Health Service based establishments such as Shannon Clinic, Hollywell.

Public Protection Team

The Public Protection Team (PPT) is a co-located multi-agency team made up of specifically trained Police, Probation and Social Service staff. The PPT is responsible for the risk management of all Category 3 (Highest Risk) Offenders in Northern Ireland and is located in Seapark PSNI complex on outskirts of Belfast. The PPT is centrally based with PPANI Links Team and PPANI Co-ordinator. Since the PPT that risk manage the highest risk cases was formed (in Oct 2008) to end August 2013, 60 individual offenders have been risk managed by the PPT.

PPANI statistics by way of category and what that means

PPANI figures currently show that there are 181 Category 2 cases (106 in community and 75 in prison) and 18 Category 3 cases (3 in the community and 15 in prison). There are a total of 1336 individuals who are notifiable sexual offenders (1061 in community and 275 in prison). It should be noted that this changes on a daily basis as the processes are dynamic in nature.

Of the Category 2 cases 111 are sexual and 70 are violent; for the Category 3 cases 13 are sexual and 5 are violent.

From 1 April 2013 to 13 September 2013 there have been 398 case reviews across Northern Ireland including prisons. Of these, 170 cases were reviewed for the first time: 79 of these were sexual cases, 21 involved violence against children, 3 involved violence against vulnerable adults, 67 were domestic violence and there were no new 'Hate Crime' cases.

For the PPANI cases that involve Domestic Violence (DV) there are currently 3 Category 3 cases (2 of which are in prison), 66 Category 2 cases (22 in prison) 12 have been at LAPPP but no assessment made pending further details (2 in prison) and there are 47 new cases awaiting a first LAPPP (23 in prison) (Since DV cases were included in PPANI on 1st April 2010) there would be 432 DV cases assessed as Category 1, each of these are checked in relation to Multi Agency Risk Assessment Conferences however some victims have not met the threshold but with the multi-agency nature of PPANI the relevant statutory agencies are represented at LAPPP therefore appropriate information is shared.

Of the 'Hate Crime' cases, there have been 3 that met PPANI criteria, 2 were assessed as Category 1 and the third is still to be traced. All 3 would have been racial incidents. It was a multi-agency decision to focus on those cases where an enhanced sentence was received as there was a greater likelihood of having an opportunity through Northern Ireland Probation Service work for an intervention which would have achievable outcomes in terms of lifestyle change.

Since the Public Protection Team that risk manage the highest risk cases was formed (in Oct 2008) to end August 2013, 60 individual offenders have been risk managed by the PPT.

Overall PSNI Crime Performance (including areas outside of the Policing Plan Framework)

The tables below illustrate PSNI performance on recorded crimes and crime outcomes for 2013-14 compared to 2012-13:

Offence group	Number and percentage changes			
	Recorded crime			
	2012/13	2013/14	change between years	% change between years ¹
VICTIM-BASED CRIME				
VIOLENCE AGAINST THE PERSON	30,305	32,403	2,098	6.9
<i>Homicide</i>	20	21	1	-
<i>Violence with injury</i>	14,854	14,136	-718	-4.8
<i>Violence without injury</i>	15,431	18,246	2,815	18.2
SEXUAL OFFENCES	1,932	2,234	302	15.6
<i>Rape</i>	533	550	17	3.2
<i>Other sexual offences</i>	1,399	1,684	285	20.4
ROBBERY	1,014	958	-56	-5.5
<i>Robbery of personal property</i>	711	715	4	0.6
<i>Robbery of business property</i>	303	243	-60	-19.8
THEFT OFFENCES	35,611	36,023	412	1.2
<i>Burglary</i>	9,581	9,067	-514	-5.4
<i>Domestic burglary</i>	5,945	5,753	-192	-3.2
<i>Non-domestic burglary</i>	3,636	3,314	-322	-8.9
<i>Theft from the person</i>	661	576	-85	-12.9
<i>Vehicle offences</i>	5,339	5,609	270	5.1
<i>Bicycle theft</i>	1,073	1,097	24	2.2
<i>Shoplifting</i>	5,890	6,372	482	8.2
<i>All other theft offences</i>	13,067	13,302	235	1.8
CRIMINAL DAMAGE	20,959	19,889	-1,070	-5.1
OTHER CRIMES AGAINST SOCIETY				
DRUG OFFENCES	4,378	4,732	354	8.1
<i>Trafficking of drugs</i>	890	968	78	8.8
<i>Possession of drugs</i>	3,488	3,764	276	7.9
POSSESSION OF WEAPONS OFFENCES	651	727	76	11.7
PUBLIC ORDER OFFENCES	1,517	1,536	19	1.3
MISCELLANEOUS CRIMES AGAINST SOCIETY	2,191	2,415	224	10.2
OTHER FRAUD²	1,831	1,829	-2	-0.1
TOTAL RECORDED CRIME – ALL OFFENCES	100,389	102,746	2,357	2.3

¹ '-' indicates that for offences recorded a percentage change is not reported because the base number of offences is less than 50.

² In England & Wales offences such as fraud by false representation (deception) are reported to Action Fraud and from April 2013 these figures are no longer included in police recorded crime statistics. However in Northern Ireland these offences are still reported to the police and so continue to be included in the PSNI recorded crime statistics.

Northern Ireland Policing Board

Annual Report and Accounts 1 April 2013 – 31 March 2014

Offence group	Percentages			Numbers	
	Crime outcomes ¹ (rate %)			Crime outcomes ¹	
	2012/13	2013/14	% point change	2012/13	2013/14
VICTIM-BASED CRIME					
VIOLENCE AGAINST THE PERSON	35.9	31.0	-4.9	10,887	10,043
<i>Homicide</i>	85.0	81.0	-4.0	17	17
<i>Violence with injury</i>	35.6	32.9	-2.6	5,287	4,657
<i>Violence without injury</i>	36.2	29.4	-6.8	5,583	5,369
SEXUAL OFFENCES	21.2	20.8	-0.4	409	464
<i>Rape</i>	15.0	16.5	1.5	80	91
<i>Other sexual offences</i>	23.5	22.1	-1.4	329	373
ROBBERY	21.3	16.5	-4.8	216	158
<i>Robbery of personal property</i>	16.0	11.9	-4.1	114	85
<i>Robbery of business property</i>	33.7	30.0	-3.6	102	73
THEFT OFFENCES	20.8	19.6	-1.2	7,390	7,048
<i>Burglary</i>	12.1	10.5	-1.6	1,159	956
<i>Domestic burglary</i>	11.4	9.7	-1.7	676	556
<i>Non-domestic burglary</i>	13.3	12.1	-1.2	483	400
<i>Theft from the person</i>	7.0	4.7	-2.3	46	27
<i>Vehicle offences</i>	20.6	16.7	-3.9	1,098	937
<i>Bicycle theft</i>	4.3	4.5	0.2	46	49
<i>Shoplifting</i>	61.0	59.6	-1.4	3,590	3,795
<i>All other theft offences</i>	11.1	9.7	-1.5	1,451	1,284
CRIMINAL DAMAGE	16.2	15.6	-0.6	3,385	3,100
OTHER CRIMES AGAINST SOCIETY					
DRUG OFFENCES	86.8	80.7	-6.0	3,799	3,820
<i>Trafficking of drugs</i>	81.7	71.2	-10.5	727	689
<i>Possession of drugs</i>	88.1	83.2	-4.9	3,072	3,131
POSSESSION OF WEAPONS OFFENCES	71.9	62.7	-9.2	468	456
PUBLIC ORDER OFFENCES	64.5	55.0	-9.5	978	845
MISCELLANEOUS CRIMES AGAINST SOCIETY	64.8	59.7	-5.1	1,419	1,442
OTHER FRAUD²	37.5	32.8	-4.8	687	599
TOTAL RECORDED CRIME – ALL OFFENCES	29.5	27.2	-2.3	29,638	27,975

¹ Outcomes presented here include charge/summons, cautions (adult and juvenile), discretionary disposals, penalty notices for disorder, offences taken into consideration and indictable only offences where no action was taken against the offender (died before proceedings or PPS did not prosecute).

² In England & Wales offences such as fraud by false representation (deception) are reported to Action Fraud and from April 2013 these figures are no longer included in police recorded crime statistics. However in Northern Ireland these offences are still reported to the police and so continue to be included in the PSNI recorded crime statistics.

Cause for Concern

- Only D, F and G Districts showed reductions in recorded crime compared to 2012-13.
- There have been reductions in the outcome rates as follows:
 - Violent Crime outcomes down by 4.9% points to 31.0%.
 - Robbery outcomes down by 4.8% points to 16.5%.
 - Burglary outcomes down by 1.6% points to 10.5% (Domestic Burglary outcome is down by 1.7% points to 9.7% - the lowest rate since 2005/6 where it was 8.3%).
 - Public Order offences outcomes down by 9.5% points to 55.0%.
- Only E and G Districts showed improvements in outcome rates compared to 2012-13.

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 to monitor the performance of the PSNI in complying with the Human Rights Act 1998. In order to assist it with fulfilling this duty, the Board appointed Human Rights Advisors in 2003 to devise a framework which sets out in detail the standards against which the performance of the police in complying with the Human Rights Act 1998 is monitored. The Board's Performance Committee is responsible for implementing the monitoring framework. The Committee is assisted in this task by the Board's Human Rights Advisor and every year since 2005 the Advisor has presented the Committee with a Human Rights Annual Report.

The PSNI's human rights based approach to policing, and the Board's human rights monitoring function, have been identified as good practice in Great Britain and the Republic of Ireland. The PSNI Code of Ethics (which lays down standards of conduct for police officers and is intended to make them aware of their obligations under the Human Rights Act) has now been cited by police services in England, Wales and Scotland as inspiration for the development of their own Codes of Ethics. An Garda Síochána has also discussed the development of a code for the Republic of Ireland with Board officials.

Having human rights at the heart of policing ensures that the rights of the community and the rights of officers who serve the community are both protected and upheld. At the launch of the 2013 Human Rights Report the Chief Constable state, "We fully recognise the importance of keeping human rights at the very heart of the work we do in terms of tackling crime and keeping people safe... Policing is a constant and evolving journey and we will continue to work with the Board in reviewing and refreshing our approach to human rights and community engagement."¹

Human Rights Annual Report 2013

The Human Rights Annual Report 2013 was published on 25 March 2014 to coincide with the opening of the Board's Conference on 'Confidence in Policing'. The launch of the

¹ Chief Constable Matt Baggott commenting upon the publication of the Human Rights Annual Report 2013 on 25 March 2014.

Report was followed by a facilitated discussion between a panel and an invited audience. The panel comprised Alyson Kilpatrick BL, Human Rights Advisor to the Board; Jonathan Craig MLA, Chair of the Board's Performance Committee; the Chief Constable; Sir Keir Starmer, former Director of Public Prosecutions and former Human Rights Advisor to the Board; Dr Jonny Byrne, Lecturer at the University of Ulster; Susan McKay, Journalist; and Koulla Yiasouma, Director of Include Youth. Discussion focussed on the role and influence of political representatives, community leaders, the media and human rights on confidence in policing. The event was streamed live online and footage is available to view through the Board's facebook page.

The 2013 Report outlines the monitoring work carried out by the Performance Committee and the Human Rights Advisor during 2013. The Report comprises 14 chapters and makes 8 new recommendations for the PSNI to consider in relation to:

- Training delivered to officers in respect of children and young people (3 recommendations);
- Police proposals to introduce a test purchase of alcohol scheme (1 recommendation);
- Monitoring trends and patterns in Police Ombudsman policy recommendations (1 recommendation);
- Monitoring trends and patterns in complaints and misconduct matters arising in respect of civilian staff (1 recommendation);
- The publication of a PSNI Manual of Policy, Procedure and Guidance on Conflict Management (1 recommendation); and
- Reporting to the Board on the framework within which the PSNI uses Unmanned Aerial Systems (UAS/Drones).

The 2013 Report records that PSNI has implemented 196 recommendations made in Human Rights Annual Reports since 2005. Monitoring the implementation of the new recommendations will be taken forward by the Committee, with the assistance of the Human Rights Advisor, and will be reported upon publicly in due course. The Human Rights Annual Report 2013 is available on the Board's website.

Human Rights Thematic Reviews

Another way in which the Committee and the Human Rights Advisor monitor and report upon PSNI's human rights compliance is by way of a thematic review. This approach enables a more detailed examination of specific areas of policing from a human rights perspective. A key feature of the thematic review is use of the community's experience of policing to assist with informing the evidence base against which police policy and practice on the ground is evaluated. Four human rights thematic reviews have been published to date and have made a combined total of 73 recommendations. The thematic reviews examined:

- The police response to domestic abuse - this was published in March 2009 and made 14 recommendations for the PSNI;
- Children and young people - this was published in January 2011 and made 30 recommendations for the PSNI;
- Policing with and for Lesbian, Gay, Bisexual and Transgender individuals - this was published in March 2012 and made 18 recommendations for the PSNI; and
- Police powers to stop and search and stop and question under the Terrorism Act 2000 and the Justice and Security (NI) Act 2007 - this was published in October 2013 and made 11 recommendations for the PSNI.

