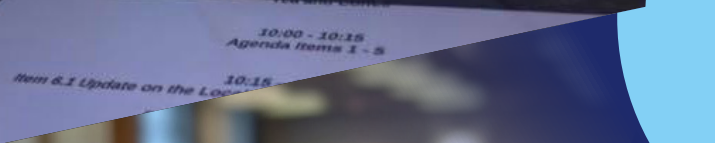




# ANNUAL REPORT AND ACCOUNTS

1 APRIL 2019 – 31 MARCH 2020



**NORTHERN IRELAND POLICING BOARD**

**ANNUAL REPORT AND ACCOUNTS TOGETHER WITH THE ASSEMBLY  
ACCOUNTABILITY AND AUDIT REPORT FOR THE PERIOD 1 APRIL 2019  
– 31 MARCH 2020.**

**LAID BEFORE THE NORTHERN IRELAND ASSEMBLY IN ACCORDANCE  
WITH PARAGRAPH 16 OF SCHEDULE 1 TO THE POLICE (NI) ACT 2000  
AS AMENDED BY THE POLICE (NI) ACT 2003 AND NORTHERN IRELAND  
ACT 1998 (DEVOLUTION OF POLICING AND JUSTICE FUNCTIONS)  
ORDER 2010 ON 13 OCTOBER 2020.**

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# 1. BOARD CHAIR'S REPORT



I am pleased to present our Annual Report and Accounts for the period 1 April 2019 - 31 March 2020. I was privileged to be elected as Board Chair at the beginning of April, taking over from Professor Anne Connolly whose term of office concluded along with a number of other independent members, Ms Debbie Watters, Mrs Wendy Osborne, Professor Brice Dickson and Dr Paul Nolan. I would like to record the Board's thanks and appreciation to them for their contributions during their tenure.

It has been another busy year for the Board with progress made across a number of key areas of work. The development and publication of our new Corporate Plan 2020-2023 and a new styled five year Policing Plan 2020-2025 provides an aligned framework for improving policing and community confidence in both the PSNI's performance and our oversight and accountability functions.

Demands on policing are changing and in designing the Policing Plan 2020-2025 the Board worked alongside the PSNI and the public to create a new set of outcomes that will enable us all to meet new challenges ahead. The latest crime figures published show the need to focus our attention on preventing harm to those in the community who are more vulnerable. We know that this can only be achieved through a partnership approach with the police and other responsible statutory agencies.

As we have seen across the world in recent times, the importance of having a democratically accountable police service is vitally important. It is clear that effective oversight remains key to ensuring and building public confidence in the delivery of policing to the people of Northern Ireland. This view was also reinforced in the published response to Local Policing Review Consultation which refocused Board attention on the need to invest resources in neighbourhood policing. The Board fully supported the Chief Constable in his bid to increase police numbers from circa 6,900 to 7,500 and whilst this increase was committed to by parties in the New Decade New Deal document, there has to date been no confirmation that funding will be provided to secure this officer uplift. The Board will continue to advocate for

the additional resource to increase police numbers, and for new approaches to local policing with community engagement at its core.

Since appointment in July 2019, the Chief Constable has put a significant focus on opportunities to transform and modernise aspects of police service delivery. The Board welcomes this and has been working with him on plans and associated resourcing implications.

Over the reporting period the Board has also been working to bring stability to the PSNI leadership team with the appointment of the Chief Constable, Deputy Chief Constable and Assistant Chief Constables. A review was also completed of the structure needed to ensure the PSNI senior team was best placed to meet future demands on the service and drive transformational plans. We will move forward to appoint a number of Senior Civilian Staff and to build and develop a cohesive and effective senior leadership team with a shared vision, values and purpose to deliver excellence in policing.

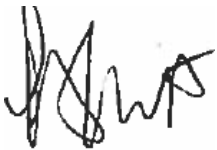
Other key appointments progressed during the reporting period included a new Human Rights Advisor, Members of Policing and Community Safety Partnerships (PCSPs) and volunteers for our Independent Custody Visiting (ICV) Scheme.

Whilst we continue to work to improve policing for the benefit of the community, sadly we have seen a continuation of attacks on officers and members of the public by criminal gangs styling themselves as paramilitary groups. Such attacks are unjustified and unjustifiable. We must continue to work to apprehend those who threaten our safety and work with the police to assist them in bringing to justice those who wish to cause harm.

The last few months have undoubtedly brought unseen challenges for policing with the COVID-19 pandemic and the need for police to support the decisions of the Northern Ireland Executive. This has brought a spotlight to decisions made and tactics used by the PSNI and the Board quickly adapted how it carried out its oversight of the PSNI in the context of COVID-19. This has involved frequent, open and effective contact with the Chief Constable about the PSNI preparedness for the day-to-day management of policing at this time. For

this reason, the Board agreed to progress a review of the policing approach and the Board's Human Rights Advisor is currently progressing this. New situations require new responses and oversight of policing becomes even more relevant in these times when additional powers are given to the PSNI. The Board is committed to listening and learning to improve the use of police powers and wider policing services.

In conclusion, I'd like to express the Board's thanks to all those whose work helps build safer communities particularly the officers and staff in our policing service, our PCSP members and also our excellent volunteer Custody Visitors and Community Observers. I'd also like to record my thanks and appreciation to Board colleagues both political and independent, the Chief Executive and Board staff who remain committed to delivering on our core vision and values.



**Doug Garrett**  
Policing Board Chair

# OUTCOMES OVERVIEW: 1 APRIL 2019 - 31 MARCH 2020



## KEY DOCUMENTS



### POLICING PLAN 2020-25 AND ANNUAL PERFORMANCE PLAN 2020-21

The Policing Plan has been developed in partnership with the PSNI following public consultation and outlines our ambitions for policing in the next five years. It outlines three outcomes for policing: that we have a safe community, we have confidence in policing, and we have engaged and supportive communities.



### CORPORATE PLAN 2020-2023

We've reviewed our accountability and advocacy duties, completed a public consultation and used public feedback to help ensure our new Corporate Plan focuses on the key areas that will improve our service in the next 3 years.



### LOCAL POLICING CONSULTATION RESPONSE

We asked for public views to help us shape the future of local policing. The responses received shaped a delivery plan from the Board and the PSNI which will ensure a policing service that is responsive to local needs and visibly connected to our communities.



### ANNUAL REPORT

The Board's Annual Report and Account provides an overview of work during the financial year and provides an assessment of Board performance against the Corporate Plan and police performance against the Policing Plan.



### DOMESTIC ABUSE REVIEW

Our Performance Committee reviewed the PSNI response to domestic abuse and violence. Members considered recent statistics and relevant reports of key criminal justice partners, then met with community and victims' organisations to discuss the main issues.



### STOP AND SEARCH REVIEW

Our Performance Committee reviewed the PSNI's use and governance of the police powers to stop and search. Members examined relevant police policies and practices, then met with senior PSNI officers, stakeholders and an academic researcher to discuss the key issues.

[READ MORE ON NIPOLICINGBOARD.ORG.UK](http://NIPOLICINGBOARD.ORG.UK)

## APPOINTMENT PROCESSES

**1** Chief Constable    **1** Deputy Chief Constable    **1** Human Rights Advisor  
**14** Independent Custody Visitors    **118** Independent PCSP Members



**13** Board Meetings



**35** Committee Meetings



**9** Meetings in Public



**54** Written Questions



**96** Oral Questions



**4** Public Consultations



**8** Key Events

## POLICING BOARD RESOURCES

**19** Board Members

**55** Members of Staff

**£4.4m** Board Funding

**£1.8m** Board PCSP Funding

**£6.2m** Total Funding





## 2. PERFORMANCE REPORT

### Overview

The purpose of the overview is to explain the Board's work during the reporting period and actions taken to deliver on key areas of work identified in the Corporate and Business Plans.

### Chief Executive's Introduction



As Chief Executive, I am the Accounting Officer for the Northern Ireland Policing Board and responsible for the day-to-day management of the organisation. This means making sure that the Board's Governance structures and financial provisions are in place to meet the compliance requirements set by the Department of Finance (DoF) and the Department of Justice (DoJ) in the Management Statement and Financial Memorandum (MSFM).

As Chief Executive, I provide regular reports on all aspects of organisational performance to the Board and to the DoJ as required on a range of governance issues. This includes assessments of organisational performance against the measures set in the Board's Corporate and Business Plan, information management and legislative compliance with statutory provisions applicable to our work. Managing risks which may impact on delivery is embedded in our corporate approach and subject to annual review by our Internal Auditors. Whilst the impact of the COVID-19 pandemic could not have been predicted, I am pleased to record that actions were taken quickly in line with the Board's Business Continuity Plan to assess the situation and adjust business operations accordingly to ensure the Board complied with the NI Executive's guidelines. I report on this in more detail in the Governance Statement.

**Amanda Stewart**  
Chief Executive

## Statement of the Purpose and Activities of the Organisation

### History

The Northern Ireland Policing Board (NIPB) 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 (NIA) 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 NIPB are laid in the NIA.

The NIPB complies with the corporate governance and accountability framework arrangements (including *Managing Public Money Northern Ireland*) issued by the DoF and the DoJ. The NIPB's Chief Executive, who is the Accounting Officer for the NIPB, reports directly to the Permanent Secretary as Principal Accounting Officer of the DoJ.

### Principal Activities

The NIPB'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 outcomes and measures for the PSNI as part of an Annual Policing Plan and to monitor the PSNI's performance against this plan;
- To appoint all Chief Officers of the PSNI above the rank of Chief Superintendent including civilian officer equivalents;
- To approve the annual budget for policing and monitor expenditure;
- To monitor trends and patterns in complaints against the PSNI;

- To keep itself informed as to trends and patterns in recruitment of police and police support staff and the extent to which membership of the police and police support staff is representative of the community in Northern Ireland;
- To keep itself informed of police complaints and disciplinary proceedings;
- To monitor the PSNI's compliance with the Human Rights Act 1998;
- To ensure arrangements are in place to secure continuous improvement within the PSNI and the NIPB;
- To assess 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; and
- To monitor the exercise of the functions of the National Crime Agency (NCA) in Northern Ireland and to make arrangements for obtaining the co-operation of the public with NCA in the prevention of organised crime.

The NIPB continues to seek all opportunities to ensure for all the people of Northern Ireland the delivery of effective, independent oversight of policing which will secure the confidence of the whole community by reducing crime and the fear of crime. Detail of the work of the NIPB for the current year is included in the Performance Analysis section of this report.

### **Freedom of Information**

Through the Freedom of Information Act 2000 (FOIA) the public have the right to request information from the Board. During the period 1 April 2019 to 31 March 2020, the Board received 35 requests for information, 8 of which were responded to outside the required timeframe of 20 working days (Responses to 5 of these cases were delayed due to revised working practices being introduced towards the end of March 2020 as a result of the COVID-19 pandemic).

### **Key Issues and Risks**

#### **Key issues**

As reported in previous years, an Internal Audit Report on the 'Review of Procedures within Police Administration Branch' conducted during 2012-13, received a limited assurance rating and the findings were reported to the Audit and Risk Management Committee in March

2013. There remains one outstanding priority one recommendation from this audit which relates to the implementation of an electronic case management system (CMS) which had not been completed due to lack of capital funding and Information Technology (IT) compatibility issues. In a follow-up review of 'Procedures within Police Administration Branch' during 2017-18, the issue of the implementation of an electronic CMS was examined and upheld. Funding was received from the DoJ during 2019-20 but due to competing work pressures within the Board it was agreed not to procure a CMS and the funding was returned to DoJ. In September 2019, the Board established an Injury on Duty (IOD) Scheme Working Group to review the current IOD Benefit Award Scheme and it was agreed that the procurement of a CMS would be suspended pending the outcome of the review.

## **Risks**

The Board's policy on managing risk, and the Risk Management Framework, details the roles and responsibilities of those parties involved in the process. The policy complies with HM Treasury's 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'. Organisational risks are reviewed by the Senior Management Team (SMT) on a regular basis and the Corporate Risk Register is updated accordingly. The Risk Register clearly outlines the mitigation in place to manage each of the risks and the additional actions required to address the issues of concern.