The stop and search thematic review was completed during 2013-14 and it provides in-depth scrutiny of police use of the powers. It is hoped that the thematic review will not only assist and improve police practice, but that it will also assist the community by putting into the public domain as much information about the use of stop and search powers as is possible. The Committee wishes to encourage further discussion with the community and will continue to engage with PSNI and stakeholders on this important issue.

Also published during 2013-14 was an update report on PSNI progress in implementing the 30 recommendations made in the children and young people thematic review. The Board's Human Rights Advisor met with the Board's Youth Advisory Panel in March 2014 to discuss the PSNI's latest position in respect of the recommendations. The Committee will continue, in consultation with stakeholders, to evaluate PSNI's implementation of the recommendations and will report further in due course. The human rights thematic reviews and thematic update reports are available on the Board's website.

Performance Committee Programme of work

The Performance Committee's Programme of Work sets out the Committee's main work streams for the year and incorporates the key areas of policing to be examined as per the Human Rights Monitoring Framework and the Professional Standards Monitoring Framework. The Programme of Work 2013 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 2013-14 to consider matters such as complaints against the PSNI, police discipline, the policing of public disorder, accountability arrangements for 'mutual aid' officers providing support to PSNI during the G8 Summit, accountability arrangements for the operation of the National Crime Agency in Northern Ireland, PSNI use of counter-terrorism powers, Coronial inquests into historical deaths, Police Ombudsman reports and Criminal Justice Inspection Northern Ireland (CJINI) reports. The Committee considered the police response to issues such as domestic abuse, hate crime and child sexual exploitation. In doing so, the Committee met with relevant PSNI personnel and received evidence from key stakeholders and partners from across the Criminal Justice System at each of its meetings.

The Committee's Programme of Work 2014 is available on the Board's website. The Programme for this year has a specific emphasis on the police response to domestic abuse and the police approach to tackling cybercrime. These are two priority areas identified by the Committee as requiring deeper scrutiny in the coming year.

Monitoring public order policing

2013-14 was an operationally intense year for the PSNI, with parades, protests and other public assemblies taking place, coupled with the additional planning and resources that were required for policing the G8 summit and other major events such as the World Police and Fire Games and the Derry/Londonderry City of Culture events.

While the planning and implementation of public order operations are the responsibility of the Chief Constable, the Board is obliged to consider the human rights implications of public order policing and community confidence issues. Every year the Board's Human Rights Advisor attends pre-planning meetings and observes from the Silver Command

Room, the policing operation for the annual 12 July parade (and associated protests) in Belfast. The Human Rights Advisor also attended the pre-planning meetings and training delivered to 'mutual aid' officers for the G8 Summit. This is reported upon in the Board's Human Rights Annual Report 2013.

The Board and the Performance Committee met with PSNI on several occasions during 2013-14 to discuss the PSNI's approach to policing in a public order context. Members raised questions with regard to policing tactics used, resource implications (financial and personnel), welfare of police officers, the criminal justice strategy (arrests and prosecutions) and the level of engagement between the police and local communities before, during and after the event.

In February 2014 PSNI held a public order debrief which was attended by a wide range of officers from across Northern Ireland. The purpose of the debrief was to consider lessons learned from the previous year's public order operations, in particular the human rights issues involved in the planning and execution of public order operations. Central to the debrief was a research report produced by the University of Ulster and Institute of Conflict Research entitled 'Community Perspectives on Public Order Policing'. In March 2014 the Performance Committee was briefed by Temporary/Assistant Chief Constable Operational Support on the key learning points arising from the debrief and how these would inform future public order operations.

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 complaints against the PSNI and subsequent disciplinary proceedings arising as a result of Police Ombudsman investigations. The Board also has a duty to monitor trends and patterns in complaints. This work is taken forward by the Performance Committee.

The Office of the Police Ombudsman for Northern Ireland (OPONI) has responsibility for the delivery of an independent and impartial police complaints system. The Performance Committee meets formally with the Police Ombudsman and/or senior officials from the Office twice a year to discuss a range of issues, including trends and patterns in

complaints against police officers and the resolution of those complaints. The Committee considers Regulation 20 reports as and when they are published by 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 Department of Justice, 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 Attenuating Energy Projectile (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. The Committee also considers other major investigation reports produced by OPONI.

The Committee monitors PSNI internal disciplinary procedures to ensure that lessons are learned and that best practice is promoted across the organisation for all officers. The Committee meets formally with officers from PSNI Service Improvement Department twice a year to discuss professional standards issues. The Service Improvement Department acts as the 'gatekeeper of integrity' for the organisation. It is responsible for providing guidance to Districts and Departments in respect of disciplinary matters and must ensure that consistent standards are applied. The Department delegates recommendations arising from OPONI investigations to the appropriate District or Department (as the case may be) to progress or it may refer the matter to a formal misconduct hearing. The Department can also initiate its own misconduct investigations.

A Professional Standards Monitoring Framework, which was developed by the Board's Human Rights Advisor in 2011, provides the Committee with a structure to undertake its key role in monitoring complaints and discipline and also to address broader concerns, such as quality of service, accountability and evidence of learning. In accordance with the Framework, PSNI and OPONI provide the Committee with complaints and disciplinary statistical information on a 6 monthly basis. This information is input into a Professional Standards report and the report is provided to the Committee prior to meetings with OPONI and PSNI. Presentation of information in this manner enables the Committee to identify trends and patterns in complaints and misconduct cases. The report is used by the Committee at meetings with PSNI to challenge the organisation's performance and to seek

further information from the police on any areas of concern. Where there are areas of concern, the PSNI is asked to put plans in place to address the issues and report back to the Committee.

During 2013-14 the Committee met with senior officials from OPONI on two occasions (June 2013 and November 2013) and discussed a range of issues, including trends and patterns in complaints against police officers, the nature of the allegations made and the resolution of those complaints. A key factor in reducing the number of complaints appears to be a better understanding of the allegations made. In March 2014 the Committee was provided with a report prepared by the PSNI entitled '*Understanding the Rise in Complaints and Allegations made against the PSNI 2013/14*'. The report covers long-term and short-term trends identified by PSNI and focusses on Oppressive Behaviour allegations in particular. The Committee will meet with PSNI later this year to discuss this report.

Another issue that the Committee discussed with both OPONI and PSNI Service Improvement Department during 2013-14 were OPONI policy recommendations, which can arise from Regulation 20 reports or from complaint files. The Committee recommended in the Board's Human Rights Annual Report 2013 that PSNI develops a system which identifies trends and patterns in OPONI policy recommendations, and which requires action to be taken in respect of recurring recommendations. The recommendation requires PSNI to report to the Committee on this system. This will be reported upon further in the Human Rights Annual Report 2014.

Review of misconduct and performance procedures

In 2008 new misconduct and unsatisfactory performance procedures were introduced in England and Wales. These new procedures were introduced further to the findings of a review commissioned by the Home Office in 2004 (known as the Taylor review) into the effectiveness of police misconduct and unsatisfactory performance procedures in England and Wales. Whilst the Taylor review and the new procedures introduced to England and Wales did not extend to Northern Ireland, many of the key findings of the Taylor review are relevant in the Northern Ireland context. For example, one of the key points to emerge from the Taylor review was the need to shift the emphasis and culture in police misconduct

and unsatisfactory performance matters from blame and punishment towards a focus on development and improvement. The review recommended that supervisory police officers should be given more responsibility to deal with misconduct at a local level.

Taking into account the Taylor review and the reforms in England and Wales, PSNI has been working closely with the Board, the DOJ and other stakeholders for a number of years on legislative reform to the police discipline and unsatisfactory performance procedures in Northern Ireland. That work is still ongoing but is nearing completion. During 2013 the DOJ issued for consultation 3 sets of draft Regulations: the Police (Conduct) Regulations 2013 which establish procedures for taking action in relation to misconduct by police officers; the Police (Performance) Regulations (NI) 2013 which establish mechanisms for dealing with issues regarding unsatisfactory performance and attendance of police officers; and the Police Appeals Tribunals Rules (NI) 2013 which provide for appeals to Police Appeals Tribunals (PATs) against the findings and specific outcomes arising from both the Conduct and Performance Regulations.

The Performance Committee has closely followed developments and during 2013-14 it considered an analysis of the experience of a number of police services in England and Wales in implementing their new misconduct and unsatisfactory performance procedures. The general consensus based on the anecdotal evidence received from those services is that the new procedures are working successfully, with officers accepting when their conduct has fallen below standard and more often at an earlier stage. Most police services commented that an adherence to time scales and dealing with matters at a local level has considerably cut down on the time between the commencement of a case and case closure. However, it was found that despite the new procedures having been in place in England and Wales for 5 years now, some senior staff are still finding it difficult not to base decisions on the old system and are reluctant to deal with minor misconduct matters without feeling the need to refer matters to a higher level.

In light of this, the Committee has highlighted to PSNI that when the new legislative framework comes into effect in Northern Ireland, it will be important to ensure that there is not only a change in organisational culture but also adequate support systems to develop confidence in decision-making. This will require adequate initial training and the establishment of monitoring systems to oversee the operation of the reforms which would

enable early intervention to tackle any issues arising. PSNI has advised that a draft training programme has been developed and that quality assurance and consistency will be the responsibility of PSNI Discipline Branch. Discipline Branch staff will also play an important role in coaching and mentoring local investigators when the reforms are first introduced. PSNI's own research has shown that the police services that have experienced most benefit from the new procedures in England and Wales are the police services whose senior officers have embraced the reforms.

Protecting Victims and the Vulnerable

Protective Policing means keeping people safe from harm, risk or threat caused by organised crime, violent crime and terrorism. In order to maintain and enhance public confidence, it is important that victims of crime, and in particular the most vulnerable in society, feel reassured by the police response to crimes committed against them. The Board is responsible for setting priorities and targets for the PSNI in relation to Protective Policing. The Policing Plan update for 2013-14 included a framework for PSNI to report to the Board on a number of these elements and it identified the following groups of people as needing an improved service from the police due to their vulnerability to crime, particularly violent crime:

- Children and young people, in particular males aged 16 to 24 and children in care;
- Older people (aged 60 years and over);
- Victims of domestic abuse;
- Victims of hate crime; and
- Victims of sexual crime.

PSNI reports in relation to protecting victims and vulnerable people were considered by the Performance Committee in November 2013.

As part of the Policing Plan 2014-2017, which was published by the Board on 26 March 2014, the Performance Committee has agreed a reporting framework with PSNI. The first report in line with the newly devised framework will be considered later this year. The Committee has ensured that in comparison to the Policing Plan 2011-2014, these reports take a more analytical approach to this area of policing in order to more clearly demonstrate operational benefits to PSNI, the benefits to vulnerable groups, how lessons

have been learned and the best practice put into place across the service as a whole as a result.

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. The Board is represented on the Organised Crime Task Force (OCTF) Stakeholder Group which was established in 2000 as 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 6 months to the Performance Committee.

Cybercrime

During 2013-14, the Performance Committee carried out detailed research into cybercrime, with a particular focus on how vulnerable people are affected by crimes committed via the internet. That research has already led to a change in the PSNI's policy approach to cybercrime, especially with regards to their working definition of cybercrime and the accurate recording of cyber enabled crime which is now defined as being an offence committed in full or in part, through a computer, computer network or other computer-enabled device.

If the nature of crime is changing, the policing response must also change to meet this challenge. Therefore ensuring that PSNI considered an appropriate and holistic definition of cybercrime means that there will be a clear understanding of the nature of the threats posed as well as the skills necessary to combat it.

Ensuring that PSNI has proactive plans and policies in place to tackle cybercrime was a priority for the Board during 2013-14 and it will continue to be a significant area of focus for the Committee during 2014-15.

Covert and national security policing

The Board has retained oversight and held the Chief Constable to account over all aspects of police work during this reporting period, including covert and national security 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 (PPS).

Annex E also envisaged a role for the Board's Human Rights Advisor. It stated that the Human Rights Advisor "should have a role in human rights proofing the relevant protocols that will underpin the Chief Constable's five key principles, and also in confirming that satisfactory arrangements are in place to implement the principles." The Memorandum of Understanding between the PSNI and the Security Service, together with relevant protocols and service level agreements, have over the years been subjected to 'human rights proofing' by the Board's Human Rights Advisors. As reported in the Human Rights Annual Report 2013, PSNI has recently reviewed these documents and has provided drafts of the revised documents to the Board's Human Rights Advisor. In accordance with a recommendation in the Human Rights Annual Report 2012, PSNI is required to publish these documents, once finalised, to the greatest extent possible. The recommendation requires PSNI to provide a written explanation to the Performance Committee in the event that it decides not to publish any document or to publish all or any in a redacted form. PSNI has accepted that recommendation and this will be reported upon further in the Human Rights Annual Report 2014.

With regard to covert policing techniques, the Board's Human Rights Advisor, on behalf of the Board and in accordance with the Board's Human Rights Monitoring Framework, has kept under review the mechanisms in place for ensuring that PSNI officers comply with the requirements of the Regulation of Investigatory Powers Act 2000 (RIPA) and the Human Rights Act 1998. Since 2003 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.

There are a number of mechanisms in place for ensuring PSNI accountability in respect of covert policing and national security matters, including RIPA Commissioners and a Tribunal; an Independent Reviewer of National Security Arrangements in Northern Ireland; an Independent Reviewer of Terrorism Legislation; an Independent Reviewer of the Justice and Security (NI) Act 2007; the Police Ombudsman; and, as outlined above, the Policing Board. Given the nature of the work undertaken by these accountability mechanisms, there are understandable limitations on the extent to which the bodies in question can report publically upon their work.

In November 2012 the Committee on the Administration of Justice (CAJ) published a research report on covert and national security policing.² In that report, CAJ was critical of the accountability mechanisms in place and argued that there was an ‘accountability gap’.

Having considered the concerns raised by CAJ, the Board’s Performance Committee agreed at its meeting in May 2013 to establish a Project Group which would work to the following terms of reference:

- (i) To consider the existing accountability mechanisms, including in particular the level of transparency;
- (ii) To consider the extent and effectiveness of the Policing Board’s oversight role; and
- (iii) To make recommendations, if appropriate.

The effectiveness of the role of the Board will necessarily have to be considered in the context of the Board’s statutory remit, which is limited to holding the police, rather than the Security Service, to account. It is hoped that through the work of the Project Group, a framework can be produced which will enable the Board to effectively fulfil its oversight role.

Historical Enquiries Team (HET) Working Group

The Historical Enquiries Team (HET) was established in April 2005 to provide a bespoke unit that would re-examine over 3,000 deaths attributable to the security situation in Northern Ireland between 1968 and the signing of the Good Friday Agreement in 1998.

² *The Policing You Don’t See. Covert policing and the accountability gap: Five years on from the transfer of ‘national security’ primacy to MI5*, Committee on the Administration of Justice (CAJ), November 2012.

In March 2012, the Board's Human Rights and Professional Standards Committee met with Professor Patricia Lundy of the University of Ulster to discuss her research which looked at HET review processes and procedures in Royal Military Police (RMP) investigation cases. Professor Lundy reported that there were apparent anomalies and inconsistencies in the HET investigation process where the military was involved, compared to historic cases where non-State or paramilitary suspects were involved. She questioned whether such anomalies and inconsistencies impacted upon the ability and/or perception of the HET to undertake impartial, effective investigations in cases involving State agents or agencies. Professor Lundy also found that some HET interviews in RMP cases appeared to lack robustness and that those inconsistencies were frequently not challenged adequately.

Her Majesty's Inspectorate of Constabulary (HMIC) subsequently carried out an inspection into the HET and published a report on its findings in July 2013. The inspection specifically considered HET's review processes and procedures in RMP investigation cases involving the fatal shooting of over 150 civilians by the British army between 1970 and September 1973. The report was highly critical of the operational and investigative policies which HET operated under, particularly in relation to issues of accountability, openness and transparency.

Following a meeting with HMIC to discuss the inspection findings, the Board agreed, at a meeting on 4 July 2013, that a dedicated working group should be established to take forward and oversee the implementation of the recommendations contained in the HMIC report.

The HET Working Group was thus established and it was agreed that the Group would:

- Review PSNI failures to respond promptly to issues raised in relation to the work of HET;
- Lead on addressing the challenges identified in the HMIC report;
- Agree the oversight mechanism for the review of HET and the on-going operation of HET;
- Seek to ensure that the management, leadership and governance arrangements of HET and PSNI leadership are addressed as a matter of urgency;

- Publish a plan and programme for consultation; and
- Seek to ensure the implementation of the HMIC recommendations.

The Working Group has since held a series of meetings with the Chief Constable and other interested parties, including victims' families, non-governmental organisations and other stakeholders. The Group will report upon its work in due course.

Bi-Annual Meetings with OPONI, CJINI and HMIC

The Board formally meets with the Office of the Police Ombudsman for Northern Ireland (OPONI), the Criminal Justice Inspection Northern Ireland (CJINI) and Her Majesty's Inspectorate of Constabulary (HMIC) twice a year. Such meetings were held in March 2013 and October 2013, with the next meeting scheduled to take place in June 2014. During the meetings the four organisations update each other on ongoing work and any areas of concern with respect to the PSNI's handling of reports or implementation of report recommendations. While each body is required to retain their independence with regard to their own unique roles, knowledge of each other's work allows for a more collaborative and integrated approach to holding the PSNI to account. The information shared during these meetings helps set the agenda for the coming months and allows for a more strategic approach in the oversight of PSNI.

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 oversight remit. Consultations to which the Board responded during the reporting period included:

- ***Consultation on Domestic and Sexual Violence and Abuse Strategy, Department of Health, Social Services and Public Safety (DHSSPS) and Department of Justice, January 2014.***

The police response to domestic abuse has been a recurring item on the Board's agenda over the past number of years. In March 2009 the Board published a human rights thematic review on domestic abuse, with an update report published in May 2011. The thematic review raised many issues which were subsequently endorsed in the CJINI inspection report published in December 2010 on the

effectiveness of the criminal justice system in responding to and handling cases of domestic violence and abuse. The Performance Committee met with the Chief Inspector of CJINI in November 2013 to discuss the CJINI's findings in its October 2013 follow up reviews on domestic abuse and sexual abuse. With regard to domestic abuse, the Chief Inspector expressed his concerns at the level of progress made to date and urged PSNI to apply greater strategic leadership and effort to this critical issue. The Committee shared the Chief Inspector's concerns and has raised these with the Chief Constable. Domestic abuse will be a priority area of focus for the Committee during 2014-15 and Members will be particularly interested in the development of the DOJ/DHSSPS Domestic and Sexual Violence and Abuse Strategy and any action plans that are put in place to give effect to it.

- ***Time Limits in the Youth Court, Department of Justice, December 2013.***

Avoidable delay has been an area of particular focus for the Board over the past number of years and the Board has met with the Director of Public Prosecutions for Northern Ireland, the Chief Inspector of CJINI, senior PSNI officers and DOJ officials to discuss how the delay impacts on the effectiveness and efficiency of the PSNI. All the organisations agree that there is a need for a more collaborative approach across the system in order to yield results. In this context, the Board welcomed the fact that the DOJ proposes to introduce statutory time limits to the pre-trial stages of youth court cases.

- ***Consultation on Youth Engagement Clinics Equality Impact Assessment, Department of Justice, November 2013.***

The Board held a roundtable meeting on youth justice good practice in November 2013. Attending the meeting alongside Policing Board Members were representatives from PSNI, the DOJ, the YJA, the PPS, the Probation Board, the Court Service, the Office of the Lord Chief Justice, CJINI and community based restorative justice schemes. The Manager of Hull Youth Justice Service and a Chief Inspector from Humberside Police were also in attendance. The Hull representatives provided attendees with a presentation on the youth justice system in Hull. Following the presentation there was a discussion on the processes in place in Hull and how they compare to Northern Ireland. The DOJ and the PSNI provided an update on youth justice developments in Northern Ireland, including the

introduction of the Youth Engagement Clinic model. Youth Engagement Clinics were developed as a means of tackling the causes of delay in youth cases and reducing reoffending by young people. They were launched on a pilot basis in 2012 and were subject to an Equality Impact Assessment (EQIA) which was issued for consultation by the DOJ in November 2013. The Board responded to the consultation and highlighted the importance of ensuring that roll-out of the Clinics takes place consistently across all police Districts. The Board suggested that monitoring mechanisms should be put in place to ensure that referrals to the clinics and the manner in which they are operated is consistent across all Districts. The Board intends to meet with the DOJ and PSNI during 2014 to further discuss the Youth Engagement process.

- ***Consultation on the draft guidance for the making or renewing of National Security Determinations allowing the retention of biometric material, Home Office, March 2013***

In May 2013 the Board responded to this Home Office consultation and suggested a number of technical amendments to the guidance and some other suggestions for improvements. For example, the Board suggested that there should be greater reference to the biometric frameworks in Northern Ireland and Scotland contained within the guidance. As drafted, it mostly referred to the framework for England and Wales only, despite the guidance applying across the United Kingdom. The Home

Office accepted the Board's comments and amended the draft guidance which has now been published.

- ***Consultation on Human Trafficking And Slavery: Strengthening Northern Ireland's Response, Department of Justice, January 2014***

In March 2014 the Board responded to this consultation from the DOJ, emphasising the Board's belief that it should be a priority for the Department to improve the process for identifying trends, patterns and overall levels of human trafficking in Northern Ireland. Members further agreed that to provide a better understanding of human trafficking, all first responders, including PSNI, should ensure that all cases are reported to the UK Human Trafficking Centre for addition to the National Referral Mechanism (NRM) whenever a potential victim of human trafficking is

encountered. The Board felt this was particularly important in relation to provision of information on adults who do not consent to be referred into the NRM. Providing an anonymised account in such circumstances would therefore give a more accurate picture of trends and levels of human trafficking in Northern Ireland. This would allow PSNI to use their resources more efficiently and effectively to not only disrupt, investigate and prosecute the perpetrators of this type of crime, but also to ensure the development of training and education of officers and best practice in supporting victims.

Complaints against the Board

The policy for dealing with complaints made against the Board is published on the Board's website. Formal complaints must be addressed to the Board's Chief Executive and a response will be issued to the complainant by Senior Management. If, after receiving the response to their complaint, the complainant remains dissatisfied they may complain directly to the Board's Performance Committee. The Committee must consider the complaint and then make a recommendation to the Board's Business Co-Ordination Group as regards any action to be taken. The complainant will be advised of Committee deliberations. If the complainant is still not satisfied, they may complain to the Office of the Northern Ireland Ombudsman, in accordance with its complaints procedures.

During 2013-14 one complaint was referred for consideration by the Performance Committee. The complaint related to an Injury on Duty Award. The Committee agreed that the Board's complaint process cannot be used as an alternative mechanism to challenge decisions in relation to an Injury on Duty award.

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 Scheme and each quarter receives a report on its work which highlights any issues raised and the actions taken to address them. 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 2013-14 Custody Visitors made a total of 857 visits to custody suites throughout Northern Ireland, 21 of which were to the Antrim Serious Crime Suite where detainees are held in custody under the Terrorism Act 2000. There were 1,224 detainees in custody at the time of these visits and Custody Visitors saw and spoke to 613 detainees in total.

Custody Visitors classified 792 (95%) of their valid visits as being entirely satisfactory, that is neither they nor the detainees raised any issues relating to the treatment or conditions in the custody suite. Any issues of concern are brought to the attention of PSNI and the Board so that they can be addressed as soon as possible. The Board has an agreed procedure to follow up on issues of concern which can involve escalation to 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 2013-14 is accessible on the Board's website.

There were a number of highlights for the scheme during the year including success in maintaining the Investors in Volunteer award, putting in place custody visiting arrangements to support the G8 summit and the Annual Conference in Enniskillen.

The success of the scheme is only possible because of the involvement, commitment and dedication of the Volunteers. The Board is very grateful for the valuable contribution they make in this important form of independent 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 Resources Strategies and related policies

Human Resources

The PSNI People Strategy plays an important role in improving organisational performance, ensuring the workforce feel valued and motivated and a value for money policing service is being delivered. The Committee is responsible for monitoring the strategy and deployment of human resources in the PSNI. To undertake this duty, Members receive and monitor statistical information at regular intervals from the PSNI People Strategy, otherwise known as the 'Human Resources Dashboard'.

The Committee also met with Criminal Justice Inspectorate NI (CJINI) with regards to their report – 'Finding the Balance: Matching Human Resources with Priorities in the PSNI' published in May 2013. CJINI briefed the Committee on the findings from the report along with PSNI's response. Delivery against the recommendations is part of PSNI's Continuous Improvement work programme and the Committee has been working with PSNI to progress the development of their new PSNI HR Strategy and Workforce Planning model with the aim of having this in place by 31 March 2014. One of the recommendations from the report was that the People Strategy should be refreshed with the aim of improving organisational performance. This will have an impact on future work of the Committee in designing a new monitoring framework in conjunction with PSNI.

Report – 'Inspection of PSNI Workforce Modernisation'

The Committee engaged in discussions with the CJINI to assist their Inspection of PSNI Workforce Modernisation. This examined the PSNI approach to workforce deployment and management and the Committee is continuing to monitor the implementation of the recommendations. Work with the PSNI on modernising the workforce continues to make sure the best use of the workforce is achieved and that the right skills, structures, processes and use of technology is in place.