At the beginning of the 2019-20 financial year, five risks were identified on the Corporate Risk Register. These risks related to the PSNI Human Resources (HR) and estates responsibilities, the appointments process and vacancies for senior PSNI officers, meeting the timescales for these appointments, competing priorities for a new Board and a risk around the processes within the Police Administration Branch. Following discussion with the Board's Audit and Risk Assurance Committee (ARAC) in June 2019, the two risks associated with senior PSNI appointment processes and vacancies were de-escalated to the Resources Directorate Risk Register. The Police Administration Branch risk was updated to cover policies and procedures for Selected Medical Practitioners (SMPs) and Independent Medical Referees and was the only risk assessed by the SMT as having a

residual rating of 16 ('Major' Impact and 'Almost Certain Likelihood'). In December 2019 an additional risk was added to the register relating to the potential delay in the PCSP recruitment process.

Following a further review by SMT in early March 2020 the risk relating to the competing priorities for a new Board was removed from the register. A new risk was added to reflect the current number of vacancies within the Board's staffing structure.

The final review of the risk register took place on 23 March 2020 when a COVID-19 pandemic risk was added. The risk relating to the COVID-19 pandemic is the newest risk added to the Register and was assessed by the SMT as having a residual risk score of 12.

At the end of 2019-20 there were five risks on the Corporate Risk Register, one of which was rated red. These were:

- PSNI HR and Estate Management - the Board has limited control on PSNI HR and Estates responsibilities exercised in the name of the Board by the Chief Constable which may result in a loss of public money and reputational damage to the Board.
- Vacant staffing posts within the Board means there is a risk that key areas of work will not be progressed which could result in the Board not meeting its key statutory responsibilities which may have a negative impact on the reputation of the Board.
- Police Administration work - inadequate knowledge and insufficient policies and procedures in place to guide the SMPs and Independent Medical Referees (IMRs) means the SMPs and IMRs could be unable to apply the correct processes which may result in inaccurate decisions which may have a financial and reputational impact on NIPB, DoJ and PSNI.
- PCSP recruitment process – there is the potential for there not to be enough candidates to fill all posts, for timescales not to be met and for the process being open to legal challenge.
- COVID-19 pandemic - there is a risk that the Board will be unable to conduct normal business which may result in key statutory responsibilities not being met.

## **Going Concern**

The Statement of Financial position as at 31 March 2020 shows net liabilities of £2,354k reflecting liabilities due in future years. To the extent that these are not to be met from the NIPB's other sources of income, they may only be met by future grants or grants-in-aid from the NIPB's sponsoring Department, the DoJ, who is supply financed and draws its funding from the Northern Ireland Consolidated Fund. Therefore there is no liquidity risk in respect of the liabilities due in future years.

Grants from the NIPB's sponsor Department for 2019-20 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 had been approved by the DoF, and there is no reason to believe that the Department's future sponsorship and future NIA approval will not be forthcoming. It has accordingly been considered appropriate to adopt a going concern basis for the preparation of the financial statements.

## **Performance Summary**

The NIPB is resourced by funds approved by the DoF through the latest comprehensive spending review. The final budget for 2019-20 was £6,186k. The Board's expenditure against budget is reported monthly in the Management Accounts which were scrutinised by the SMT and Resources Committee, with in-year pressures and easements reported to the DoJ through the formal process of monitoring rounds. The budget and actual expenditure for 2019-20 is shown below:

<b>Expenditure heading</b>	<b>Budget £000</b>	<b>Actual £000</b>
<b>Resource DEL</b>		
Salaries	2,380	2,415
PCSPs	1,846	1,824
Other	1,839	1,484
Cash payment of provisions	121	116
<b>Total Resource DEL</b>	<b>6,186</b>	<b>5,839</b>
<b>Resource AME</b>	<b>860</b>	<b>240</b>
<b>Cash requirement</b>	<b>6,351</b>	<b>6,286</b>
<b>Capital DEL</b>	<b>35</b>	<b>22</b>

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 2017.

### **Events after the Reporting Period**

No event as defined in International Accounting Standard 10 has occurred subsequent to the year-end that requires disclosure, except as disclosed in Note 17 of the Accounts.

## **Performance Analysis: NIPB Corporate and Business Plan**

### **Corporate Plan 2017-2020**

The Board developed a three year Corporate Plan in 2017 which was supported in each of those three years by a one year Business Plan. It identified three Outcomes and eight indicators against which performance was measured:

#### Outcomes

- We have an effective, efficient and continually improving police service and PCSPs
- We have trust and confidence in policing
- We have a safe community, where we respect the law and each other.

#### Indicators

- An implemented effective performance measurement and accountability framework for the PSNI; the Policing Board and PCSPs.
- Effective and efficient management of the financial, human and physical resources of the PSNI and the Board.
- Modernisation and improvement of the PSNI and Policing Board to address changes in community needs; statutory requirements and developments in policing.
- Improve public awareness and participation in policing issues and increase accountability to the public.
- Increase public confidence in the police by understanding and responding to the interests of the community, including those under-represented in the PSNI and areas where confidence is lower.
- Promote equality, diversity and good relations practices within the Board and with those with whom we work.
- Support the PSNI and PCSPs in collaborative delivery against the Strategic Outcomes for Policing and the Policing Plan.
- Contribute to the Northern Ireland Executive's Action Plan in tackling paramilitary activity, criminality and organised crime.

### **NIPB Business Plan 2019-20 – Performance Overview**

The Board's Business Plan 2019-20 had forty seven (47) Measures, structured around the three Outcomes as contained within the Corporate Plan 2017-2020. An assessment of



performance for the period 1 April 2019 to 31 March 2020 shows that of the forty seven (47) Measures, thirty four (34) have been achieved, ten (10) have been partially achieved and the remaining three (3) have not been achieved.

### **NIPB Business Plan 2019-20 – Performance Analysis**

This section provides an evaluation of the forty seven Measures that were set to deliver Year 3 of the Board's Corporate Plan 2017-2020. The table below outlines a high level overview of performance against the Business Plan 2019-20 Measures together with a summary of the achievement of Measures during 2018-19 and 2017-18.

During the current year, 73% of the Measures were fully achieved, 22% were partially achieved and 5% of Measures were not achieved. In 2018-19 64% of measures were fully achieved and 65% were fully achieved in 2017-18. The Board was not constituted between February 2017 and November 2018 which impacted the achievement of a number of measures during this period and the improved performance in 2019-20 is largely due to the Board being fully constituted during this period.

<b>Outcomes</b>	<b>Measures</b>	<b>Fully Achieved</b>	<b>Partially Achieved</b>	<b>Not Achieved</b>
<b>We have an effective, efficient and continually improving police services and PCSPs</b>	29	22	5	2
<b>We have trust and confidence in policing</b>	13	8	4	1
<b>We have a safe community, where we respect the law and each other</b>	5	4	1	0
<b>2019-20 Total</b>	<b>47</b>	<b>34</b>	<b>10</b>	<b>3</b>
<b>2018-19 Total</b>	53	34	12	7
<b>2017-18 Total</b>	45	29	5	11

The Business Plan and details of progress made against the 47 measures is detailed below.

**Outcome 1: We have an effective, efficient and continually improving police service, Policing Board and PCSPs.**

<b>Indicator 1.1: An implemented effective performance measurement and accountability framework for the PSNI; the Policing Board and PCSPs.</b>	
<b>Measures 2019-20</b>	<b>Status</b>
1.1.1 To publish the 2020-21 Policing Plan and continuous improvement arrangement by 31 March 2020.	<b>Achieved:</b> Northern Ireland Policing Plan 2020-2025 and Annual Performance Plan 2020-21 was published on 31 March 2020.
1.1.2 To monitor PSNI performance against the measures and continuous improvement arrangements in the Policing Plan and publish an assessment of that performance by 30 June 2019.	<b>Achieved:</b> An assessment of PSNI performance against the Policing Plan and continuous improvement arrangements was included in the Board's 2018-19 Annual Report and Accounts published on 30 June 2019.
1.1.3 To publish a report on the Board's assessment of PSNI compliance with the Human Rights Act 1998 by 30 June 2019.	<b>Partially achieved:</b> The Human Rights Annual Report 2016-17 and the Human Rights Assurance reports 2018-19 were considered at the Performance Committee on 12 September 2019 and approved for publication by the Board on 2 October 2019.
1.1.4 Chief Constable's objectives for 2019-20 agreed and progress monitored at 6 and 12 months.	<b>Achieved:</b> The Chief Constable's objectives were agreed at the Board Meeting on 5 June 2019. The Chair undertook ongoing monitoring of the Chief Constable's performance in monthly one-to-one meetings including at 6 and 12 months.
1.1.5 To publish the 2020-21 Business Plan by 31 March 2020.	<b>Achieved:</b> The Business Plan was approved by the Minister of Justice and published on the Board's website on 31 March 2020.
1.1.6. To publish an annual assessment against Corporate Plan performance in the NIPB Annual Report.	<b>Achieved:</b> The annual assessment was published in the NIPB Annual Report.
1.1.7. To report to the Board and Joint Committee on PCSP performance and effectiveness for 2018-19 by 30 November 2019.	<b>Partially achieved:</b> The final report was presented to the Partnership Committee on 19 March 2020. Final report sent to Joint Committee Members and Minister for noting on 28 February 2020.

**Indicator 1.1: An implemented effective performance measurement and accountability framework for the PSNI; the Policing Board and PCSPs.**

Measures 2019-20	Status
1.1.8. To report on NCA activity in Northern Ireland and report to Performance Committee on a six monthly basis.	<b>Achieved:</b> The Performance Committee considered the six monthly NCA reports at its meetings on 10 October 2019 and 12 March 2020.

**Indicator 1.2: Effective and efficient management of the financial, human and physical resources of the PSNI and the Board.**

Measure for 2019-20	Status
1.2.1 To ensure Board approval annually of the NIPB budget for the new financial year.	<b>Achieved:</b> The NIPB budget allocation for 2019-20 was approved by the Board on 3 April 2019.
1.2.2 To ensure Board approval annually of the PSNI budget for the new financial year.	<b>Achieved:</b> The PSNI budget allocation for 2019-20 was approved by the Board on 3 April 2019..
1.2.3 To monitor NIPB funding and expenditure for 2019-20 on a monthly basis.	<b>Achieved:</b> NIPB Management Accounts were considered at all scheduled Resources Committee meetings in 2019-20.
1.2.4 To monitor PSNI funding and expenditure for 2019-20 on a monthly basis.	<b>Achieved:</b> PSNI Management Accounts were considered at all scheduled Resources Committee meetings in 2019-20.
1.2.5 To lay the Board's Annual Report and Accounts before the NI Assembly in line with statutory requirements.	<b>Achieved:</b> Board considered and approved Annual Report and Financial Statements on 26 June 2019 and laid before the NI Assembly on 5 July 2019 in line with statutory requirements.
1.2.6 To review and implement further actions arising from Investors in People (IIP) re-accreditation report by 31 March 2020.	<b>Partially achieved:</b> Some progress has been made towards implementation of actions from IIP re-accreditation. IIP re-accreditation is due to take place in the next financial year.
1.2.7 To implement the Health and Wellbeing Action Plan and maintain staff absenteeism levels in NIPB at no more than 8 days per employee by 31 March 2020.	<b>Partially achieved:</b> The Health and Wellbeing Action Plan has been implemented and the number of working days lost per employee due to sickness was 12.69 up to 31 March 2020.