One of the biggest challenges facing the PSNI is matching resources to current and projected demands, and finding new ways to deliver efficiencies whilst maintaining the quality of its services. The Committee has monitored PSNI's progress on this challenge and continues to offer support and guidance.

PSNI's Training and Development Strategy and Business Plan 2013-16

The Police (NI) Act 2000 section 26 states that *"the Policing Plan shall (a) contain an assessment of the requirements for educating and training police officers and members of the police support staff and give particulars of the way in which those requirements are to be met"*. Each year the Committee requires PSNI to produce a Training and Development Strategy and Business Plan for approval. This strategy complements the Human Resources People Strategy in providing support for development needs arising from the Individual Performance Review (IPR) process; the recruitment and retention of people and wider engagement. During the year, the Committee at regular intervals throughout the year questioned and challenged the PSNI on the implementation of the Training and Development Strategy and Business Plan 2013-16.

Student Officer Training Programme (SOTP)

A main focus for the Committee has been the development of the new SOTP at the Police College, Garnerville which is currently being prepared for new recruits. Work has been progressed on the course design, lesson plans, practical exercises and the online learning aspect that is a requirement for candidates from the Recruitment Campaign that ended in October 2013, to complete.

The Committee has continued to challenge the PSNI on where Student Officers will spend their probation. The Committee are of the view that new officers would benefit from spending their probation in a Neighbourhood Role and PSNI have confirmed that this will be rolled out for new students from September 2014.

The Independent Community Observer Scheme

In September 1999 the report of the Independent Commission on Policing, (known as the Patten Report) recommended that police recruitment should be contracted out to an independent agency and that there should be community oversight of the process.

In October 2013 the Board re-established a team of volunteers from all sections of the community known as Independent Community Observers (ICOs). The ICO's role is to observe, and report to the Board, on the PSNI recruitment processes in line with the Police (Recruitment) (NI) Regulations 2001.

Between October 2013 and March 2014 the ICOs had oversight of the PSNI recruitment campaign for regular officers, observing the assessment centres run as part of this campaign. The Board is very grateful to all ICOs who undertaken this important role across Northern Ireland.

Individual Performance Review (IPR)

An action within the Policing with the Community (PWC) 2020 Strategy Implementation Plan for 2011-12 was the delivery of an IPR for Police and Support Staff. As the new PSNI IPR was formally launched in April 2012, 2012-13 was the first year of full IPR implementation. Managers within PSNI are required to assess what has been delivered and how it has been achieved. Individuals are assessed in their demonstration of the national occupational standards and ethical standards for their role and to evidence the delivery of a high quality professional policing service through engaging with stakeholders and partners.

In their update to the Committee in October 2013, PSNI have advised that for the second in year review there has been a high level of organisational compliance. The Committee will continue to scrutinise the reports on the IPR process.

Recruitment

In January 2013, the PSNI sought agreement from the Board to initiate a new recruitment campaign for 100 new police officers. This recruitment campaign ran from 19 September 2013 to 11 October 2013 and 7,493 applications were received. Initially, it was agreed that 100 officers would be selected from this campaign however, the Committee were then made aware that PSNI will recruit the maximum numbers from this competition and subsequently run a further competition (with a provisional date of May 2014) to recruit additional officers to achieve the figure of 378 officers giving PSNI an establishment of 6,963 regular officers.

The Committee set up a Recruitment Working Group to monitor PSNI recruitment and the impact of the agreed outreach strategy to support it. This information is then provided to the Committee for informed decisions to be taken to support PSNI and monitor the trends and patterns in line with the Board's statutory requirement. This working group has met three times and will continue to meet with PSNI to scrutinise the ongoing campaign by analysing statistics provided by both Deloitte and PSNI to identify learning outcomes to support future recruitment.

Representativeness

The Committee over the last year have continued to monitor measures taken to ensure that the membership of Police Officers and Police Support Staff is representative of the community. The percentage of Catholic Police Officers in PSNI on 1 April 2014 is 30.80% compared to 30.64% on 1 April 2013 indicating a slight rise. The percentage of Catholic Police Staff in PSNI on 1 April 2014 is 19.32% compared to 19.15% on 1 April 2013, which again is another small increase. The Committee and the Recruitment Working Group have assisted PSNI in improving their Outreach Strategy to increase representativeness within PSNI along with investigating alternative routes of entry into PSNI.

Civilian Recruitment

On 9 January 2014 at a meeting on the Resilience and Capability Review PSNI informed the Board that they require 2,601 Police Staff to be operationally effective. The Committee, after engaging with PSNI, have supported their request to start recruiting for Police Staff and have agreed to PSNI's intention to fill Civilian posts (both specialist and administrative) through permanent recruitment and limited contract staff. The Committee continues to work closely with PSNI to ensure representativeness of Civilian Staff.

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 this reporting period one vacancy arose in the Service Executive Team for an Assistant Chief Constable (ACC).

Equality and Diversity (including Gender Action Plan and Disability Action Plan)

The PSNI Strategic Diversity Steering Group (SDSG) monitor progress of the PSNI Equality, Diversity and Good Relations Strategy and evaluate the implementation of this Strategy. The Committee receive regular reports and updates on the out-workings of the Strategy (which includes the Gender Action Plan and Disability Action Plan) and sit as an observer on this group. This allows Members to monitor the implementation of these actions and gain an insight as to how PSNI are addressing Equality, Diversity and Good

Relation matters and allows the Committee to input from an independent viewpoint. Issues that the Committee have considered this year include:

- **Flexible Working:** PSNI have an objective to maximize operational capability with regards to flexible working and the need for the changes to be built into the organisational culture whilst retaining the focus of business needs.
- **Close Protection Unit (CPU):** A temporary attachment opportunity for female officers to the CPU to assist with the G8 summit as a pilot scheme was organised as females can find it challenging to pass the physical assessments required to gain entry into the CPU. Under Section 75, the Physical Education Department are currently equality screening all physical assessments to identify any detriment to females (or other section 75 groupings) and the Committee will continue to monitor PSNI's endeavours in this area.
- **The Cultural Audit Report 2011** - The purpose of the cultural audit is to assess the extent to which the culture of PSNI was fit for purpose in terms of service delivery envisaged by Patten to assess changes since the audit carried out in 2008. This is the third cultural audit the first of which was carried out in 2005. The Committee has worked with PSNI to help them develop a variety of work streams as a result of the recommendations, such as an Engagement Strategy. The Committee's aim is to look at new methods and the use of other tools as well as the Cultural Audit to capture this information in future so it does not become stale by using the same tool.

Citizen Engagement Report

PSNI commissioned research in 2011 on Citizen Engagement which looked at PSNI's overall response to reduce incivility complaints against PSNI officers from members of the public. There were a number of recommendations made to enable internal debate around how officers engaged with members of the public, with a particular emphasis on factors that may impact on the quality of their interactions. The Committee has engaged with PSNI to look at ways to implement the recommendations and this continues to be a key focus going forward.

Review of Resilience and Capability Report

The Board received PSNI's Review of Resilience and Capability Report in August 2013. The Committee considered the report in partnership with PSNI and DOJ. These discussions have provided clarity on the issues and requirements expected of the Committee and the Board, with regards to agreeing a corporate position on future Police Officer numbers and availability of future funding.

PSNI Equality, Diversity and Good Relations Strategy

The Committee receive regular reports and updates on the out-workings of the Equality, Diversity and Good Relations Strategy which allows Members to monitor the implementation of these actions and gain an insight as to how PSNI are addressing Equality, Diversity and Good Relation matters. An example of a report that the Committee receives is shown below:

Perceived religious affiliation and gender in the PSNI

	% Perceived Protestant	% Perceived Roman Catholic	% Not Determined	% Female	% Male	% Ethnic Minority	Total No
Employee Group as at 1 April 2013							
Police Officers	67.15	30.64	2.21	29.96	73.04	0.52	6,967
Police Staff	77.59	19.15	3.26	64.16	35.84	0.56	2,486
Employee Group as at 1 April 2014							
Police Officers	66.99	30.80	2.21	27.22	72.78	0.53	6,786
Police Staff	77.56	19.32	3.12	63.84	36.16	0.53	2,464

Secondments

Section 8 of the Police (NI) Act 2000 provides the legislation for the Board to make arrangements under which a Police Officer/Staff is engaged for a period of temporary service in other countries. Any requests approved by the Committee are forwarded to the Minister of Justice for ultimate approval in line with the legislation.

The Committee considered and agreed a new secondment policy in this reporting year to make the process more efficient and streamlined.

Throughout the year the Committee considered 2 requests for PSNI Officers to engage in short term assignments outside the United Kingdom with advice being provided through PSNI by NI-CO, the Foreign and Commonwealth Office (FCO) and the International Police Assistance Board (IPAB). The 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 Committee does this by considering an annual evaluation report from PSNI.

Medical Retirements/ Injury on Duty Awards

The Board's responsibilities for monitoring and approving Ill Health Pensions and Injury on Duty Awards are set out in the RUC Pension Regulations 1988, the PSNI and PSNI Reserve (Injury Benefit) Regulations 2006 and the Police Pensions (NI) Regulations 2009. For business purposes decisions on Ill Health Pensions and Injury on Duty Awards are taken by the Board's Police Administration Branch under delegated authority and ratified by the Resources Committee. These duties are performed in line with best practice, guidance from the DOJ and in accordance with legislation.

To assist the Board in discharging its responsibilities a three year contract was awarded to Blackwell Associates (Occupational Health Specialists), following a procurement exercise, to act as Selected Medical Practitioner (SMP) for the Board with effect from 1 April 2011. The Resources Committee agreed a two year extension to the contract in February 2014. The SMP's role is to carry out an assessment of serving/former officers to assist the Board in taking decisions on Ill Health Pension and Injury on Duty Award entitlement.

During the reporting year a total of 389 Ill Health Pension and/or Injury on Duty Award cases were ratified by the Resources Committee. 32 serving officers were retired from the PSNI as they were medically unfit to perform the duties of a police officer. Of these 12 were also awarded Injury on Duty Awards. 9 medical retirements and 1 retrospective medical retirement were refused. A total of 131 Injury on Duty Awards were approved and 213 refused.

Injury on Duty Award Appeals and Reviews

Under the regulations serving/former officers may appeal the Board's decision on an Ill Health Pension and/or Injury on Duty Award. The appeal process is independently administered by the DOJ. The DOJ appoints one or more doctor(s) to act as the Independent Medical Referee (IMR) to determine whether the SMP report and certificate should be upheld or overturned.

During the reporting period, 140 new appeals were received and 69 appeals settled³. Of the 69 appeal cases settled in 39 cases the decision of the SMP was upheld and in 18 cases it was overturned or amended. There were also 12 cases withdrawn.

³ Please note that cases settled in 2013-14 may have been received in a previous year.

Of the 162 ongoing appeal cases, 51 cases are with the DOJ for processing. For the remaining 111 cases their status is as follows:

- 21 with the SMP for Appeal Stage 1;
- 37 submissions are ready to be forwarded to the DOJ;
- 31 await the return of Appeal forms from the Appellant;
- 12 require more information from the Appellant;
- 7 held in abeyance (at the Appellant's request) pending the Senior Counsel review; and
- 3 await a decision from the Appellant on whether they wish to proceed with their appeal or await the outcome of the Senior Counsel review.

With effect from 7 March 2013 the Board decided to suspend all Reviews of Injury on Duty Awards until further notice. A working group chaired by the Policing Board Chief Executive and comprising of various stakeholders has been set up to consider the current policies and procedures for the review of Injury on Duty awards and make recommendations to the Policing Board and Department of Justice on present policies and procedures. At the meeting of the Policing Board on 4 July 2013, following an update and discussion on the suspension, Members agreed to continue with the current suspension unless specific requests are received to undertake reviews (this excludes requested reviews with an additional medical condition introduced).

Members also agreed to instruct Senior Counsel to carry out a review of the Board's existing administrative process within the current statutory and policy framework. It is anticipated that the review will be completed within the coming months and consideration will be given by the Board to any recommendations made, including revision of the Board's current guidance (where appropriate).

New Injury on Duty Award Scheme

Consideration has been ongoing for a number of years into a new Injury on Duty Award Scheme to be implemented in England and Wales. The DOJ are currently drafting regulations to introduce a new scheme in Northern Ireland, which will go out to key stakeholders for consultation. In anticipation of the proposed reforms the Board is carrying out preparatory work, including drafting separate guidance (for consultation) and updating

Police Administration Branch management systems to reflect changes under the new Injury on Duty Award Scheme.

Monitoring Civil Action and Compensation Claims

The Board under Section 29 of the Police (NI) Act 1998 is required to approve all PSNI settlements for claims made against the Chief Constable. This responsibility is carried out by the Resources Committee. During the reporting period, there were 1,750 injury claims settled at a cost of £13,182,966.45 and 78 damage claims settled at a cost of £77,477.