<b>Indicator 1.2: Effective and efficient management of the financial, human and physical resources of the PSNI and the Board.</b>	
<b>Measure for 2019-20</b>	<b>Status</b>
1.2.8 To assess levels of staff satisfaction within NIPB by 31 March 2020.	<b>Achieved:</b> The staff survey took place in December 2019. The report was received in January 2020 and it was disseminated to staff in February 2020 with staff inputting to a new draft continuous improvement plan.
1.2.9 To agree and implement the Internal Audit Annual Work Plan by 31 March 2020.	<b>Not achieved:</b> Due to the COVID-19 situation the Internal Audit Annual Work Plan was not agreed by Audit and Risk Assurance Committee within the agreed timeframe.
1.2.10 To appoint an Internal Audit provider by 30 June 2019 and agree a 3 Year Audit Strategy by 31 October 2019.	<b>Achieved:</b> Department for Communities (DfC) internal audit team were appointed as the Board's internal auditor from 1 July 2019. The Board approved the 3-year audit strategy at the Board meeting in October 2019.
1.2.11 To appoint a new Chief Constable by 30 June 2019.	<b>Achieved:</b> New Chief Constable appointed on 24 May 2019 and took up post on 1 July 2019.
1.2.12 To make timely appointments based on merit for PSNI officers and staff within the Board's appointment remit within timescales agreed by the Board.	<b>Achieved:</b> The PSNI Chief Constable and Deputy Chief Constable were appointed by the Board within the agreed timescales.
1.2.13 To progress Police Appeals Tribunals (PATs) in line with legislative timeframes.	<b>Achieved:</b> Two PAT cases were concluded during the final quarter, in February and March 2020 respectively in accordance with legislative timescales.
1.2.14 To progress the Injury on Duty (IOD) and Ill Health Retirement (IHR) Award schemes in line with legislative requirements, and report on caseload metrics and spend on a quarterly basis.	<b>Partially achieved:</b> A total of 385 IOD and IHR cases were progressed between 1 April 2019 and 31 March 2020. These processes were undertaken in light of the legislative requirements and timeframes and caseload metrics were reported to the Board on a half yearly basis.

<b>Indicator 1.3: Modernisation and improvement of the PSNI and Policing Board to address changes in community needs; statutory requirements and developments in policing.</b>	
<b>Measure for 2019-20</b>	<b>Status</b>
1.3.1 To monitor PSNI's progress on the implementation of recommendations from police oversight bodies.	<b>Achieved:</b> Where inspection reports relate to the Northern Ireland Policing Plan 2019-20 (e.g. from Criminal Justice Inspection NI on sexual offences and domestic violence) the relevant information has been included in Board Committee Papers and programmes of work.
1.3.2 To approve and publish the NIPB Continuous Improvement (CI) Project for 2020-21 by 31 March 2020.	<b>Achieved:</b> The CI project for 2020-21 has been approved and published on the Board's website.
1.3.3 To monitor the NIPB Continuous Improvement Project for 2019-20 by 31 March 2020.	<b>Achieved:</b> The Board's CI project has continued to be monitored for the 2019-20 year. Any aspect of the project which was not completed will be rolled over into the new CI project currently being developed.
1.3.4 To work towards implementing the recommendations from the 2018 NIAO report on Continuous Improvement arrangements in policing.	<b>Achieved:</b> The recommendations in the 2018 report have been considered and fully implemented within the development of the Northern Ireland Policing Plan 2020-25 and Annual Performance Plan 2020-21.
1.3.5 To undertake at least one research project by 31 March 2020.	<b>Not achieved:</b> Due to the development of the Policing Plan further research was put on hold this year. Required research to be considered for 2020-21 as part of the work of Committees.
1.3.6 To carry out a review of Board effectiveness by 31 October 2019.	<b>Achieved:</b> Final Board Effectiveness report was submitted and presented to the Board in 31 October 2019.
1.3.7 To monitor ongoing compliance with the General Data Protection Regulation (GDPR) and DPA 2018 and report quarterly to the Audit and Risk Assurance Committee.	<b>Achieved:</b> Monthly updates provided to the Board through the Chief Executive's Report and to the Audit and Risk Assurance Committee when required. Annual Report includes assessment of GDPR compliance issues. During the reporting period the Board reported 1 personal data incident to the ICO.

**Outcome 2: We have trust and confidence in policing.**

<b>Indicator 2.1: Improve public awareness and participation in policing issues and increase accountability to the public</b>	
<b>Measure for 2019-20</b>	<b>Status</b>
2.1.1 To develop a programme of work to raise public awareness and satisfaction of NIPB by 31 March 2020.	<b>Achieved:</b> A programme of engagement and communications was delivered. A wide range of engagement and communications activity has been undertaken to highlight the Board's role and work. This included a range of engagement meetings, attendance at outreach events and speaking opportunities.
2.1.2 To increase the number of people accessing the NIPB online channels by 31 March 2020.	<b>Achieved:</b> At the 31 March 2020 the number of people who had accessed the Board's online channels increased on the previous year. The results included: Twitter followers: increased from 5787 to 7120 Facebook likes: increased from 1177 to 1517 Website views: increased from 163,884 to 178,980 You Tube views: increased from 4,000 to 7216
2.1.3 Develop and publish an Engagement Strategy for the Board by December 2019.	<b>Partially achieved:</b> A draft Engagement Strategy was discussed at Partnership Committee meeting in November 2019. The finalising and publishing has been placed on hold until the development of the new Corporate Plan and new Policing Plan has been completed and published. It is anticipated the engagement strategy will be published by 31 October 2020.
2.1.4 Work in partnership with the PSNI to implement the findings of the Local Policing Consultation.	<b>Partially achieved:</b> Independent Analysis and Geographical Reports produced. An Action Plan, jointly developed by the PSNI and Partnership Committee has been approved. A launch of all consultation documents took place on 5 November 2019. Implementation of the Action Plan has commenced. Partnership Committee reviewed three months' progress in February 2020.

<b>Indicator 2.1: Improve public awareness and participation in policing issues and increase accountability to the public</b>	
<b>Measure for 2019-20</b>	<b>Status</b>
2.1.5 Deliver the Independent Custody Visiting Scheme (ICV) and report to the Independent Custody Visiting Association and the National Preventative Mechanism as required.	<b>Achieved:</b> ICV Scheme running successfully with visits in line with guidelines, training/ recognition events delivered. Annual Volunteer Conference held in December 2019. National Preventative Mechanism (NPM) meeting hosted by the Board in March 2020.
2.1.6 To hold 8 Board meetings in public during 2019-20.	<b>Achieved:</b> The Board held eight public meetings during 2019-20.
2.1.7 Recruit new Independent Custody Visitors and Independent Community Observers by March 2020.	<b>Partially achieved:</b> ICV recruitment process partially completed. 14 new ICVs appointed and due to be inducted in March 2020 but postponed due to Covid-19. ICO recruitment campaign postponed due to Covid-19.

<b>Indicator 2.2: Increase public confidence in the police by understanding and responding to the interests of the community, including those under-represented in the PSNI and areas where confidence is lower.</b>	
<b>Measure for 2019-20</b>	<b>Status</b>
2.2.1 Implement the Professional Standards Monitoring Framework and report to Performance Committee by 31 March 2020.	<b>Achieved:</b> Performance Committee received two briefings on Professional Standards Monitoring during 2019-20 using the existing monitoring framework. A revised framework will be considered by the Performance Committee during 2020-21.
2.2.2 To revise and publish the Code of Ethics by December 2019.	<b>Not achieved:</b> Board officials have had a number of meetings with PSNI. The Performance Committee agreed to review the Code of Ethics at their meeting on 12 December 2019. A revised Code of Ethics was considered at their meeting on 13 February 2020. There was considerable delay with PSNI not in a position to provide a draft Code of Ethics within the agreed timeframe. A draft has now been received and the Board's Human Rights Advisor and officials are having ongoing meetings with PSNI.

**Indicator 2.2: Increase public confidence in the police by understanding and responding to the interests of the community, including those under-represented in the PSNI and areas where confidence is lower.**

Measure for 2019-20	Status
2.2.3 Deliver the Independent Community Observer (ICO) Scheme to provide an independent oversight of the PSNI's recruitment campaign(s).	<b>Achieved:</b> The Board has established an ICO Scheme and volunteers have received the required training.
2.2.4 To monitor recruitment patterns and representativeness of the PSNI workforce on a six monthly basis.	<b>Achieved:</b> Recruitment patterns and representativeness of PSNI has been monitored by Resources Committee during the 2019-20 year.

**Indicator 2.3: Promote equality, diversity and good relations practices within the Board and with those with whom we work.**

Measure for 2019-20	Progress Status
2.3.1 To consult on and revise the draft NIPB Equality and Disability Action Plans by 31 August 2019.	<b>Partially achieved</b> Following a public consultation, the Equality and Disability Action Plans were approved by the Board in December 2019 and published on the Board's website.
2.3.2 To submit an Annual Progress Report by 31 August 2019 to the Equality Commission.	<b>Achieved:</b> Report to the Equality Commission was submitted on 30 August 2019.



### Outcome 3: We have a safe community, where we respect the law and each other.

<b>Indicator 3.1: Support the PSNI and PCSPs in collaborative Delivery against the Strategic Outcomes for Policing and the Policing Plan</b>	
<b>Measure for 2019-20</b>	<b>Status</b>
3.1.1 Work in partnership, through the Joint Committee, to deliver an effective PCSP Programme of activity that delivers their strategic objectives.	<b>Achieved</b> PCSPs have evidenced effective initiatives through their monthly reporting during 2019-20. Governance meetings were held by Joint Committee between November – December 2019 with PCSP Chairs/Vice Chairs to discuss performance and to encourage the sharing of good practice.
3.1.2 To monitor PCSP funding and expenditure for 2019-20 monthly.	<b>Achieved</b> Monitoring of expenditure completed on a monthly basis throughout the reporting period.
3.1.3 Deliver a PCSP reconstitution process by March 2020.	<b>Partially achieved:</b> All appointment panels have sat and selected appointees therefore the process was fully completed by the Board. Due to issues around Access NI and the administrative limitations due to the COVID-19 virus, reconstitution has been paused. A new reconstitution date will be set by the Board.

<b>Indicator 3.2: Contribute to the Northern Ireland Executive's Action Plan in tackling paramilitary activity, criminality and organised crime.</b>	
<b>Measure for 2019-20</b>	<b>Status</b>
3.2.1 Produce a six-monthly report on the Board and PCSP's contribution to A5 to A8 <sup>1</sup> recommendations of the Tackling Paramilitarism Action Plan.	<b>Achieved:</b> A six-monthly report was tabled at the Partnership Committee in September 2019. The Committee is

<sup>1</sup> A5 – The Executive, the Policing Board and the PSNI should review the resourcing and operation of Policing in communities to ensure that policing is visible and resourced to fully engage in those communities most vulnerable to criminal control.

A6 – In setting the Strategic Objectives of PCSPs the Department of Justice and Policing Board should ensure that the partnerships focus on building community confidence in the rule of law and embedding a culture of lawfulness.

A7 – The Designated Organisations (of the PCSP's) should also ensure that their representatives are sufficiently senior and committed to building effective partnerships

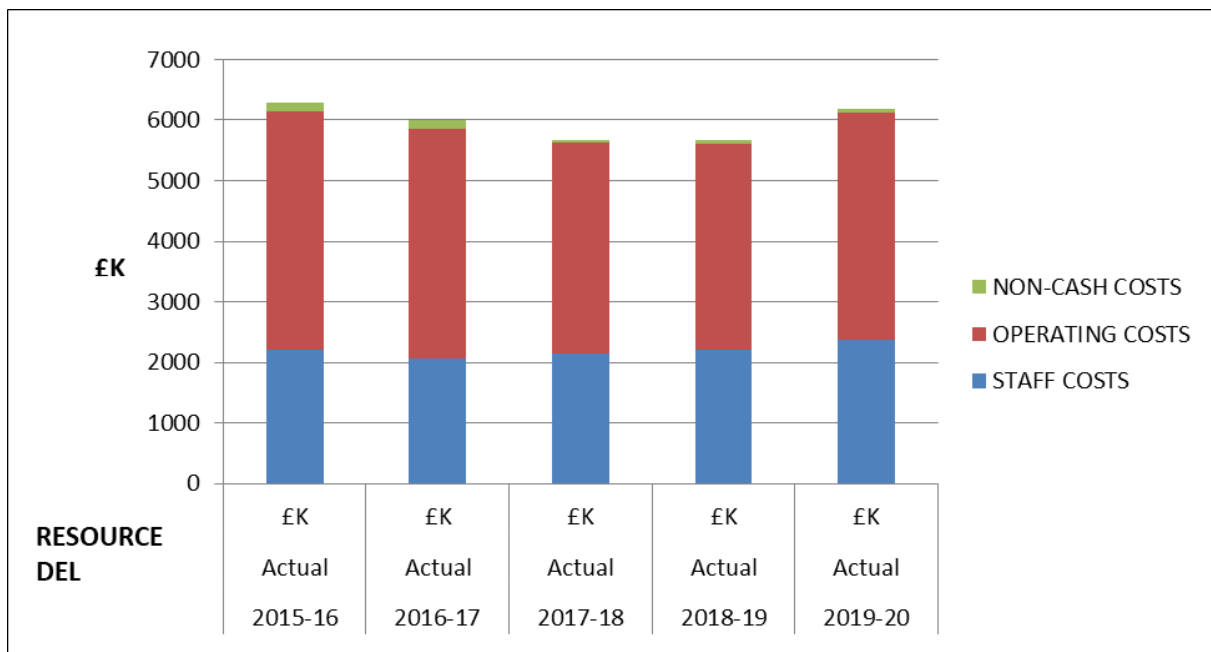
A8 – The Executive and the PSNI, in conjunction with the Policing Board, should review their protocols for engaging with representatives of paramilitary groups. This change in approach should also apply to other public and community bodies and public representatives.