As part of its oversight role, the Resources Committee on occasion will seek information relating to the reason for settlement from the Chief Constable, where appropriate, and any remedial action taken to prevent similar claims being made in the future.

PSNI Police Officer Pay and Conditions of Service

Tom Winsor was appointed by the Home Secretary on 1 October 2010 to review the remuneration and conditions of service of police officers and staff in England and Wales; and to make recommendations to enable police services to manage resources to serve the public more cost effectively, taking account of the current state of the public finances. The review was reported in two parts – March 2011 and March 2012 and made a total of 183 recommendations.

Negotiations on pay and conditions take place through the Police Negotiating Body (PNB), of which the Board is a member as the employer of PSNI officers. The Winsor recommendations were referred to the PNB to reach a consensus on changes to police pay and conditions in England and Wales. A Northern Ireland PNB Working Group was established to negotiate a NI specific position on police pay and conditions.

During the reporting period the NI PNB Working Group met on 6 occasions. A finalised package of reforms to PSNI officer pay and conditions was settled by the NI PNB Working Group and approved by the Board and subsequently PNB in May 2014.

Police Pension Schemes

On 8 March 2012 the NI Executive agreed the introduction of major changes to public service pension schemes, including a career average revalued earnings scheme model. The Public Service Pensions Act (NI) 2014 was passed on 11 March 2014 establishing

new public service pension schemes to be implemented by 1 April 2015. The DOJ is the responsible authority for making scheme regulations relevant to the PSNI.

Regulations are currently being drafted by the DOJ and will outline additional responsibilities for the Board as Pensions Scheme Manager for the PSNI Police Pension Scheme. Work will be progressed during the coming year within the Board to prepare for these new duties in advance of April 2015. Information booklets will also be prepared and disseminated to explain the changes and their effect on PSNI officers.

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 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 £556m during 2013-14.

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 2013-14, capital expenditure was £44.8m from an available budget of £54.1m resulting in a £9.3m under spend, with PSNI receiving £1.1m 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 2013-14 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 £6.98 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 £136.7m 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 2013-14 on financial issues relating to the Police Estate due to the disposal of police stations.

The Board has worked intensively with PSNI during 2013-14 to make sure the Service operates within budget. The cost of overtime coupled with the comprehensive spending review settlement for the year, 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 2014-15 and this has required serious financial scrutiny leading to efficiencies across the Police Service. The Board agreed to accept the following assumptions in achieving a balanced budget, in 2014-15:

- The recommendations of the Review of Resilience and Capability are accepted by all stakeholders;
- Continued access to functional and sustainable Mutual Aid arrangements in exceptional circumstances;
- The recruitment of Police officers and staff;

- No adjustment has been made to reflect the out workings of the Winsor Review, as negotiations are not yet complete and, at worst, may only deliver marginal savings;
- The funding arrangements for Hearing Loss claims will continue beyond March 2015;
- HET costs will continue to be funded from within the main grant;
- There is no provision for any deterioration of the security situation;
- Any new legacy costs or other significant work will be separately funded;
- There is no other additional funding and funding is not further reduced across the Budget 2011–15 period;
- PSNI can access £15m carried forward funding in 2014-15;
- Continued 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 2014-15.

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 on-going 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 Committee in 2013-14.

The Board approved the 2011-15 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 NI 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. During 2013-14, the Board approved the disposal of Broughshane and Portglenone PSNI stations.

There have been major issues related to the procurement process and the progression of the new Northern Ireland Community Safety College at Desertcreat. Further negotiations

are taking place with the bidders, but there is no resolution as yet to a starting date. The Board is represented on the Programme Board and Steering Group by a Board Member and the Chief Executive who report regularly to the full Board.

The Board is represented on the Programme Board and Steering Group by a Board Member and a Senior Board official who report regularly to the Resources Committee and full Board.

PSNI Transport Strategy

The Board approved the PSNI Transport Strategy in September 2013. The Board formally monitored the PSNI Transport Strategy in October 2013 at the Resources 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 Committee meeting in October 2013.

PSNI Procurement

The Board received an annual report on PSNI procurement saving for 2012-13 at the August 2013 Committee meeting.

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.

Policing Board Approach to Continuous Improvement 2013-14

The Board's continuous improvement approach for 2013-14 was published in April 2013 and monitored at the Resources Committee meeting in October 2013 with an end of year report being received in May 2014.

The Board agreed on a single Continuous Improvement approach which was '**To implement and subsequently review the effectiveness of the Board's revised Committee Structure**'. The following provides an assessment of the Board's progress towards the various objectives contained within the Continuous Improvement approach for 2013-14.

Objective	Activities	Progress at 31 March 2014
Gain views on the revised Committee structure	Gain views of Members and staff on how they have adapted to new arrangements.	Achieved. The Internal consultation on the Corporate Plan 2014-2017 gathered views of staff on the effectiveness of the revised Committee Structure. An online survey of Members and Staff also took place during March 2014 and the findings/action plan arising from the survey will be addressed in 2014-15.
	Consultation with Key Stakeholders.	Achieved. In addition to the consultation on the Corporate Plan 2014-2017, the annual Stakeholder Survey took place in February/March 2014 and the findings (in respect of the revised Committee structure) will be considered in 2014-15.
Compliance to Standing Orders	Composition of the revised Committee structure.	Achieved. The Membership of the new Committees has sought to achieve a balanced membership whilst also aligning

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Objective	Activities	Progress at 31 March 2014
		Members with their preferred areas of expertise and interest.
	Demarcation of Roles and Responsibilities.	Achieved. Standing Orders Working Group completed its work however there is a need to address the role/remit of the Board Business Co-ordination Group.
	Lead Members.	Achieved. Lead Members (where applicable) have been assigned.
Outputs	Questions for Chief Constable.	Achieved. The Committees are now the established vehicle for generating questions for the Chief Constable.
	Adherence to Work Plans.	Achieved. All Committees have Work Plans in place.
Supporting Activities	Communications (both internal and external).	Achieved. Communication issues are dealt with at each Committee understanding Agenda Items.
	Training for Members and staff.	Achieved. Training has been carried out for both Members and staff.
Overall Strategic Focus of the Board following the implementation of the revised Committee structure.		Achieved. It is accepted that the new Committee structure is operational and fit for purpose. The findings and areas for improvement arising from both the online and stakeholder surveys will be considered and implemented during 2014-15.

PSNI Continuous Improvement 2013-14

The following is an assessment of the progress made in the 17 PSNI Continuous Improvement Projects contained in Appendix 2 of the 2013-14 update to the Policing Plan 2012-2015. A full description of each project can be found on the Board's website.

Project	Published Timeline	Status against Timeline as at 31 March 2014
'ServiceFirst ' Victim and Witness Care.	December 2013	Achieved. Project Complete.
'ServiceFirst' CSI Attendance.	March 2014	Not Achieved. This Project was progressed to the Consultation Phase. However due to the decision to look at the Forensic Workstreams of Scientific Support Branch in its entirety, this Project has been subsumed into 'ServiceFirst – Scientific Support' Project which is in the 2014-15 Schedule.
'ServiceFirst' Forensic Processing.	March 2014	Not Achieved. This Project was progressed to the Consultation Phase. However due to the decision to look at the Forensic Workstreams of Scientific Support Branch in its entirety, this Workstream has been subsumed into 'ServiceFirst – Scientific Support' Project which is in the 2014-15 Schedule.
'ServiceFirst' Intelligence.	March 2014	Not Achieved. The project plan and therefore timeline for progress of the Intelligence Branch work stream is being reviewed and revised due to a number of pressures/developments including: <ul style="list-style-type: none"> • Additional demands arising from legacy cases; • Staff attrition rates and recruitment in to the branch with resulting resource pressures; • Estates issues arising out of alignment

Project	Published Timeline	Status against Timeline as at 31 March 2014
		<p>with other workstreams and availability of capital budget; and</p> <ul style="list-style-type: none"> Other developing demands including emerging business areas such as 'Digital/E-Crime'. <p>This has required the Project to be rolled over to the 2014-15 Schedule.</p>
'ServiceFirst' Human Resources.	January 2014	Not Achieved. The new HR Service Centre has been fitted out and some personnel have transferred. This Project has rolled over into the 2014-15 Schedule. The centralisation of HR, the HR Help Desk and Transaction Centre and the establishment of a Case Consultant role will be completed by the end of May 2014.
'ServiceFirst' Workforce Optimisation/Back Office.	March 2015	On Target. Development has commenced on a methodology to produce 'Operational Requirements' for key business areas. Scoping has begun on the likely impacts on the current HR distribution plan of the Continuous Improvement Projects and other organisational HR demands. This Project has rolled over into the 2014-15 Schedule.
'ServiceFirst' Operational Policing Model Call Handling.	March 2015	On Target. The new Model has been implemented in H District and roll out in A/B District commenced 31 March 2014. This Project has rolled over into the 2014-15 Schedule.
'ServiceFirst' Operational Policing Model Attendance at Calls.	March 2014	Not Achieved. The new Model has been implemented in H District and roll out in A/B District commenced 31 March 2014. This Project has rolled over into the 2014-15

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Project	Published Timeline	Status against Timeline as at 31 March 2014
		Schedule.
'ServiceFirst' Operational Policing Model Volume Crime Investigation.	March 2014	Not Achieved. The new Model has been implemented in H District and roll out in A/B District commenced 31 March 2014. This Project has rolled over into the 2014-15 Schedule.
'ServiceFirst' Operational Policing Model Duties Management.	Nov 2013	Not Achieved. The new Model has been implemented in H District and roll out in A/B District commenced 31 March 2014. This Project has rolled over into the 2014-15 Schedule.
'ServiceFirst' Firearms and Roads Policing.	March 2014	<p>Not Achieved. This Project was suspended due to a combination of:</p> <ul style="list-style-type: none"> • Data issues; • Operational pressures; and • Need to reallocate 'ServiceFirst' Resources in line with other competing demands. <p>This Project has been subsumed into 'Operational Support Review' which is in the 2014-15 Schedule.</p>
Custody Provision – Custody Suite Estate.	March 2015	On Target. The Musgrave Custody handover has been completed. Grosvenor Road Custody has been delayed but closure should be Summer 2014. Waterside Custody plans have been delayed due to resource issues and amendments to plans.
Custody provision – Healthcare.	March 2014	<p>Not Achieved. Work has progressed on this Project. Key completed deliverables:</p> <ul style="list-style-type: none"> • Required policy, protocols and practices are in place.

Project	Published Timeline	Status against Timeline as at 31 March 2014
		<ul style="list-style-type: none"> Sexual Assault and Referral Centre is up and running. Robustly contract managed current FMOs and developed partnership with General Medical Council. Enhanced financial accountability measures, ensuring all expenditure is in line with the contract and any potential efficiencies are identified. Conducted a 'place of safety' audit re individuals in need of mental health assessment/treatment <p>This Project has rolled over into the 2014-15 Schedule.</p>
New NI Community Safety College.	May 2016	Not on Target. The revised target Completion Date is May 2018.
Reducing Offending in Partnership Programme.	March 2014	Achieved – Project Complete
Reviewing the Operational Policing Model (including Demand Modelling).	March 2014	<p>Not Achieved. This Project (three Workstreams) has been subsumed into other Projects in the Continuous Improvement Strategy 2014-15 Schedule:</p> <ul style="list-style-type: none"> Operational Policing Model Workstreams. Public Protection Units. CID Review.
LOCATE.	March 2014	Achieved. Project Complete

External Inspections by CJINI and HMIC

A coordinated programme of external inspections for 2013-14 of PSNI took place. A list of inspections by CJINI/HMIC and their status as at 31 March 2014 is as follows:

CJINI Inspection	Status
Serious and Organised Crime.	Fieldwork complete - awaiting draft report for factual accuracy.
Adult Safeguarding.	Fieldwork complete - awaiting draft report for factual accuracy.
Non PPS Disposals.	Fieldwork complete - awaiting draft report for factual accuracy.
Securing Attendance at Court (Follow Up).	Report Published in March 2014.
Volume Crime.	Fieldwork complete - awaiting draft report for factual accuracy.
OPONI/PSNI Relationship.	Report Published in December 2013.
Domestic Violence (Follow-Up).	Report Published in October 2013.
Sexual Violence and Abuse (Follow-Up).	Report Published in October 2013.
Inspection of Complaints.	Report to be published in April 2014.
Preparedness for Prolonged or Exceptional Public Disorder.	Report published in June 2013.
Cost and Impact of Dealing with the Past.	Report Published in November 2013.
HMIC Inspections	Status
Value for Money Profile.	Report Published in February 2014.
Review of the Historical Enquiries Team.	Report Published in July 2013.
Human Tissue.	Report Published in June 2013.

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 on the NIAO website.



Sam Pollock
Chief Executive
20 June 2014

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 £11,895 (2012-13: £14,466).

Remuneration for Independent Board members (excluding the Chair and Vice-Chair) is £19,437 per annum (2012-13: £19,437).