<b>Indicator 3.2: Contribute to the Northern Ireland Executive’s Action Plan in tackling paramilitary activity, criminality and organised crime.</b>	
<b>Measure for 2019-20</b>	<b>Status</b>
	currently examining this issue and will conclude with a thematic report.
3.2.2 Report as required to the Independent Reporting Commission (IRC).	<b>Achieved:</b> Second IRC report published in November 2019. IRC secretariat attended Partnership Committee in January 2020 to discuss progress.

### Long Term Expenditure Trends

#### Performance Budget

Chart 1 shows the final budget allocation for each of the years 2015-16 to 2019-20, and how this budget was split.

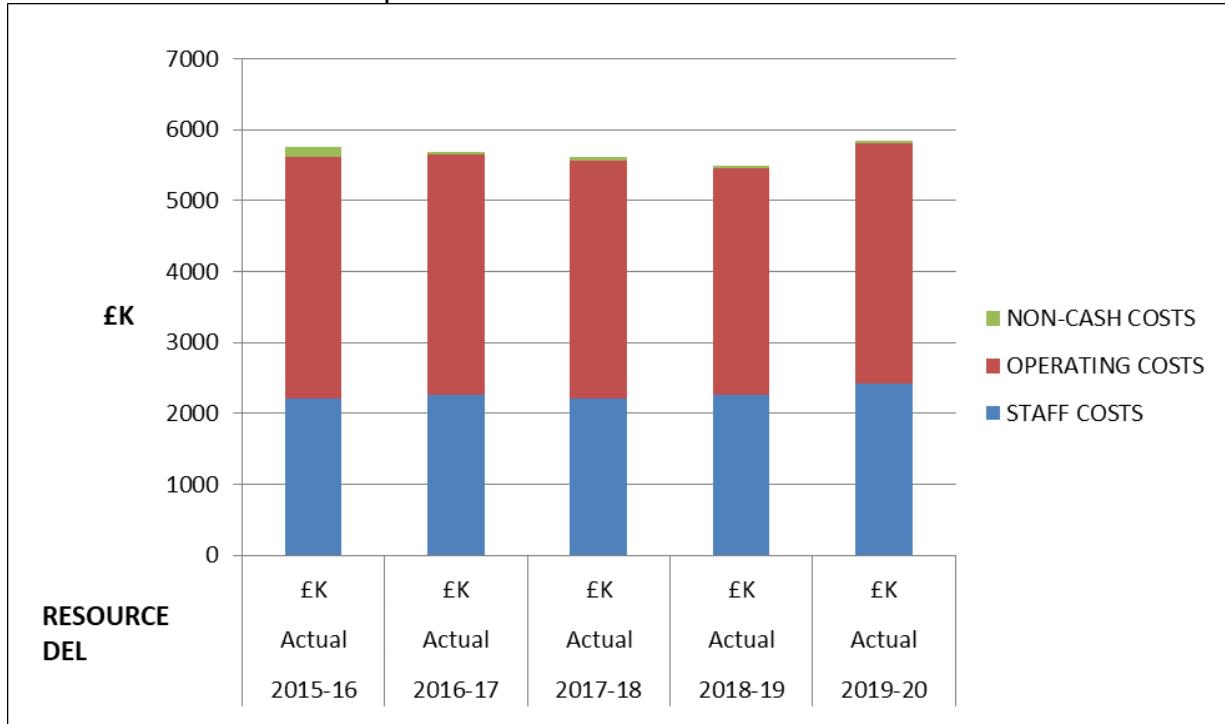


The budgets for the periods 2015-16 to 2019-20 were one year allocations. Over the four year period 2015-16 to 2018-19 in-year budget cuts (£736k 2015-16, £126k 2016-17, £247k 2017-18, £84k 2018-19) have been imposed on the organisation. However, during 2019-20 additional funding of £375k was obtained to accommodate the PCSP recruitment and the increase to employer pension contributions.

## Performance Expenditure

The chart below show details of NIPB expenditure patterns across the period 2015-16 to 2019-20:

Chart 2: Resource DEL Expenditure 2015-16 to 2019-20



### Results for the 2019-20 Financial Year

The Statement of Comprehensive Expenditure is set out on page 121 and shows a Resource DEL deficit for the year of £5.9m. The Total Resource DEL budget allocation available for 2019-20 was £6.3m. The Board declared an easement of £0.1m as part of the January 2020 monitoring round reducing the budget to £6.2m with DEL expenditure against this budget during the financial year of £5.9m, resulting in a reported underspend of under £0.3m.

### 2020-21 Financial Year

Following a funding allocation for Northern Ireland Departments issued by DoF on 31 March 2020, the Department of Justice wrote to the Chief Executive on 2 April 2020 outlining the Boards draft Resource and Capital DEL budgets for the financial year 2020-21. The Resource DEL budget allocation is based on the opening baseline allocation to the Board for the 2019-20 year. In addition to this baseline the Board received £125k to offset the

pressure relating to the increase in Employers Pension Contributions and £116k as a contribution towards other pressures.

The financial year 2020-21 will be challenging for the Board due not only to the requirement to deliver normal statutory responsibilities with a new fully re-constituted Board, but also a number of additional pressures due to the COVID-19 pandemic and adjusting to a new work environment and patterns, going forward. The areas of work planned for the next 12 months include the reconstitution of PCSPs following the appointment of 118 independent members in June 2020, the ACC competition and the progression of other senior officer appointment processes, and the development of the Board's future accommodation options.

### **Corporate Plan 2020–2023**

During the year, a new Corporate Plan for 2020-2023 was developed following a public consultation process. Board staff, Board Members and a number of key stakeholders also contributed to the consultation. The Corporate Plan 2020-2023 was approved by the Minister of Justice and published on the Board's website on 31 March 2020.

The Corporate Plan 2020-2023 contains three Outcomes which align with the draft Programme for Government, the Department of Justice's Corporate Plan and the Northern Ireland Policing Plan 2020-2025:

- We have a safe community.
- We have confidence in policing.
- We have engaged and supportive communities.

Four Objectives have been agreed within the plan:

- To monitor resourcing plans for the PSNI; advocating on issues which support policing, including transformational change, and delivery of a representative service.
- To monitor, oversee and assess the performance of the PSNI through the Board and its Committees and ensure the delivery of Human Rights based, community focused policing.

- To work collaboratively with the community, PCSPs and partners, to deliver the outcomes for policing and allow them to be informed and engaged with the Board's work.
- To deliver independent, fair and transparent processes for former and serving officers in line with Police Pension, Injury Benefit and Appeals legislation.

A Business Plan for 2020-21 has also been developed which contains 13 actions assigned to Members of the SMT providing detail on how the four Corporate Plan Objectives will be delivered. These actions will be monitored on a regular basis and updates will be provided to the Board.

### **Complaints**

The Policing Board values the opportunity to engage with the public in respect of dealing with complaints as this can assist in improving its service to the public. In line with the Board's ethos of ensuring continuous improvement of our processes the Board's Complaints Policy was fully reviewed and updated and clearly outlines the Board's customer service standards.

The Complaints Policy and Procedure was approved by the Board on 6 November and facilitates the submission of a complaint by a third party, indicates specific timescales for handling complaints and outlines a clear two stage approach for resolution. The policy clearly states that there is no financial recompense available and outlines the three possible outcomes of a complaint. If the complainant is not content with the outcome of the complaint after Stage two they can refer to the Northern Ireland Public Services Ombudsman. The updated Complaints Policy and Procedure was published on the Board's website in December 2019. Details of complaints received are reported to the Boards ARAC Committee. The Board received one complaint during the 2019-20 year which was processed in line with this Policy. Learning from the complaint was considered and the Board's working practices and procedures amended accordingly.

## **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 213.9 MWh per year) and is therefore not required under law to report on carbon emissions and purchase carbon allowances.

## **Performance Analysis: Police Service of Northern Ireland Policing Plan**

The period of 1 April 2019 to 31 March 2020 brings a four year reporting period on the 2016 to 2020 Policing Plan to a close. This performance assessment, therefore, reports progress of this plan under three sections. Firstly, a summary four year performance assessment of the Policing Plan from 2016 to 2020. Then a more detailed section examines the Annual Performance of the 2019-2020 Policing Plan. Finally, the third section concludes with an assessment of the Continuous Improvement Projects.

### **Section1: 2016-2020 Four year Performance Assessment of the Policing Plan**

#### **Introduction**

Within the national context Northern Ireland continues to be one of the safest places to live in the UK. The crime rate of 56 crimes per 1,000 of the population in Northern Ireland is lower than all the services in England and Wales. Recorded crime has shown an overall downwards trend over the last sixteen years. Whilst this varies between crime types, the paragraphs below provide an overview of the major trends in the period of this four year assessment.

Levels of hate crime incidents, offences and outcomes have remained static over the last four years 2016-2020, however the recorded levels of domestically motivated crime continued to increase and the effects of the recent COVID-19 pandemic will likely lead to an increase in this area. Domestic abuse now accounts for 17.5% of all reported crime in Northern Ireland. This is an increase from 14.2% in 2016-17. Also the number of recorded transphobic hate incidents and crimes have trebled from 20 in 2016-17 to 64 in 2019-20.

Over this four year period the number of people killed or seriously injured on the roads has been decreasing whilst the number of drug seizure incidents increased and the number of drug-related arrests increased steadily over the last four years.

Cyber-crime is a growing issue in Northern Ireland. In 2016-17 just 1% of recorded crime was identified as being cyber-related and that figure has risen to 3.5% in 2019-20. In terms

of specific cyber-crimes (hacking, virus, malware/spyware and denial of service attack) there has been a 9% increase.

Activity to tackle modern slavery and human trafficking has increased over the last four years in terms of safeguarding visits and the number of potential victims identified. Effective partnership working has led to increased activity in frustrating, disrupting and dismantling organised crime groups with increases in drug related seizures and arrests. The Paramilitary Crime Task Force (PCTF) continues to focus on disrupting the activities of the organised crime groups with paramilitary connections in Northern Ireland with an ever increasing number of searches, arrests, convictions, drug and cash seizures, as well as vehicle and weapons seizures over the last four years.

Over this period of this Policing Plan 2016-2020, the levels of trust and confidence in the PSNI has remained consistently high (85-86%) as measured by the Northern Ireland Crime Survey and the Policing Board's module in the annual Omnibus Survey.

The 2016-2020 Policing Plan identified five overarching themes, namely:

1. Communication and engagement;
2. Protection of people and communities;
3. Reduction in offending;
4. More efficient and effective delivery of justice; and
5. More efficient and effective policing.

The paragraphs below highlight the progress made by the Board and the PSNI under each of these themes.

### **Overarching Theme 1: Communication and Engagement**

Since 2016 levels of public confidence in the police to provide an ordinary day-to-day service for all people in Northern Ireland have remained 'steady' at between 85-86% since 2013-14. The Board interprets this trend to indicate that the overall level of confidence has plateaued. Indeed, throughout 2018-19, it was outlined that in measuring confidence in policing that



86% of respondents indicated that they had some, a lot, or total confidence in the police's ability to provide a day-to-day policing service for everyone in Northern Ireland which was a significant decrease from April 2017 which illustrated confidence levels at 90%. PSNI has continued to highlight project activity in raising confidence in those communities where confidence in police is lower and addressing this through collaborative working with a range of partners with a particular focus on improving confidence. However, a main issue that the Board has raised numerous times in the reporting of this activity is the lack of clarity in linking project activity with an impact on increased confidence in the police's ability to provide an ordinary day-to-day service. This is a difficult concept, but one that the PSNI and the Board need to develop further in line with Outcome Based Accountability reporting within the new policing plan.

Secondly, progress made in terms of community engagement had been outlined in this four year period through Policing with the Community (PwC) with specific initiatives aimed at embedding the PwC ethos as relates to building confidence in communities. Through the 2016-17 annual assessment, the Board outlined that it will continue to hold PSNI to account for the successful implementation of PwC, however this has proved difficult to measure. The Board emphasised through 2018-19 reporting the importance of the quality of analysis and information in relation to the work undertaken by PwC and that reporting had been below expectations and required improvement. This was reiterated again through 2019-20 reporting as the Board expressed disappointment with regard to the scope of material needed to fully address this concept. A common feature of the reports provided by the PwC Branch is the lack of internal engagement within the PSNI with regard to the progress against the specific measures and indicators relating to this concept. This, together with the need for evidence of PSNI engagement and the outcomes from that engagement with local communities again has been a recurring conversation from 2016 to 2020, however, had not been fully addressed in this time period and as such has not met the expectations of the Board. These challenges of Communication and Engagement will continue to be scrutinised by the Board in the new Policing Plan 2020 to 2025 under the new Strategic Outcome of Engaged and Supportive Communities.

## **Overarching Theme 2:**

### **Protection of People and Communities**

PSNI and the Board recognise that the best way that police can improve the service provided to vulnerable victims is through collaborative working and partnership with key public and voluntary organisations. Therefore, from 2016-2020, the service has outlined a range of initiatives and activities in relation to Hate Crime, Domestic Abuse, Crimes against older people, Sexual offences, Mental Health, Child Sexual Abuse and Exploitation (CSAE) and Children who go missing.

Specifically, the Board welcomed the development of the Multi-Agency Triage Team (MATT) and in PSNI's improvements in dealing with mental health occurrences. This has been outlined through the annual assessment as an example of successful collaboration with partners and has received positive responses from the public which promotes confidence in policing and this has been evident from 2017-18 to 2019-20 reporting to the Board. Furthermore, the Board has expressed continued support for the innovative Pathfinder project in Musgrave Custody Suite which was initiated in October 2018<sup>2</sup>. The Board continues to advocate for the continuation and indeed expansion of this project to other custody suites with the PSNI estate.

An area of concern expressed by the Board from 2016-17 has been the reporting of sexual violence and abuse offences such as rape and sexual assault. These offences through 2018-19 almost tripled since 2000-01 and they continue to increase. At the same time outcomes for victims have continued to decrease. The Gillen Review, commissioned by the Criminal Justice Board in April 2018<sup>3</sup>, has highlighted continued failures by the police and the wider criminal justice system. The Board had commended the PSNI's response to this review, particularly the care and attention given to the implementation of the recommendations contained within the Gillen Review. The Board view this as progress and improvement taken by the PSNI in addressing longstanding issues identified by the Board since 2016.

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<sup>2</sup> PSNI partnership with Belfast HSCT introduced the Pathfinder Custody Nurse Practitioners (CNP) led healthcare model. This was introduced to Musgrave station as part of the Continuous Improvement Project to transform healthcare in custody as an alternative to the existing Forensic Medical Officer (FMO) model.

<sup>3</sup> The Gillen review, 2018, Available online at: <https://www.ppsni.gov.uk/gillen-review>

Improvements in activity and initiatives can also be found in the findings of HMICFRS PEEL inspections of PSNI. In August 2016, HMICFRS published a report on its inspection of PSNI Effectiveness<sup>4</sup>. The Effectiveness inspection assessed how well the PSNI protected vulnerable people from harm and how effective it was at supporting victims. HMICFRS concluded that the PSNI in 2016 was graded to 'require improvement'. Moreover, the most recent Police Effectiveness Efficiency and Legitimacy (PEEL) inspection of PSNI 2018<sup>5</sup>, outlined the service was assessed as 'good' in protecting vulnerable people and supporting victims and in understanding the nature and scale of vulnerability in Northern Ireland. This illustrates an improvement since the last vulnerability inspection of 2016 and shows clear indication of positive working and intent throughout this four year time period which the Board continues to support.

### **Overarching Theme 3: Reduction in Offending**

The PSNI Reducing Offending in Partnership (ROP) programme sets out to reduce the frequency and seriousness of offences committed by priority offenders through engagement with voluntary and private sector. While the Board agrees that collaboration and partnership with such organisations is an important facet in reducing offending, through the four year time period of reporting, the Board had some queries with regard to the effectiveness of this programme. An economic evaluation of ROP was completed in January 2017 of a sample of individuals who went through the programme, which at the time demonstrated a 72% reduction in crime.

However, it has been highlighted both through the annual assessments in 2018-19 and subsequently in 2019-20, that given the passage of time since the last evaluation and the continuation of the programme in this time period, further information and evaluation is required in order for the Board to fully assess the effectiveness of this programme. Furthermore, another key issue identified was that the PSNI do not have a system in place for capturing reoffending or specific interventions. The Board expressed concern that

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<sup>4</sup> PEEL, *Police effectiveness (vulnerability) 2016: An inspection of the Police Service of Northern Ireland*, Available online at: <https://www.justice-ni.gov.uk/sites/default/files/publications/justice/psni-peel-effectiveness.PDF>

<sup>5</sup> PEEL, *Police efficiency and effectiveness 2018: An inspection of the Police Service of Northern Ireland*, Available online at: <https://www.justiceinspectors.gov.uk/hmicfrs/wp-content/uploads/peel-police-efficiency-effectiveness-2018-psni.pdf>

without this information, evaluation and analysis, the Board had been unable to analyse the effectiveness of certain types of interventions that PSNI are involved in to support this theme. Therefore, reporting and lack of evaluation of ROP remains an area of interest for the Board.

Secondly, through the four year lifespan of these strategic outcomes, one particular area of continued improvement is evident and that is PSNI's response to cyber dependent, enabled and facilitated crime. It is evident that as cyber-crime becomes more advanced and sophisticated, so too does the services' response to it. The Board are, therefore, supportive of the continued wide range of partnership working in tackling cyber-crime and as such the increase in community confidence that is evident through successful operations, prosecutions and engagement with investigators. In this instance, the PSNI's response and reporting against this type of criminality has improved since reporting in 2016-17.

Finally, in regards to the Joint Agency Task Force (JATF) and PSNI's reporting, the Board, in 2016-17, stated its support for an increase in partnership working with other agencies to tackle key areas of public concern in the form of paramilitarism and organised crime. Reports to the Board in 2019-20 shows that statistically the JATF operations, over the last 12 months, burglaries have been reduced within rural Northern Ireland by 12.3%. Whilst the Paramilitary Crime Task Force continues to disrupt the activities of the organised crime groups with paramilitary linkages in Northern Ireland with an ever increasing number of searches, arrests, convictions, drug and cash seizures, as well as vehicle and weapons seizures over the last four years. The Board are supportive of steps and initiatives taken by the PSNI to contribute to their identified actions as outlined in the Executive Action Plan (EAP) for dealing with paramilitarism, although work on co-design with local communities has yet to be well reported, documented or analysed.

#### **Overarching Theme 4:**

##### **More Efficient and Effective delivery of justice**

Central to this theme is the Board's requirement for PSNI to demonstrate improvements in their working relationship with the Public Prosecution Service (PPS). The Working Together

Project<sup>6</sup> was set up following Criminal Justice Inspection Northern Ireland (CJINI) 2015 inspection on the quality of files and timeliness of police files (incorporating disclosure) submitted to the PPS, with the aim of improving quality, effectiveness and reducing delay. Throughout 2017-18 it was acknowledged that progress against this project was slow. However, focus given to this issue through the policing plan had demonstrated a resolve from PSNI to improve working relationships with the PPS. Moreover, in 2018-19 analysis of police performance, presented a positive narrative of service improvement by which all objectives within the project had shown significant progress.

In 2019-20 further progress was evident through the development of the Disclosure Improvement Plan for Northern Ireland 2018, which further builds on the CJINI 2015 report. Joint working groups have been established by the PPS and PSNI to ensure file quality standards are met. Digital Evidence Management Systems (DEMS) have been established to improve file quality and timeliness for file sharing and the overarching range of positive outworking's of the Working Together Project, has evidenced improvements and developments since the inception of the project. As such, the Board are encouraged by the journey of this project and PSNI's performance in this as it signals positive intent to move towards a more effective and efficient criminal justice system.

## **Overarching Theme 5:**

### **More Efficient and Effective Policing**

In understanding both current and future demands, and savings, the inclusion of specific measures to underpin this theme had been consistent in the four year timeframe 2016-2020. The inclusion of demand specifically was based on the findings of the HMIC 'Responding to Austerity' Report 2015<sup>7</sup>, in particular Recommendations 1 and 2, and HMIC PEEL Efficiency inspection 2016<sup>8</sup>. The inspection assessed how the service maximises the outcomes from its available resources. As such, inspectors in 2016 reviewed both the financial and workforce planning of the service while examining wider questions of cost, capability and

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<sup>6</sup> A continuous improvement project established following CJINI's 2015 report, which sees PPS and PSNI working together to improve effectiveness and efficiency in their working relationships.

<sup>7</sup> HMIC, Responding to austerity, Police Service of Northern Ireland, March 2015, Available online at: <https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/psni-responding-to-austerity.pdf>

<sup>8</sup> PEEL, *Police efficiency 2016: An inspection of the Police Service of Northern Ireland*, Available online at: <https://www.justice-ni.gov.uk/sites/default/files/publications/justice/psni-peel-efficiency.PDF>

productivity. In considering how efficient PSNI is at keeping people safe and reducing crime, inspectors stated that PSNI understood most of the current demands it faced but it had more work to do with partner organisations to understand hidden demands, particularly those who are vulnerable, in local communities. Therefore, the 2017-18 policing plan took cognisance of these recommendations and a demand specific measure (5.1.1) was included and complemented by two continuous improvement projects, in order to focus on understanding demand on PSNI, matching resources to meet the needs of the public and protecting frontline services.

Moreover, the most recent HMICFRS PEEL inspection of the service, 2018<sup>9</sup>, outlined an improvement in this regard as the PSNI was rated as 'Good' in relation to Efficiency. Inspectors state that, *'The service has a thorough understanding of the demand that it faces now and is likely to face in the future. It knows the capability and skills of its workforce and has thought about how those may change over time. It also has a well-developed process of priority-based resourcing (PBR), which helps it to allocate resources and supports the change management team.'* The Board emphasised through 2018-19, the importance of a full evaluation of the Priority Based Resourcing (PBR) Project.

The Priority Based Resourcing project ended during 2019-20 and merged into a Service Performance Board. The NIAO recently published (April 2020) a critical audit of the PBR project concluded that it did not deliver the anticipated strategic change and the focus turned very quickly to reducing head count.

The Board recognises the persistent difficulties since the start of reporting against this theme with regard to forward planning for the service and the ability for the service to invest in innovation and efficiencies when there is a lack of clarity around the services budget. Unlike police services in England and Wales, PSNI is unable to raise funds through local precept, borrow funds, maintain strategic reserves or carry forward underspends. This issue has been identified through each annual assessment of the policing plan since 2016, however the Board recognise that this is a difficulty that PSNI do not maintain control over. The Board

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<sup>9</sup> PEEL, *Police efficiency and effectiveness 2018: An inspection of the Police Service of Northern Ireland*, Available online at: <https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/peel-police-efficiency-effectiveness-2018-psni.pdf>

will continue to advocate with the DoJ and DoF on behalf of the PSNI in order to bring about changes to this situation during the next few years.

## **Section 2: Annual Assessment of Performance of the Policing Plan 2019-20**

### **Introduction**

The Policing Board is responsible for determining, and from time to time revising, objectives for the policing of Northern Ireland. The Board and PSNI previously published Strategic Outcomes for Policing 2016-2020 which outlined a vision for improving service provision for the whole community. Annual Policing Plans were published and they provided an assessment tool in order to gauge how PSNI was delivering on that agreed vision.