Disclosed below is Board members' remuneration.

Audited Information	2013-14	2012-13
Name and Title	£000	£000
Mr B Rea (Chair 1 June 2011 to 31 May 2013)	26	59
Mr G O'hEara (Vice-Chair 1 June 2011 to 31 May 2013)	24	44
Mrs A Connolly (Chair from 1 June 2013)	52	19
Professor B Dickson (Appointed 15 March 2012)	19	20
Mr R Feeney	19	19
Mr S MacDonnell (Vice-Chair from 1 June 2013)	40	19
Ms J O'Hagan	19	19
Mr B Rowntree	19	19
Ms D Watters	19	19

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

Audited Information

Title	2013-14				2012-13			
	Salary	Bonus Payment	Pension Benefits	Total	Salary	Bonus Payment	Pension Benefits ***	Total
	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Mr Sam Pollock, Chief Executive (from 23 July 2012)*	75-80	-	30	105-110	50-55 (75-80 full year equivalent)	-	22	75-80 (100-105 full year equivalent)
Mr Edgar Jardine, Interim Chief Executive (from 31 May 2011, left 26 September 2012)	-	-	-	-	45-50 (95-100 full year equivalent)	-	**	45-50 (95-100 full year equivalent)
Mr. David Jackson, Director of Performance, Planning and Partnerships (retired 1 September 2012)	-	-	-	-	20-25 (50-55 full year equivalent)	0-5	**	20-25 (50-55 full year equivalent)
Mrs Amanda Stewart Director of Partnership (From 12 April 2013); Acting Director of Partnership (from 19 September 2012 to 11 April 2013)	45-50 (45-50 full year equivalent)	0-5	29	70-75 (70-75 full year equivalent)	20-25 (45-50 full year equivalent)	0-5	18	40-45 (60-65 full year equivalent)
Mr. David Wilson, Director of Support Services	50-55	0-5	6	55-60	50-55	0-5	9	60-65
Mr, Peter Gilleece Director of Policy	50-55	0-5	6	55-60	50-55	0-5	10	60-65
Band of Highest Paid Director's Total Remuneration	75-80				95 - 100			
Median Total	28,629				28,028			
Ratio	2.7				2.8			

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

** 'Pensions benefits' is a new disclosure in the 2013-14 year. Information, including comparative figures, is only being provided for those staff currently in Board employment.

*** The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decrease due to a transfer of pension rights.

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 2013-14 relate to performance in 2012-13 and the comparative bonuses reported for 2012-13 relate to performance covering the 2 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 2013-14 was £75,000 - £80,000 (2012-13, £95,000 - £100,000). This was 2.7 times (2012-13, 2.8) the median remuneration of the workforce, which was £28,629 (2012-13, £28,028).

In 2013-14, and in 2012-13, no employees received remuneration in excess of the highest-paid director. Remuneration ranged from £10,000 - £15,000 for the lowest paid employee to £75,000 to £80,000 for the highest (2012-13 from £10,000 - £15,000 to £95,000 - £100,000). Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind as well as severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

Pension Entitlements

Pension entitlements of the most senior employees are shown below:

Audited Information

Senior Employees	Accrued pension at pension age as at 31/3/14 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/03/14	CETV at 31/03/13	Real increase in CETV	Employer Contribution to partnership pension account
	£000	£000	£000	£000	£000	Nearest £100
Mr Sam Pollock, Chief Executive (From 23 July 2012)	0 – 5.0	0 – 2.5	55	22	26	-
Mrs Amanda Stewart Director of Partnership (From 12 April 2013); Acting Director of Partnership (From 19 September 2012 to 11 April 2013)	10.0 – 15.0 Plus lump sum of 30.0 – 35.0	0 – 2.5 Plus lump sum of 2.5 – 5.0	147	121	16	-
Mr. David Wilson, Director of Support Services	15.0 – 20.0 Plus lump sum of 45.0 – 50.0	0 – 2.5 Plus lump sum of 0 – 2.5	225	208	3	-
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	149	135	3	-

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 2014, public service pensions will be increased by 2.7% for pensions which began before 8 April 2013. Pensions which began after 8 April 2013 will be increased proportionately.

Employee contributions are determined by the level of pensionable earnings. The employee contribution rates for the 2014-15 year are as follows:

Members of **classic**:

Annual pensionable earnings (full-time equivalent basis)	New 2014 contribution rate before tax relief
Up to £15,000	1.50%
£15,001-£21,000	3.00%
£21,001-£30,000	4.48%
£30,001-£50,000	5.27%
£50,001-£60,000	6.06%
Over £60,000	6.85%

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

Annual pensionable earnings (full-time equivalent basis)	New 2014 contribution rate before tax relief
Up to £15,000	3.50%
£15,001-£21,000	5.00%
£21,001-£30,000	6.48%
£30,001-£50,000	7.27%
£50,001-£60,000	8.06%
Over £60,000	8.85%

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

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

No member of staff left on exit packages during the year. In 2012-13 two members of staff left on exit packages, 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.

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 (Northern Ireland), a statutory scheme made under the Superannuation (Northern Ireland) Order 1972.

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



Sam Pollock
Chief Executive
20 June 2014

7.0 NORTHERN IRELAND POLICING BOARD FINANCIAL STATEMENTS

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

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

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

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

The Permanent Secretary of the DOJ has appointed the 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 Policing and Community Safety Partnerships (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 2014–2017 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 Department of Justice for Northern Ireland (DOJ) and may be called to appear before the Northern Ireland Assembly's Justice and Public Accounts Committees. 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 2014 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 9 of the Annual Report.

Northern Ireland Policing Board
Annual Report and Accounts 1 April 2013 – 31 March 2014

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
Members as at 31 March 2014		
Mrs Anne Connolly	13	13
Mr Jonathan Craig	13	12
Prof Brice Dickson	13	9
Mr Ryan Feeney	13	13
Mr Ross Hussey	13	10
Mrs Dolores Kelly	7	7
Mr Gerry Kelly	13	12
Mr Chris Lyttle	6	4
Mr Stuart MacDonnell	13	10
Mr David McIlveen	13	10
Mr Robin Newton	13	12
Mr Gearóid Ó hEára	13	9
Mrs Joan O'Hagan	13	11
Mr Brian Rea	13	12
Mr Alastair Ross	7	5
Mr Brian Rowntree	13	12
Ms Caitríona Ruane	13	11
Mr Pat Sheehan	13	13
Ms Deborah Watters	13	13
Members who left during the year		
Mr Trevor Lunn	6	5
Mr Ian McCrea	6	6
Mr Conall McDevitt	5	5

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;
- deal with all issues relating to PSNI senior officers/civilian staff;
- oversee the Board's Corporate Business Planning arrangements;
- develop the Policing Plan;
- 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 and Risk Management Committee scrutinised the continuous improvement arrangements in policing reports for the years 2012-13 and 2013-14 and kept under review the report from the NIAO on Use of Agency Staff.

Performance Committee

The purpose of this Committee is to:

- develop and implement a framework for monitoring the performance of the PSNI in complying with the Human Rights Act to include: performance in public order situations; assessing the effectiveness of the PSNI Code of Ethics; review and reissue of the PSNI Code of Ethics; publication of an annual human rights assessment report and periodic thematic reviews;
- develop and implement a professional standards monitoring framework to include: keeping informed about the complaints process and monitoring trends and patterns in complaints against police officers; keeping informed about claims against the police service, suspended officers and the outcome of disciplinary procedures to ensure that lessons are learned and that best practice is promoted;
- monitor the implementation of recommendations from Her Majesty's Inspectorate of Constabulary (HMIC), Criminal Justice Inspection Northern Ireland (CJINI), Office of the Police Ombudsman of Northern Ireland (OPONI) and other external reports in relation to police performance, practice and policy. For example HMIC Review of HET,

CJINI Review of PSNI/OPONI relationship, Regulation 20 and Policy & Practice Reports produced by the OPONI;

- oversee policing performance particularly in respect of non-DCU functions including Headquarters functions and Crime Operations;
- contribute to the development of the Annual Policing Plan on performance issues;
- oversee the role and operation of the Custody Visiting Scheme;
- make arrangements for police appeals tribunals under the 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
- monitor the PSNI Protective Services capability.

In respect of the Board the Committee is required to:

- consider complaints about services provided by Board officials and to make recommendations to the Board for any necessary action.

The Committee met on 11 occasions in the past year and dealt with a wide range of issues from monitoring trends and patterns in complaints to considering police compliance with Human Rights legislation. The Committee published its annual Human Rights report based on 12 months of monitoring; this report included 6 recommendations which have been accepted by the PSNI. Through the professional standards monitoring framework the Committee brought a particular focus to address incivility and oppressive behaviour among police officers which has led to year on year reductions in complaints.

The Committee completed a Stop & Search thematic review and established a Working Group to consider PSNI implementation of recommendations made by the HMIC in respect of the Historical Enquiries Team. An update report was completed on domestic abuse, which was the subject of a dedicated thematic review in 2009 by the Committee. Research was also completed into the issue of cybercrime which has led to changes in the police approach to the recording of these crimes. Domestic abuse and cybercrime will remain a key focus of the Committee's work going forward over the next 12 months.

Resources 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;
- monitor compensation claims made against the Chief Constable;
- 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.

During the year the Committee scrutinised and recommended for approval to the Board the PSNI Review of Resilience and Capability and considered the following reports;

- PSNI Medium Term Resource Plan;
- PSNI Training and Development Strategy;
- PSNI Equity, Diversity and Good Relations Strategy;
- PSNI Annual Report on Procurement; and
- PSNI Cultural Audit and Citizens Engagement Report.

Partnership Committee

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 DCU 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;
- oversee the Board's Research Programme; and
- develop and implement a strategy that takes forward community engagement.

During the year the Committee took forward the arrangements for the Board's conference on 'Confidence in Policing'. It also facilitated a range of other key events and meetings on thematic issues. The Committee commissioned research on the area of confidence in policing to inform the Board's future research work. The Committee continued to support the work of PCSPs through the Joint Committee. Key issues throughout the year were;

- PCSP review;
- Assessment of effectiveness;
- Preliminary work to prepare for Local Government reforms; and
- Member issues.

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;
- Reputation – the Board has been identified as co-defendants in a number of legal cases; 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.

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.

IA 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 users. More specifically, IA 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 the Office of the First Minister and Deputy First Minister (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. 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.

In April 2014 I also carried out an evaluation of the Board's effectiveness during 2013-14 and am satisfied with the level and type of information the Board received during the period. I reviewed Board performance over the financial year 2013-14 using the National Audit Office Board Evaluation Questionnaire – 'Unlocking Your Board's Full Potential'. All but three of the 47 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 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.

During the year I received a request from the PCSP Joint Committee to ask our Internal Auditors to undertake an independent review of Larne PCSP process and procedures for allocating funding. The review had the following objectives:

- to review the processes and decisions taken by Larne PCSP in allocating funding for 2012-13 and for the 2013-15 period;
- to complete the audit of Joint Committee expenditure for Larne PCSP to include the fourth quarter expenditure; and
- to make recommendations on the way forward.

The review has been completed, recommendations made and issued to Larne Borough Council PCSP for management responses. Following receipt of confirmation that all recommendations will be implemented, grant will be authorised.

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. The report for the years 2011-12 and 2012-13 contains a qualified audit opinion on the basis that the Policing Plan lacked quantitative targets. I have subsequently implemented measures to increase the number of quantitative targets for the year 2013-14. I have received no ministerial directions during the year.

During 2012-13 an Internal Audit Report which received limited assurance:

- Review of Procedures within Police Administration Branch

the findings of which were reported to the Audit and Risk Management Committee on 22 March 2013. Due to IT compatibility issues it was not possible for all corrective measures to be taken during this 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 2014-15.

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 2013-14 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 **substantial 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.

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 2013 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 2013-14 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 2013-14.



Sam Pollock
Chief Executive
20 June 2014

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 2014 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 Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

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

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

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Northern Ireland Policing Board's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Northern Ireland Policing Board; and the overall presentation of the financial statements. In addition

I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

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 2014 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 Department of Justice directions made 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 Strategic Report, Board Report and the work of the Northern Ireland Policing Board 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.

Detailed observations on concerns I have with Policing and Community Safety Partnership funding, on which I have not qualified my audit opinion, are included in my report attached at the end of the financial statements.



KJ Donnelly
Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
Belfast
BT7 1EU
2 July 2014

Statement of Comprehensive Net Expenditure for the year ended 31 March 2014

		2013-14	2012-13
	Note	£000	£000
Expenditure			
Staff costs	3	2,455	2,283
Depreciation	6 & 7	120	117
Other expenditure	4	4,424	3,969
		<u>6,999</u>	<u>6,369</u>
Income			
Income from Activities			
Other income	5	(2)	(29)
		<u>(2)</u>	<u>(29)</u>
Net expenditure		<u>6,997</u>	<u>6,340</u>
<u>Other Comprehensive Net Expenditure</u>			
Items that will not be reclassified to net operating costs:			
Net loss (gain) on revaluation of Property Plant and Equipment	6	24	(36)
Net loss/(gain) on revaluation of Intangibles	7	7	(4)
		<u>7,028</u>	<u>6,300</u>
Total Comprehensive Net Expenditure for the year ended 31 March 2014			

The notes on pages 146-171 form part of these accounts.