The 2019-20 Annual Policing Plan contained nine strategic outcomes and seventeen measures. The Board's Committees scrutinised and monitored performance information from the PSNI against a performance monitoring framework. Progress against indicators and measures was examined in order to assess progress made by PSNI towards achieving the five Strategic Outcomes. Throughout the 2019-20 year the Committees were provided with a range of detailed qualitative and quantitative information upon which performance was assessed. Senior PSNI officers and staff provided additional briefings to the Committees where applicable, thus allowing the Members to engage with key areas of policing with thorough scrutiny.

### **Summary of 2019-20 Statistics**

Overall, in the 2019-20 year 106,585 crimes were recorded in Northern Ireland, an increase of 5,731 (5.7%) when compared with the previous 12 months

These increases are accounted for in drug offences, sexual offences, domestic abuse, hate crime and cyber enabled crime. In 2019-20 there was an 11.2% increase in drug offences to 7,843, the majority of which related to drug possession offences. The outcome rate for drug offences increased by 0.8% to 90.4% in the same period. In this year, there was an increase of 15.3% or 2,476 offences in domestically motivated crime compared to the previous 12 months and also crimes against older people and sexual offences increased in 2019-20.

In relation to anti-social behaviour incidents the general trend is downwards with the 2019-20 levels the lowest seen since they were started to be recorded in 2006-07. In the 12 months from April 2019 there were 55,031 anti-social behaviour incidents in Northern Ireland, a decrease of 1,472 or 2.6% on the previous year with nine of the eleven policing districts recording a lower level. In addition, the number of drug seizure incidents increased to 7,941 and the number of drug-related arrests increased to 3,618.

The PSNI is currently tackling over 80 organised crime groups and during 2019-20 reported that they continued to frustrate 34 groups, disrupted 39 and dismantled 15. The PCTF continues to disrupt the activities of the organised crime groups in Northern Ireland with paramilitary links with an ever increasing number of searches, arrests, convictions, drug and cash seizures.

The sections below highlight the main developments under each measure, as well as identifying the areas of impact evidenced during the 2019-20 year. They will also identify the main areas of concern for the Board and those areas the Board will keep under scrutiny in the new Policing Plan for 2020-2025. The paragraphs below, therefore, provide a summary of the analysis of each of the nine strategic outcomes and seventeen measures of the 2019-20 Policing Plan.

## **STRATEGIC OUTCOME 1.1**

### **TRUST AND CONFIDENCE IN POLICING THROUGHOUT NORTHERN IRELAND**

#### **IMPACTS**

- Confidence levels in the PSNI have remained consistently high during this period as evidenced by the Northern Ireland Crime Survey (NICS) and the Board's last Omnibus Survey; and
- Increased numbers of neighbourhood officers and neighbourhood teams is beginning to have an impact on local visibility and engagement.

#### **AREAS FOR CONTINUED FOCUS**

- The Board needs to implement a replacement for the Omnibus Survey in order to continue to measure confidence as part of the 2020-25 Policing Plan;



- Improvements are required to the PSNI Victim Satisfaction Survey in order to better report on impact and victim satisfaction;
- More evidence is required from PSNI on bespoke initiatives and engagement in those areas where confidence has been identified as low and evidence of how increased confidence is measured is required;
- The Board welcomes the development of a Children and Young People's strategy by the PSNI and looks forward to receiving information on how this will increase young people's engagement with and confidence in policing; and
- Under-representation in the PSNI in respect of women and catholic officers continues to be an issue despite numerous initiatives to increase diversity and representativeness in the service through changes to recruitment processes.

**Measure 1.1.1 - Increase the level of public confidence in the police's ability to provide an ordinary day-to-day service and in local police.**

The most recent NICS results for 2017-18 were published in May 2019<sup>10</sup> and they show the overall confidence rating remained largely unchanged since 2016-17 (81.2% and 82.4% respectively). The results show the proportion of NICS 2017-18 respondents who expressed confidence in police providing an ordinary day to day service was 86%, as was the case in 2016-17 (85.9%) and this is in line with the results of the most recent Omnibus Survey<sup>11</sup>. As the actions identified in the Local Policing Review 2018 are implemented there was evidence that the increased number of Neighbourhood officers and neighbourhood teams were beginning to make a positive impact on local engagement and visibility. In addition, the PSNI continued to use its social media accounts to communicate with local communities about crime prevention advice, police initiatives and appeals for information.

**Measure 1.1.2 - To improve victim satisfaction in certain aspects of contact with the PSNI.**

The most recent results of the PSNI's Victim Satisfaction Survey are noted in the table below and indicate the lowest levels of satisfaction are in relation to how well the victim is kept up to date with the progress of their case.

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<sup>10</sup> Perceptions of Policing and Justice: Findings from the 2017-18 Northern Ireland Crime Survey, Research and Statistical Bulletin, May 2019, Available online at: <https://www.justice-ni.gov.uk/sites/default/files/publications/justice/p-p-j-17-18-nics-findings-may.pdf>

<sup>11</sup> Omnibus Survey, May 2018, Available online at: <https://www.nipolicingboard.org.uk/sites/nipb/files/publications/omnibus-survey-may-2018.PDF>

Question	% Responding		
	Strongly Agree/Agree		
	2017-18	2018-19	variance
The police officers/staff treated me with fairness and respect	80.6	83.8	+3.2
I am satisfied with how well I have been kept informed of the progress of my case	54.4	54.2	-0.2
I am satisfied with my contact with PSNI	63.0	64.5	+1.5
If a family member of friend were a victim of crime in the future, based on this experience, I would recommend they report to the police	79.3	79.8	+0.5

In October 2019, the Chief Constable provided statistical information on the Victim Satisfaction Survey which raised questions from the Board on the level of usefulness, given the response rate was 8.64% and PSNI had previously identified 12% as an appropriate rate. However, PSNI reported through 2019-20 that a new victim call back scheme had commenced in December 2019 to supplement the existing text message survey which will allow the gathering of qualitative data on the levels of satisfaction. The Board has requested that PSNI continue to make improvements to the survey in order to better measure impact and improvement of victim satisfaction.

**Measure 1.1.3 - Increase confidence in policing in areas where it was identified as being lower through initiatives carried out in collaboration with local communities, partner agencies and PCSPs.**

To support this measure a number of District Electoral Areas (DEAs) were identified, with a focus on collaboration with communities, in conjunction with PCSPs and other partner agencies. Through 2019-20 reporting, the PSNI did not specifically address activity undertaken in the areas where confidence was identified to be lower<sup>12</sup>. Rather they provided information that had been categorised under three headings: PwC branch; West Belfast and Antrim and Newtownabbey. This form of reporting was repeated against all indicators in this measure and the Board expressed disappointment with regard to the scope of material

<sup>12</sup> Oldpark (Belfast Council);Titanic (Belfast Council); Lurgan (Armagh, Banbridge and Craigavon Council);Torrent (Mid Ulster Council);The Moor (Derry and Strabane Council); Macedon (Antrim and Newtownabbey Council); Coleraine (Causeway, Coast and Glens Council); Rosslea and East Erne (Fermanagh and Omagh Council); Bangor West/Kilcooley (Ards and North Down Council); Killultagh/Dunmurry (Lisburn and Castlereagh Council); Larne Lough/Carrick Castle (Mid and East Antrim Council); and, Slieve Gullion (Newry, Mourne and Down Council)

needed to fully address this measure. However, some examples were provided, namely: the West Belfast inter-generational project; the Domestic Violence Scheme and in Antrim and Newtownabbey there had been a focus on road safety in rural villages and rural crime and collaboration with the Ulster Farmers Union. While PSNI had advised that positive feedback was received and collated, ASB issues have declined and vehicles are slowing down in areas where Speed Indicator Devices (SIDs) are deployed, there was no evidence provided in relation to the impact on confidence. The Board has requested further evidence of bespoke initiatives in the 12 identified DEA's where confidence had been identified as low.

**Measure 1.1.4 - Increase young people's confidence in policing in areas where it was identified as being lower through initiatives carried out in collaboration with local communities, partner agencies and PCSPs.**

Independent research identified a number of drivers of confidence in young people and highlighted their suggestions for ways in which their levels of confidence in the police could be increased. PSNI indicated that the results of the survey would inform future engagement initiatives.

Main activities reported through 2019-20 in relation to young people were the Youth Volunteer Academy (YVA)<sup>13</sup> and the Youth Champions Forum. An evaluation of the YVA was carried out in February 2019 and there were six key areas reviewed with recommendations identified to inform best practice and forward planning of future YVAs. Subsequently in September 2019, a further five YVA programmes were launched, four in areas deemed to be at high risk of paramilitary influence and the fifth location in Newry, Mourne and Down due to ongoing issues of ASB. YVA effectiveness, in relation to young people's confidence, will continue to be monitored by the Board in the new Policing Plan. The Youth Champions Forum aims to advise PSNI on methods to improve the quality of engagement with children and young people. The agencies involved in this forum represent the voice and needs of local young people, therefore, PSNI aims to not only create working relationships but also increase young people's confidence. The Board was disappointed at

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<sup>13</sup> A partnership with the NI Ambulance Service and the Education Authority consisting of a 12-16 week course, aimed at increasing young people's confidence in emergency services, reduce ASB, to prevent criminality, victimisation and exploitation, increase the legitimacy of the PSNI with young people and build young peoples' self-esteem.

the lack of general evidence provided by PSNI for this measure, especially in relation to collaborative working with PCSPs. However, it looks forward to improved reporting in the new Policing Plan especially given the development of the PSNI's Children and Young People's Strategy.

### **Measure 1.1.5: Improve under-representation in respect of gender and community background across departments and branches of the PSNI Performance**

The Board has a statutory duty to keep itself informed of trends and patterns in recruitment of the police and police support staff and the extent to which the membership of the police and police support staff is representative of the community in Northern Ireland. The most recent workforce composition statistics<sup>14</sup> show that:

	<b>Police Officers</b>	<b>Police Staff</b>
% Perceived Protestant	66.61	78.12
% Perceived Roman Catholic	32.04	19.52
% Not Determined	1.35	2.36
% Female	29.67	57.76
% Male	70.33	42.24
% Ethnic Minority	0.53	0.68
<b>Total</b>	<b>6,919</b>	<b>2,495</b>

In comparison, for 2016 the statistics<sup>15</sup> outlined below demonstrate that the total number of police officers and police staff have increased marginally from 2016 to 2020. The current workforce composition statistics (above) show minimal percentage changes in relation to community background, ethnicity and gender representativeness.

	<b>Police Officers</b>	<b>Police Staff</b>
% Perceived Protestant	67.35	78.59
% Perceived Roman Catholic	31.08	19.39
% Not Determined	1.57	2.02
% Female	28.16	62.88
% Male	71.84	37.12
% Ethnic Minority	0.54	0.53
<b>Total</b>	<b>6,857</b>	<b>2,279</b>

<sup>14</sup> PSNI workforce composition statistics, January 2020, Available online at: <https://www.psni.police.uk/inside-psni/Statistics/workforce-composition-statistics/>

<sup>15</sup> PSNI workforce composition statistics as at 1 April 2016 in NIPB Annual Report and Accounts 2015-16, Available online at: <https://www.nipoliceboard.org.uk/sites/nipb/files/publications/nipb-annual-report-2015-2016.pdf>

Through 2019-20 reporting to the Board, PSNI outlined a wide range of activities that sought to address under representation in respect of gender and community background. Examples include the Equality Scheme (Equality, Diversity and Good Relations Strategy), Under-representativeness (identified PSNI Corporate Risk)<sup>16</sup>, Family Friendly Policies and the Revised Interim Physical Competency Assessment (PCA). However, in order to fully monitor police performance against this measure, the Board would expect information on the People and Culture Strategy, which the Board understands is being redrafted and will be reported on within the next annual report.

The PSNI has also identified a wide range of initiatives and measures taken to improve workforce representation, specifically in branches where under representation is an issue. These include Diversity Mark NI, HeForShe, Stonewall Workplace Equality Index, Women in Business membership, Disability Confident Employer, Criminal Justice Equality Network, Pride 2019 and Belfast Mela. PSNI reported that it was not yet possible to provide definitive data to evidence the difference that the above engagement initiatives have had. The Board will continue to work with the PSNI to determine the difference made by activities in future reporting to the Board.

## **STRATEGIC OUTCOME 1.2**

### **PSNI ENGAGES WITH COMMUNITIES TO IMPROVE UNDERSTANDING OF THE IMPACT OF POLICING DECISIONS AND INVOLVE COMMUNITIES WHEREVER POSSIBLE IN THOSE DECISIONS**

#### **IMPACTS**

- The Local Policing Review 2018 undertook a major regional wide consultation process that engaged with over 4,000 individuals;
- 45 actions have been identified as part of the Local Policing Review and these have started to be implemented resulting in an impact on local community engagement and visibility of the PSNI; and

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<sup>16</sup> Recognising the risk that under-representation would have for PSNI, a Corporate Risk was drafted, highlighting a range of early warning indicators, existing mitigating actions, as well as additional actions required to manage the risk.

- Positive impacts reported in local areas due to the increase in Neighbourhood Teams and officers in terms of visibility and engagement.

### **AREAS FOR CONTINUED FOCUS**

- PSNI should develop more effective reporting tools in this areas in order to report on impact as well as attitudinal change and confidence; and
- The Board will place further emphasis on this area in the new Policing Plan 2020-2025 with a strategic emphasis on engaged and supportive communities.

### **Measure 1.2.1 Embed and demonstrate Policing with the Community ethos and behaviours throughout the service specifically:**

- **Demonstrate locality based police-community decision making through co-design that evidences the benefit of community input to the delivery of policing;**
- **Evidence the ongoing impact and benefits realised as a result of the delivery of this project, both internally and externally.**

PwC Branch reported to the Partnership Committee on two occasions during the 2019-20 reporting period. Their reports and presentations highlighted a number of examples of projects currently being implemented that illustrate the PSNI working with communities locally to solve problems. These projects also illustrated numerous initiatives that involve working in partnership with PCSPs and designated organisations to solve problems like ASB. The projects highlighted included Youth Volunteer Academies, the Youth Champions Forum, the Managing Expectations Initiative in North Belfast, Coleraine Football Club ASB Project, Causeway Coast and Glens ASB Project and Neighbourhood Watch in Dungiven and Glenshane.

The Board would wish to see greater reporting on the impact of community input into the delivery of policing on practical policing and policing outcomes. Such input and its impact needs to be documented, assessed and analysed in order to see what works, to share good practice and to learn from any mistakes.

Impacts that are identified as a result of these projects are reported to include attitudinal change towards the PSNI and increased confidence. The Board expects to see the development of more effective reporting in relation to this area where the PSNI can evidence its contribution to developing more engaged and supportive communities as part of the new Policing Plan 2020-2025.

## **STRATEGIC OUTCOME 2.1**

### **HARM CAUSED BY CRIME AND ANTI SOCIAL BEHAVIOUR IS REDUCED WITH A FOCUS ON PROTECTING THE MOST VULNERABLE, INCLUDING REPEAT VICTIMS**

#### **IMPACTS**

- The development of a Support Hub in each ten districts has been a positive development in terms of providing support to those most vulnerable and also in facilitating collaboration amongst statutory partners;
- Levels of hate crime incidents, offences and outcomes have remained static over the last four years 2016-2020. The Board would welcome evidence of decreases in incidents and offences and an improvement in outcome rates;
- Recorded levels of domestically motivated crime continued to increase during the four year period and the effects of the COVID-19 pandemic will be required to be monitored closely; and
- Following the Local Policing Review the increase in the numbers of officers in the local Neighbourhood Teams has had an impact on PSNI visibility locally and also is tackling ASB issues.

#### **AREAS FOR CONTINUED FOCUS**

- The Board welcomes the review of the effectiveness of the Support Hubs in order to facilitate further development;
- The outcome rates for hate motivated crime are low at 13.9% for 2019-20 compared with an outcome rate of 28.5% for all crimes and the Board will keep this area under scrutiny; and
- The Board will continue to monitor the rise in crimes in the areas of hate crime, domestic abuse, older people and sexual offences.

**Measure 2.1.1: Improve service to the most vulnerable across PSNI policing districts through the implementation of Support Hubs in collaboration with PCSPs and other partners.**

The purpose of Support Hubs is to bring key professionals together from a range of organisations to facilitate early and better quality information sharing and decision making to work together to provide support for identified individuals who may be vulnerable for a range of reasons. They are multi-agency and provide early intervention and support for individuals and families in crisis.

Through reporting in 2019-20 PSNI highlighted the continuing support provided to the roll out of the support hubs with ten established. Belfast is the final area and there are currently ongoing discussions in relation to the establishment of a Belfast Support Hub. PSNI has a key role in the establishment of support hubs, however, it generally involves a partnership approach at the local level with the DoJ providing financial support and the PCSP providing human resource support in establishing and administering the support hubs. The Department is currently collecting data through each PCSP to provide a full evaluation of the concept. The Board will continue to monitor progress and discuss the status of this evaluation with PSNI.

**Measure 2.1.2 - Improve the service to vulnerable groups in collaboration with partners in relation to hate crime, domestic abuse, crimes against older people, sexual offences, mental health, Child Sexual Abuse and Exploitation (CSAE) and Children who go missing.**

**(i) Hate Crime**

Recorded crimes with a hate motivation account for 1.5% of all recorded crime this year and there has been a 0.9% (+13 crimes) increase in overall hate crime. Racially motivated hate crimes continue to decrease, as does the outcome rate. Decreases in homophobic, disability and religious hate crime is also evident from 2019-20 statistics. However, increases have been recorded in sectarian, and transphobic hate crime. As previously noted transphobic hate crimes trebled this year compared to the same period in 2018-19 as



transphobic incidents and crimes saw the largest increase across all hate motivated strands with 31 more incidents and 22 more crimes than the previous year.<sup>17</sup>

In 2019-20 reporting to the Board on improving the service to vulnerable victims of hate crime, the PSNI outlined a range of activity since their 2018-19 report as the review of the hate crime problem profile was completed in June 2018. This included information on District Champions across the service implementing the review recommendations within their respective districts. In addition, it is evident through 2019-20 reporting that a variety of positive activities have been undertaken by the service in collaboration with partners such as the ongoing work with the PPS to increase the use of Community Resolution Notices (CRNs)<sup>18</sup> for low level hostility hate crimes. The Board will continue to monitor and scrutinise PSNI training and the PSNI's Vulnerability Risk Assessment Matrix (VRAM) in relation to hate crime. To date, reporting to the Board had tended to focus on partnership activity rather than positive outcomes for victims. It had been evidenced that the outcome rates for hate motivated crimes are generally lower than all crime. Considering race hate crime is the most prevalent type of hate crime recorded by PSNI, outcomes for victims of this stands at only 13.9%, this is an area the Board will seek to further scrutinise in future reporting.

## **(ii) Domestic Abuse**

The number of domestically motivated crimes have increased significantly this year by 14.5% (+2,004 crimes); the outcome rate has improved by 0.4% point to 26.2%, while domestic incidents have decreased by 0.3% (-80 incidents). PSNI reported that the main areas of increase continue to be in respect of harassment, including malicious communications. The overall outcome rate for domestic abuse crimes with injury has increased from 29.2% in the previous year to 33.1% this year. Operational figures also indicate a named offender is charged in 25% of domestic abuse cases, compared to an overall crime type average of 20%. Crimes with a domestic motivation account for 17.3% of all recorded crime this year. The increase in domestically motivated crimes accounts for

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<sup>17</sup> Incidents and Crimes with a Hate Crime Motivation Recorded by the Police in Northern Ireland - Update to 31 March 2020, Available online: <https://www.psni.police.uk/globalassets/inside-the-psni/our-statistics/hate-motivation-statistics/2019-20/q4/hate-motivation-bulletin-mar-20.pdf>

<sup>18</sup> In the 2019-20 PSNI reporting, CRNs are recorded as an outcome against 22 offences (14.7% of all hate motivated offences).

36.5% of the increase in overall crime. Furthermore, harassment accounts for 80.3% of the overall increase in domestically motivated offences.

PSNI actively engaged with key partners in delivering training and skills capability which enhance officers' ability to identify domestic violence and abuse behaviours, as well as supporting vulnerable victims and their families. The Board noted the findings of CJINI's 'No Excuse' Inspection Report<sup>19</sup> and have monitored the implementation of the recommendations for PSNI. PSNI have also provided information on the Domestic Violence and Abuse Disclosure Scheme (DVADS), which commenced in March 2018<sup>20</sup>, and provides individuals with the 'right to ask' the police to check if their partner, or the partner of someone they know, has a history of domestic abuse as well as giving the police the 'power to tell' an individual about their partner's abusive history. The Board is supportive of steps taken by PSNI to move Domestic Abuse, Stalking and Harassment and Honour-based violence risk checklist (DASH)<sup>21</sup> onto an electronic system, which provides officers mobile access to the checklist and other details in connection with an incident. This aims to speed up referrals to the Multi-Agency Risk Assessment Centre (MARAC) and also aims to have a positive impact on the quality of completed DASH forms and ultimately reduce levels of vulnerability.

### **(iii) Crimes Against Older People**

This year the number of crimes committed against older people has increased by 7.5% (429 offences) with 80% related to theft and criminal damage and 16% related to violence against the person. PSNI's response to older people and crime continues to be focused on acquisitive crime<sup>22</sup> which is both a volume and high impact area for older people and they have an acquisitive crime plan in place. PSNI outlined to the Board its Older Persons

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<sup>19</sup> Criminal Justice Inspection Northern Ireland, A thematic inspection of the handling domestic violence and abuse cases by the Criminal Justice System in NI, May 2019, Available online at: <http://cjini.org/TheInspections/Inspection-Reports/2019/April-June/Domestic-Violence>

<sup>20</sup> In 2018-19 there were 327 applications to the scheme, with around 62% qualifying. 91 cases were referred to a decision-making forum and thereafter 44 disclosures (24 power to tell and 20 right to ask) have been made by police and partner agencies. Four of those 44 disclosures were classified as urgent (three power to tell and one right to ask).

<sup>21</sup> DASH forms include 27 questions based on research of domestic abuse which assist police officers in identifying and supporting individuals designated as high risk. Attending officers may make referrals as necessary, for example to the Multi-Agency Risk Assessment Conference (MARAC), to social services in respect of children or to support agencies. Those initially assessed as high risk are referred to the MARAC process and, if deemed high risk by this multi-agency panel, they will be flagged on the police system for a minimum of 12 months. This is supported by the creation of a safety plan for that individual to reduce their level of vulnerability.

<sup>22</sup> Acquisitive crimes - those in which an offender acquires or takes items from another person, and so it covers a number of different types of offences. E.g. theft of a vehicle or from a vehicle, vehicle interference, and theft of a pedal cycle, theft from a person, robbery or personal property.

Strategy and they have reflected the importance of partnership working to support older people who may be vulnerable of falling victim to crime. For example they continue to be a key partner in the ScamwiseNI Partnership, the Support Responder Scheme and PSNI supported Women's aid in their 'Older but no safer – it's never too late' campaign. The Board is particularly supportive of the collaborative approach undertaken by PSNI, which demonstrates how organisations across the private, public and community/voluntary sector can engage with one another in supporting vulnerable people. This engagement also builds upon a recommendation from the Boards Human Rights Annual Report 2016-17. The Board will continue to monitor and discuss further the PSNI recommendations within the Commissioner for Older People NI report 'Crime and Justice: The Experience of Older People in Northern Ireland<sup>23</sup>' in relation to their implementation.

#### **(iv) Sexual Offences**

Sexual offences currently represent around 4% of all police recorded crime in NI<sup>24</sup> with the number of sexual offences in 2019-20 continuing to increase, while outcomes for victims have continued to decrease, as evidenced in PSNI annual bulletin recording trends in police recorded crime<sup>25</sup>. Statistics from 1 April 2019 to 31 March 2020 show that sexual offences increased marginally by 22 to reach 3,558, this is three times higher than the lowest level recorded in 2000-01<sup>26</sup>. There is no conclusive evidence given to explain the recent and ongoing 'spike' in figures and as such, the Board raised concerns around the trend in figures and will continue to focus on this issue through future reporting.