Statement of Financial Position as at 31 March 2014

		2013-14	2012-13
	Note	£000	£000
Non-current assets:			
Property, plant and equipment	6	211	254
Intangible assets	7	48	73
Total non-current assets		<u>259</u>	<u>327</u>
Current assets:			
Trade and other receivables	9	115	87
Cash and cash equivalents	10	50	154
Total current assets		<u>165</u>	<u>241</u>
Total assets		<u>424</u>	<u>568</u>
Current liabilities:			
Trade and other payables	11	(1,434)	(1,528)
Provisions	12	(570)	(221)
Total current liabilities		<u>(2,004)</u>	<u>(1,749)</u>
Non-current assets less net current liabilities		<u>(1,580)</u>	<u>(1,181)</u>
Non-current liabilities			
Provisions	12	(69)	(27)
Total non-current liabilities		<u>(69)</u>	<u>(27)</u>
Total assets less liabilities		<u>(1,649)</u>	<u>(1,208)</u>
Taxpayers' equity			
Revaluation reserve		13	44
General reserve		(1,662)	(1,252)
		<u>(1,649)</u>	<u>(1,208)</u>

The financial statements on pages 142 to 171 were approved by the Board on 20 June 2014 and were signed on its behalf by:



SAM POLLOCK
Chief Executive
20 June 2014

The notes on pages 146-171 form part of these accounts.

Statement of Cash Flows for the year ended 31 March 2014

		2013-14	2012-13
	Note	£000	£000
Cash flows from operating activities		(7,028)	(6,300)
Adjustment for non cash transactions	4,6 & 7	628	144
(Increase) Decrease in trade and other receivables	9	(28)	58
(Decrease)/Increase in trade and other payables	11	(94)	837
Use of provisions	12	(94)	(119)
Net cash outflow from operating activities		<u>(6,616)</u>	<u>(5,380)</u>
Cash flows from investing activities			
Purchase of property, plant and equipment	6	(66)	(24)
Purchase of intangible assets	7	(9)	(44)
Net cash outflow from investing activities		<u>(75)</u>	<u>(68)</u>
Cash flows from financing activities			
Grants from sponsoring department		6,587	5,347
Net financing		<u>6,587</u>	<u>5,347</u>
Net (decrease) in cash and cash equivalents in the period	10	(104)	(101)
Cash and cash equivalents at the beginning of the period	10	<u>154</u>	<u>255</u>
Cash and cash equivalents at the end of the period	10	<u>50</u>	<u>154</u>

The notes on pages 146-171 form part of these accounts.

Statement of Changes in Taxpayers' Equity for the year ended 31 March 2014

	Revaluation Reserve £000	SoCNE Reserve £000	Total Reserves £000
Balance at 31 March 2012	4	(259)	(255)
Changes in Taxpayers' Equity 2012-13			
Grants from Sponsoring Entity	-	5,347	5,347
Transfers between reserves	40	(40)	-
Comprehensive expenditure for the year	-	(6,300)	(6,300)
Balance at 31 March 2013	<u>44</u>	<u>(1,252)</u>	<u>(1,208)</u>
Changes in Taxpayers' Equity for 2013-14			
Grants from Sponsoring Entity	-	6,587	6,587
Transfers between reserves	(31)	31	-
Comprehensive expenditure for the year	-	(7,028)	(7,028)
Balance at 31 March 2014	<u>13</u>	<u>(1,662)</u>	<u>(1,649)</u>

The notes on pages 146-171 form part of these accounts.

Notes to the Accounts

1. Statement of Accounting Policies

These financial statements have been prepared in accordance with the 2013-14 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 to the extent that the loss exceeds the amount held in the revaluation reserve for the same asset.

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 acts 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 9 and 11).

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 Statement of Comprehensive Net Expenditure 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 areas involving a higher degree of judgment or complexity are 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 no 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.

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. 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 for Assembly reporting and accountability purposes certain statutory and non-statutory contingent liabilities where the likelihood of a transfer of economic benefit is remote, but which have been reported to the Assembly 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 to the Assembly separately noted. Contingent liabilities that are not required to be disclosed by IAS 37 are stated at the amounts reported to the Assembly.

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 and *FReM* - issued and effective in 2013-14 for the first time

Standard	Comments
IAS 1 - <i>Presentation of financial statements (Other Comprehensive Income (OCI))</i> (amendment)	<p>Requires items of OCI to be grouped on the basis of whether they might at some point be reclassified ('recycled') from OCI to profit (e.g. cash flow hedges) or where they will not (e.g. gains on property revaluation). This will make it clearer to users what their potential effect on profit or loss will be in future periods, notably in light of improved disclosure of financial instruments and pensions, and where there will be no impact.</p> <p>Amendments also allow simplified reporting for discontinued operations and OCI tax grouping.</p> <p>The <i>FReM</i> application of the IAS 1 amendments interpreted for</p>

	terminology and adapted for the public sector context is effective from 1 April 2013. This requires a single Statement of Comprehensive Net Expenditure rather than separate Other Comprehensive Expenditure, unless agreed by the Relevant Authority.
IAS 16 - <i>Property, Plant and Equipment</i> (amendment)	<p>Classification of servicing equipment including items such as spare parts, stand-by equipment and servicing equipment are recognised under IAS 16 when they meet the definition of property, plant or equipment. They are otherwise classified as inventory under IAS 2 <i>Inventories</i>.</p> <p>The <i>FReM</i> applies this change in full.</p>
IAS 19 - <i>Post employment benefits (pensions)</i> (amendment)	<p>The amended IAS 19 introduces a number of changes including:</p> <p>Recognition - the elimination of the option to defer the recognition of gains and losses resulting from defined benefit plans (the 'corridor approach');</p> <p>Presentation - the elimination of options for the presentation of gains and losses relating to those plans; and</p> <p>Disclosures - the improvement of disclosure requirements that will better show the characteristics of defined benefit plans and the risks arising from those plans.</p> <p>The corridor approach is not permitted by the <i>FReM</i> so the main impact of the change is not relevant.</p> <p>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.</p>

The Board has reviewed the remaining standards, interpretations and amendments to published standards and *FReM* that became effective during 2013-14. The adoption of these standards are either not relevant to the Board's 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 are effective from January 2013, with EU adoption from 1 January 2014.

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 (NI) financial process is currently under discussion with the Executive, which will bring NI Departments under the same adaptation. Should this go ahead, the impact on Departments is expected to focus around the disclosure requirements under IFRS 12. The impact on the consolidation boundary of NDPBs and trading funds will be subject to review, in particular, where control could be determined to exist due to exposure to variable returns (IFRS 10), and where joint arrangements need reassessing.

In addition, certain new standards, interpretations and amendments to existing standards have been published that are mandatory for the Board's accounting periods beginning on or after 1 April 2014 or later periods, but which the Board has not adopted early. Other than as outlined in the below, the Board considers that these standards are not relevant to its operations.

Standard	IFRS 13 - <i>Fair Value Measurement</i> (new)
Description of revision	<p>IFRS 13 has been prepared to provide consistent guidance on fair value measurement for all relevant balances and transactions covered by IFRS (except where IFRS 13 explicitly states otherwise).</p> <p>The standard defines fair value, provides guidance on fair value measurement techniques, and sets out the disclosure requirements. The standard requires fair value be measured using the most reliable data and inputs available to determine the exit price for an asset / liability. This exit price is taken to be the price that two market participants (a buyer and seller) would settle on.</p> <p>To ensure transparency over the differing quality of inputs used to determine fair value, the standard has established a hierarchy for input quality. Level 1 inputs (highest quality) are published prices available in an active market; Level 2 inputs are observable data available in a non-active market; and Level 3 inputs (lowest quality) are all other inputs, which are mostly unobservable.</p> <p>Entities are required to use the most appropriate inputs available to them in determining fair value. The inference is that the higher the quality, the more appropriate the input.</p> <p>IFRS 13 requires additional disclosures where Level 3 inputs are used to assess fair value, to give readers an understanding.</p>
Effective date	1 January 2013 (EU adopted)
Comments	The application of IFRS 13 is subject to further review by HM Treasury and the other Relevant Authorities following the consultation which took place in 2013.

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
IAS 17 replacement - <i>Leases</i>	The current proposals include the elimination of the current operating lease categorisation for virtually all leases except short-term leases. Instead, assets and liabilities will be recognised on a 'right of use' basis. However, the IASB plans to re-deliberate significant issues associated with the exposure draft.	No target date for IFRS	HM Treasury has begun an analysis of the revised exposure draft. HM Treasury and the Relevant Authorities will review the implications and follow due process once there is a final standard.
IAS 18 replacement – <i>Revenue Recognition and Liabilities Recognition</i>	Re-issued in November 2011, the Exposure Draft 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 exposure draft)	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 impact of the final IFRS once issued.

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Standard	Description of revision	Effective date	Comments
IFRS 9 - <i>Financial Instruments</i> (new)	The project has three phases addressing classification and measurement, impairments and hedge accounting.	Subject to consultation	There are likely to be elements of the final proposals that will require further review by HM Treasury and the other Relevant Authorities before due process and consultation. However, this due process cannot commence until a final IFRS has been issued.

The Board has considered the remaining additional or revised accounting standards and new (or amendments to) interpretations contained within *FReM* 2014-15. The Board considers that these changes are not relevant to its operations.

2. Statement of operating costs by operating segment

At 31 March 2014 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 the Policing and Community Safety Partnerships (PCSPs).

Further information in relation to the PCSPs can be found in section 5 of the annual report.

The segmental results for the year ended 31 March 2014 are as follows:

	NIPB £000	PCSPs £000	Total £000
Gross expenditure	4,914	2,116	7,030
Income	(2)	-	(2)
Net Expenditure	<u>4,912</u>	<u>2,116</u>	<u>7,028</u>

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

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

3. Staff numbers and related costs

(i) Staff costs comprise:	2013-14 £000	2012-13 £000
Permanently employed staff		
Wages and salaries	1,661	1,676
Social security costs	134	136
Other pension costs	283	281
Total permanent staff costs	2,078	2,093
Secondments/agency costs	377	190
Total cost	2,455	2,283

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

The Principal Civil Service Pension Scheme (Northern Ireland) (PCSPS(NI)) is an unfunded multi-employer defined benefit scheme but the Board is unable to identify its share of the underlying assets and liabilities. The most up to date actuarial valuation was carried out as at 31 March 2010 and details of this valuation are available in the PCSPS(NI) resource accounts. The pension scheme liability reported in the DFP Superannuation and Other Allowance Resource Accounts last year was as at 31 March 2010, however, work is ongoing to provide a report on an updated valuation as at 31 March 2012 for the basis of the actuarial valuation rolled forward to the reporting date of the DFP Superannuation and Other Resource Accounts for 2014.

For 2013-14, employers' contributions of £283,013 were payable to the PCSPS (NI) (2012-13: £280,831) 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. 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 2014-15, the rates will remain in the range 18% to 25%. The contribution rates are set to meet the cost of the benefits accruing during 2013-14 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 (2012-13: £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 (2012-13: £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 (2012-13: £Nil). Contributions prepaid at that date were £Nil (2012-13: £Nil).

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

(iii) 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 (Northern Ireland), a statutory scheme made under the Superannuation Order (Northern Ireland) 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.

No members of staff left on exit packages during the year. In 2012-13 two members of staff left on exit packages, 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.

Exit package cost band	Number of agreed departures	Total number of exit packages by cost band for 2013-14	Total number of exit packages by cost band for 2012-13
<£10,000	-	-	1
£10,000 – £25,000	-	-	-
£25,000 - £50,000	-	-	1
£50,000 - £100,000	-	-	-
£100,000 - £150,000	-	-	-
£150,000 - £200,000	-	-	-
Total number of exit packages	-	-	2
Total resource cost band	Nil	Nil	£25,000 - £50,000

(iv) The average number of persons employed:

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

	2013-14 Number	2012-13 Number
Permanently employed staff		
Senior management	4	3
Other directly employed staff	42	44
Total permanent staff numbers	46	47
Secondments/agency	10	4
Total number of employees	56	51

The average number of Board Members during the year was 19 (2012-13: 19).

4. Other expenditure

	2013-14 £000	2012-13 £000
Grants to PCSPs	2,116	2,225
Running costs	640	495
Accommodation costs	404	421
Rentals under operating leases	336	336
Press and public relations	84	59
Information technology	130	115
Human rights monitoring	95	98
Pension medical services and appeals	114	124
External audit fees	15	20
Non-cash items		
Provisions provided for in year	534	384
Provisions released in year not required	(44)	(309)
Cost of borrowing of provisions (Unwinding of discount on provisions)	-	1
Total	<u><u>4,424</u></u>	<u><u>3,969</u></u>

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

	2013-14 £000	2012-13 £000
Income source		
Reimbursement of payroll costs for secondment to the Northern Ireland Local Government Association	2	24
Reimbursement of payroll costs for one Board Member in relation to his role as a Civil service Commissioner	-	5
Total income	<u><u>2</u></u>	<u><u>29</u></u>

6. Property, plant and equipment

2013-14	Information Technology	Furniture & Fittings	Total
	£000	£000	£000
Cost or valuation			
At 1 April 2013	429	207	636
Additions	54	12	66
Disposals	-	-	-
Revaluations	(38)	(3)	(41)
At 31 March 2014	445	216	661
Depreciation			
At 1 April 2013	195	187	382
Charged in year	76	9	85
Disposals	-	-	-
Revaluations	(16)	(1)	(17)
At 31 March 2014	255	195	450
Carrying amount at 31 March 2013	234	20	254
Carrying amount at 31 March 2014	190	21	211
Asset financing:			
Owned	190	21	211
Carrying amount at 31 March 2014	190	21	211

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

6. Property, plant and equipment (continued)

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

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

7. Intangible Assets

	Software Licences £000
2013-14	
Cost or valuation	
At 1 April 2013	161
Additions	17
Disposals	(77)
Revaluations	(8)
At 31 March 2014	93
Amortisation	
At 1 April 2013	88
Charged in year	35
Disposals	(77)
Revaluations	(1)
At 31 March 2014	45
Carrying amount at 31 March 2013	73
Carrying amount at 31 March 2014	48
Asset financing:	
Owned	48
Carrying amount at 31 March 2014	48
2012-13	
Cost or valuation	
At 1 April 2012	93
Additions	53
Revaluations	15
At 31 March 2013	161
Amortisation	
At 1 April 2012	47
Charged in year	30
Revaluations	11
At 31 March 2013	88
Carrying amount at 31 March 2012	46
Carrying amount at 31 March 2013	73
Asset financing:	
Owned	73
Carrying amount at 31 March 2013	73

8. Financial instruments

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

9. Trade receivables and other current assets

(i) Analysis by type

	2013-14 £000	2012-13 £000
Amounts falling due within one year:		
VAT	45	30
Trade receivables	6	4
Prepayments and accrued income	64	53
Total receivables at 31 March	115	87

(ii) Intra-government balances

	2013-14 £000	2012-13 £000
Amounts falling due within one year:		
Balances with other central government bodies	45	34
Balances with local authorities	6	10
Subtotal: intra-government balances	51	44
Balances with bodies external to government	64	43
Total receivables at 31 March	115	87

10. Cash and cash equivalents

Commercial banks and cash in hand	2013-14 £000	2012-13 £000
Balance at 1 April	154	255
Net change in cash and cash equivalent balances	(104)	(101)
Balance at 31 March	50	154

11. Trade payables and other current liabilities

(i) Analysis by type	2013-14 £000	2012-13 £000
Amounts falling due within one year:		
Other taxation and social security	12	14
Trade payables	60	228
Balances due to PCSPs	877	1,033
Accruals and deferred income	485	253
Total payables at 31 March	1,434	1,528

(ii) Intra-government balances	2013-14 £000	2012-13 £000
Amounts falling due within one year:		
Balances with other central government bodies	349	354
Balances with local authorities	877	1,033
Subtotal: intra-government balances	1,226	1,387
Balances with bodies external to government	208	141
Total payables at 31 March	1,434	1,528

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. Payable balances with local authorities are with the local Councils and relate to the PCSPs

12. Provisions for liabilities and charges

2013-14	Early departure costs £000	Equal Pay £000	Medical Appeals £000	IOD Cases £000	Legal Cases £000	Total £000
Balance at 1 April 2013	73	-	34	89	52	248
Provided in the year	7	-	81	176	270	534
Provisions not required written back	(4)	-	(4)	(8)	(28)	(44)
Provisions utilised in the year	(46)	-	(30)	(7)	(16)	(99)
At 31 March 2014	30	-	81	250	278	639

12. Provisions for liabilities and charges (continued)

Analysis of expected timing of discounted flows.

	Early departure costs £000	Equal Pay £000	Medical Appeals £000	IOD Cases £000	Legal Cases £000	Total £000
Not later than one year	30	-	81	181	278	570
Later than one year and not later than five years	-	-	-	69	-	69
At 31 March 2014	30	-	81	250	278	639

2012-13	Early departure costs £000	Equal Pay £000	Medical Appeals £000	IOD Cases £000	Legal Cases £000	Total £000
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
At 31 March 2013	73	-	34	89	52	248

Analysis of expected timing of discounted flows.

2012-13	Early departure costs £000	Equal Pay £000	Medical Appeals £000	IOD Cases £000	Legal Cases £000	Total £000
Not later than one year	46	-	34	89	52	221
Later than one year and not later than five years	27	-	-	-	-	27
At 31 March 2013	73	-	34	89	52	248

12. Provisions for liabilities and charges (continued)

(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) 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.

(iii) 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.

(iv) Legal Cases

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

13. 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.

14. Commitments under leases

Operating Leases

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

	2013-14 £000	2012-13 £000
Premises		
Not later than one year	325	325
Later than one year and not later than five years	136	462
	<u>461</u>	<u>787</u>
	2013-14 £000	2012-13 £000
Other		
Not later than one year	11	11
Later than one year and not later than five years	21	32
	<u>32</u>	<u>43</u>

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 ten lead cases. An appeal by five 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 five 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. It should be noted that £2million has been included in the PSNI financial statements to cover the costs of the original action and subsequent appeal.

16. Losses and special payments

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

<u>Type</u>	2013-14		2012-13	
	No of Cases	£000	No of Cases	£000
Fruitless Payments	6	1	12	3

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 Department of Finance and Personnel, the Northern Ireland (NI) Assembly, the Crown Solicitor's Office, the Central Procurement Directorate, the Rate Collection Agency and the Northern Ireland Statistics and Research Agency (the last two are executive agencies of the Department of Finance and Personnel), the PSNI and Local Councils through the 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 terms equivalent to those that prevail in arm's length transactions which the other political lead members entered into.

In 2012-13 the Chair of the Board (by virtue of his position) sat on the Board and Council of the Association of Police and Crime Commissioners. This role was 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	
		2013-14	2012-13	2013-14	2012-13
		£000	£000	£000	£000
Researchers	Salary	19	32	-	-
Chair	Allowance	-	9	-	-

18. Events after the reporting period

On 13 May 2014 the Finance Minister, Mr Simon Hamilton announced that he had prepared and submitted a paper to the Executive aimed at resolving the NIO/PSNI Equal Pay issue. If resolved the Board's obligations arising from any settlement payment to be made to seconded PSNI staff at AA, AO, EOII and analogous grades could be in the region of £60,000.

Date of authorisation for issue

The Accounting Officer authorised these financial statements for issue on 2 July 2014

NIPB Report on PCSP Funding

Policing and Community Safety Partnerships (PCSPs)

PCSPs were established on 1 April 2012. They are statutory bodies established under the Justice Act (Northern Ireland) 2011 and bring together, in one partnership, the functions and responsibilities previously delivered by District Policing Partnerships (DPPs) and Community Safety Partnerships (CSPs). There are 26 PCSPs, one for each District Council area.

PCSPs are funded jointly by the Department of Justice (DoJ) and the Northern Ireland Policing Board (NIPB). Since the establishment of the PCSPs they have received funding totalling £10.7 million (£4.4 million from DoJ and £6.3 million from NIPB). District Councils provide administrative support and may also provide further funding for specific projects in their local areas.

PCSPs aim to make our community safer by focusing on the policing and community safety issues that matter most in each local council area. PCSPs may work in partnership with those organisations that have a contribution to make to enhancing community safety in their area. Through the partnerships, the PCSPs may provide any such financial or other support considered appropriate to persons involved in ventures designed to reduce crime or enhance community safety in the district.

Governance Concerns

DOJ and the NIPB established a Joint Committee on 12 October 2011 to provide direction to the PCSPs on their governance and accountability mechanisms. As part of their role the Joint Committee issued a Code of Practice document to provide guidance on the exercise of functions by PCSPs.

In 2012-13 a review was undertaken to provide assurance to the Board and DOJ that the expenditure claimed by each of the 26 PCSPs was incurred wholly and exclusively for the activities undertaken by each PCSP. The Policing Board's internal audit verified 99% of expenditure in 25 Council areas however there were delays in obtaining key documentation in support of claims made by Larne Borough Council PCSP for 2012-13.

During 2012-13 a total of £147,054 was provided to Larne Borough Council PCSP by NIPB and DOJ. However, in the absence of any agreed action plan for 2013-14, no funding was provided to Larne Borough Council for the operation of the PCSP in the 2013-14 financial year.

In April 2013 it was agreed there was need for a review of Larne Borough Council PCSP's processes and procedures for allocating funding during the 2012-13 period. The review identified 10 issues and made recommendations on the way forward in the following areas;

- training;
- structure of the PCSP;
- role and remit of the Community Safety Managerial Partnership;
- allocation of funding;
- identification of projects;
- scoring and selection matrix;
- scoring sheet anomalies;
- conflicts of interest;
- minutes of meetings; and
- 2012-13 funding decisions.

A report was issued to Larne Borough Council PCSP in January 2014 for management responses. Responses were received from Larne Borough Council in March 2014 and from Larne Borough Council PCSP in May 2014.

These responses did not accept the report findings which have still not been agreed. They did nevertheless accept the recommendations in the audit report. Larne Borough Council PCSP advised the NIPB in their response that they have established working groups to consider the recommendations and action planning and that progress in being made on the implementation of the recommendations.

The NIPB advised me that further payment of grant funding will be authorised following receipt of confirmation that all recommendations have been implemented.

The NIPB advised me that further payment of grant funding will be authorised following receipt of confirmation that all recommendations have been implemented.

Conclusion

I commend the NIPB / Joint Committee for commissioning an initial review of PCSPs in all Council areas. However, it is concerning that there is no assurance that the public funding provided to the Council for use by the PCSP has been applied for the purposes intended or in line with PCSP statutory responsibilities. If irregular expenditure has been made by Larne PCSP I would expect the NIPB and Joint Committee to require the funding to be repaid. It is critical that the recommendations are implemented to address these serious issues.

I have discussed this matter with the Local Government Auditor who shares my concerns and has advised me that she will be considering these issues during the audit of Larne Borough Council: Statement of Accounts for 2013-14.

8.0 GLOSSARY

C&AG	Comptroller and Auditor General
CETV	Cash Equivalent Transfer Value
CAJ	Committee on the Administration of Justice
CJINI	Criminal Justice Inspection Northern Ireland
DFP	Department of Finance and Personnel
DOJ	Department of Justice
DPA	Data Protection Act
DPCSPs	District Policing and Community Safety Partnerships
DPP	District Policing Partnership
ECHR	European Convention on Human Rights
EQIA	Equality Impact Assessment
FOI	Freedom of Information
FReM	Financial Reporting Manual
HET	Historical Enquiries Team
HMIC	Her Majesty's Inspectorate of Constabulary
IA	Information Assurance
ICV	Independent Custody Visitor
ICVA	Independent Custody Visiting Association
IFRS	International Financial Reporting Standards
IIP	Investors in People
IIV	Investors in Volunteers
IT	Information Technology
LGB&T	Lesbian, Gay, Bisexual and Transgender
MLA	Member of the Legislative Assembly
NCA	National Crime Agency
NDPB	Non Departmental Public Body
NI	Northern Ireland
NIAO	Northern Ireland Audit Office
NICS	Northern Ireland Civil Service
NIO	Northern Ireland Office
NIPB	Northern Ireland Policing Board
NIPSA	Northern Ireland Public Services Alliance
NISRA	Northern Ireland Statistics and Research Agency
OCTF	Organised Crime Task Force
OPONI	Office of the Police Ombudsman Northern Ireland
PABNI	Police Advisory Board NI
PACE	Police and Criminal Evidence Order
PAT	Police Appeals Tribunals
PCSP	Policing and Community Safety Partnership
PCSPS(NI)	Principal Civil Service Pension Scheme
PNB	Police Negotiating Board
PPS	Public Prosecution Service
PSNI	Police Service of Northern Ireland
RIPA	Regulation of Investigatory Powers Act
PWC	Policing with the Community
RMP	Royal Military Police
RPA	Review of Public Administration
SCS	Senior Civil Service
SMT	Senior Management Team
SOTP	Student Officer Training Programme
YAP	Youth Advisory Panel
YJA	Youth Justice Agency

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Annual Report and Accounts
For the Period
1 April 2013 — 31 March 2014

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