A number of critical reviews and inspections have been published, such as the independent review into how the law and procedures in Northern Ireland deal with serious sexual offences (the Gillen Review) and the CJI NI thematic inspection of the Handling of Sexual Violence

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<sup>23</sup> Crime and Justice: The Experience of Older People in Northern Ireland, May 2019, Available online at: <https://www.copni.org/media/1540/206567-online-a4-crime-report-56p.pdf>

<sup>24</sup> PSNI, Trends in Police Recorded Crime in Northern Ireland 1998/99 to 2018-19, Annual Bulletin published 8 November 2019 <https://www.psni.police.uk/globalassets/inside-the-psni/our-statistics/police-recorded-crime-statistics/documents/police-recorded-crime-in-northern-ireland-1998-99-to-2018-19.pdf>

<sup>25</sup> PSNI, *Police Recorded Crime in Northern Ireland Update to 31 December 2019*, Published 30 January 2020: <https://www.psni.police.uk/globalassets/inside-the-psni/our-statistics/police-recorded-crime-statistics/2019/december/crime-bulletin-dec-19.pdf>

<sup>26</sup> Police Recorded Crime in Northern Ireland – Update to 31 March 2020, Available online: <https://www.psni.police.uk/globalassets/inside-the-psni/our-statistics/police-recorded-crime-statistics/2020/march/crime-bulletin-mar20.pdf>

and Abuse Cases by the Criminal Justice System in Northern Ireland<sup>27</sup> and have highlighted a number of significant failings of the PSNI policies and practice. These reports are critical of the entire criminal justice system, not just the role of the PSNI. A common thread that ran through all recommendations related to training and development, case management, communication with the PPS and disclosure. The Board commended PSNI on the care and attention it has given the recommendations within the Gillen Review to date and will continue to monitor progress made in improving the service to vulnerable victims in 2020-21.

**(v) Mental Health**

Each month there are approximately 1,600 calls made to police that have a mental health component and it has been reported that PSNI handles 50 calls per day linked to persons with mental health difficulties or related vulnerability. PSNI reported in 2019-20 that from January 2017 to December 2018, the service recorded a total of 20,709 occurrences involving 'Mental Health'. PSNI reported that of these 1,327 were classified as notifiable crime (6.4%) and a total of 1,581 offences are linked to these occurrences. Therefore, crime related to mental health accounted for 1.6% of overall crime in this time period.

The Board welcomed the development and implementation of the PSNI's Mental Health Strategy. A key element of the strategy is undertaking training needs analysis of frontline officers in order to understand current capacity and capabilities as it relates to mental health knowledge and the application of complex mental health legislation. The Board continue to support PSNI in the collaborative Multi-Agency Triage Team (MATT). In the 2019-20 reporting to the Board, it was stated that the MATT team have had approximately 230 interactions with individuals deemed to be in crisis or at risk for a variety of mental or emotional health reasons and there have been over 90 diversions by the team from hospital emergency departments. This is an example of positive collaboration with partners and through public feedback on social media, the service have received an overwhelming response from the public, in favour of the project which in turn will promote confidence in policing. The MATT project is currently being independently evaluated.

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<sup>27</sup> CJINI, *A Thematic Inspection of the Handling of Sexual Violence and Abuse Cases by the Criminal Justice System in Northern Ireland*, 2018, Available online at: <http://cjini.org/TheInspections/Inspection-Reports/2018/October-December/Sexual-Violence>

The Board had also explored the progress on the Pathfinder project<sup>28</sup> in Musgrave Custody Suite which was initiated in October 2018. From the introduction of the Custody Nurse Practitioners (CNPs) in custody, there has been a 55% reduction in referrals to emergency departments from Musgrave, providing a two-way saving to the Health Trust through reduced admissions and to PSNI in relation to reducing officer time when transporting detainees. There had been a significant reduction in the reliance of Forensic Medical Officers (FMOs) as CNP's have gained experience in the custody environment and less than 2% of cases are referred to an FMO, therefore this has seen a significant reduction in expenditure. The Board supports this project which demonstrates positive working to ensure healthcare professionals with the appropriate skills and care pathways meet the needs of vulnerable people in police custody.

**(vi) Child Sexual Abuse and Exploitation (CSAE)**

Over the last 20 years the number of crimes committed against children has increased and the types of crimes children are victims of are becoming more harmful as in 2018-19 over 25% of crimes against children were sexual offences, and there has been a steady increase in reporting of rape, sexual grooming and other sexual offences involving children over the last three years. There were 48 young persons in 2019-20 (compared to 39 young persons stated in 2018-19 PSNI reporting), of which 33 are looked after children, identified throughout all the Trusts at risk of CSAE. PSNI reported in 2019-20 that there have been 957 incidents linked to those young persons flagged at high risk of CSAE, including 768 missing person's reports and 83 reports where they are logged as being a victim and 81 a suspect.

The Board had considered the changing nature of the digital age in previous reporting on this measure, and the likelihood that new virtual avenues for grooming have led to the victimisation of young people with a different profile to that of classic 'victim' of street exploitation. As such, PSNI had reported that the service have a dedicated team of Detectives within the Child Internet Protection Team (CIPT) to conduct search and arrest operations and bring offenders to justice. In line with Sexual Offences monitoring the Board

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<sup>28</sup> PSNI in partnership with Belfast HSCT introduced the Pathfinder Custody Nurse Practitioners (CNP) led healthcare model. Introduced to Musgrave station as part of the Continuous Improvement Project to transform healthcare in custody as an alternative to the existing Forensic Medical Officer (FMO) model.

is supportive of the development and implementation of the PSNI CSAE Strategic Action Plan 2019 following the Gillen Review 2018. The Action Plan acknowledges the necessity for continual awareness training and includes the development of a bespoke e-learning training package specific to the police officer or staff member's role. The extensive work surrounding the development and implementation of the PSNI CSAE Strategic Action Plan 2019 has been supported by the Board and as such the full implementation of this plan will be monitored through reporting in 2020-21.

**(vii) Children who go Missing**

The PSNI investigated 10,761 reports of missing persons in the 2018-19 year and it is estimated that these investigations cost in excess of £31.7 million. This figure represents decreases of 10.3% and 16.1% when compared to 2017-18 and 2016-17 respectively. There are an average of 30 missing person reports made daily to police and approximately 52% of all missing person reports are from a care facility. Over 70% of all missing children reports relate to repeat missing children. On average repeat missing children were reported missing nine times in 2019-20.

PSNI reported that Operational Liaison Meetings are held monthly with key frontline Health & Social Care Trust (HSCT) managers and officers, in line with missing guidance protocol. This collaboration allows for better information sharing, analysis of data, identification of risk patterns, development of preventative strategies and the implementation and monitoring of action plans. Furthermore, when considering children who go missing, the production of a detailed Missing Person Problem Profile had helped drive more effective partnerships with the HSCT who are PSNI's main partner when dealing with missing people from hospitals and children's homes. The Board acknowledge and commend closer co-operation and strong working relationship between PSNI and Social Services which has allowed for greater and easier exchange of information to appropriately identify young persons at high risk in order for action to be taken to protect those individuals as well as ensuring that safeguarding information is passed effectively and efficiently in a timely manner through daily communication with Social Services.

**Measure 2.1.3 - Demonstrate an effective contribution in addressing anti-social behaviour (ASB) particularly in areas of high deprivation and hot spot areas in collaboration with PCSPs and relevant others within the community.**

Across Northern Ireland there was a 2.6% decrease (-1,472 incidents) in incidents in 2019-20 compared to the previous year. Reported levels of anti-social behaviour in 2019-20 were below the three year average. In response to the Local Policing Review there has been an increase in Neighbourhood Policing Teams in 2019-20 and the PSNI have provided examples of the impact that this has had in local areas in terms of increasing visibility and addressing ASB issues.

Throughout the 2019-20 reporting period, PSNI highlighted the importance of partnership working, particularly with PCSPs and indeed with other partners in tackling ASB issues locally. A number of challenges were identified throughout PSNI's report and these include the impact of security related incidents locally and the issue of transitory youth in parks. Successes were also identified and these include examples such as an 8% reduction in reported youth related ASB within Belfast, online reporting facilities and the Next Door App<sup>29</sup>, partnering the Education Authority in a number of areas, the impact of the 'Peace in the Park' initiative in Derry, the development of Community Safety and the overall increasing of engagement, in particular with victims of ASB.

**STRATEGIC OUTCOME 2.2**

**PEOPLE ARE SAFE ON THE ROADS**

**IMPACTS**

- The number of people killed or seriously injured on the roads has been decreasing.

**Measure 2.2.1: Demonstrate a contribution to reduce:**

- **The number of people killed in road collisions;**
- **The number of people seriously injured in road collisions;**

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<sup>29</sup> Nextdoor app - a free private social network for neighbours to see what is happening in the local community. It has helped communities develop and facilitate a new level of engagement with PSNI.

- **The number of children (aged 0-15) killed or seriously injured in road collisions; and**
- **The number of young people (aged 16-24) killed or seriously injured in road collisions.**

In 2019-20 there were 56 fatalities on the road, which is one more than the previous year and seven fewer than the 2017 total of 63. Reported progress against the key indicators outlined in the Road Safety Strategy 2020 up until November 2019 in line with information received to date, were:

- the number of people killed was 50 (target 50);
- the number of persons seriously injured was 760 (target 611);
- the number of children killed or seriously injured was 73 (target 58); and
- the number of young people (aged 16-24) killed or seriously injured was 177 (target 165).

The NI Road Safety Partnership (NIRSP) made 45,793 detections for excess speed between January 2019 and November 2019, which is an increase of 19% on the total for January to November 2018. Moreover, during the Christmas drink drive campaign from 28 November 2019 to 1 January 2020, PSNI officers conducted over 13,568 Preliminary Breath Tests (PBTs), an increase of 1,669 (14.0%) on the campaign period last year. A total of 418 people were arrested for drink/drug driving related offences, representing an increase of 29.8% compared with the same period last year (322). Throughout the 2019-20 reporting period, PSNI outlined a range of projects and activities that provided an effective contribution towards collaboration and partnership in supporting the multi-agency road safety strategy.

### **STRATEGIC OUTCOME 3.1**

#### **IDENTIFY AND INTERVENE WITH PRIORITY OFFENDERS**

##### **IMPACTS**

- Initial evaluation of the Reducing Offending in Partnership (ROP) Programme indicates a reduction in crime levels and evidence that those engaged have changed their lives by tackling addiction and getting support for mental health issues.



## **AREAS FOR CONTINUED FOCUS**

- The Board welcomes further evaluation of this ROP programme.

### **Measure 3.1.1: Demonstrate an effective contribution to the integrated management of priority offenders in collaboration with partner agencies, in order to reduce offending.**

ROP is a collaborative arrangement between the DoJ, PSNI, Probation Board, Youth Justice Agency and the Prison Service as a means to deliver Integrated Offender Management in Northern Ireland. This involves the partners working together to reduce offending, support desistance and ensuring that fewer people become victims of crime. The PSNI has established Reducing Offending Units (ROU) in each district to help manage those who are causing the most harm within communities. Priority Offenders are identified through the ROP matrix, jointly agreed by all the partners and are assigned to a ROU Officer. Around 300 offenders are managed through ROP at any one time.

One interesting initiative is the 'Stay Onside' programme with IFA and other partners. At the end of this reporting period IFA have said the Stay Onside programme is set for future expansion

## **STRATEGIC OUTCOME 3.2**

### **TACKLE SERIOUS AND ORGANISED CRIME**

#### **IMPACTS**

- Effective partnership working has led to increased activity in frustrating, disrupting and dismantling organised crime groups with increases in drug related seizures and arrests;
- Cyber-crime is a growing issue in Northern Ireland and the Board welcomes the increase in the PSNI's capability in this area and the development of effective national and international partnerships;

**Measure 3.2.1: Demonstrate an effective contribution to the implementation of initiatives and interventions in collaboration with partners to reduce the harm caused by:**

- **Organised Crime Groups and Drugs**
- **Cyber dependent, enabled and facilitated crime**
- **Human exploitation and trafficking**

**(i) Organised Crime Groups and Drugs**

The PSNI is currently tackling over 80 organised crime groups and during 2019-20 reported that they continued to frustrate 34 groups, disrupted 39 and dismantled 15. In addition, the number of drug seizure incidents increased to 7,941 and the number of drug-related arrests increased to 3,618. The Board welcomes the PSNI approach in this area by working in partnership and collaboration with a number of organisations. PSNI reported that the Cross Border JATF continues to provide opportunities for and promote real time collaboration between An Garda Síochána (AGS) and the PSNI in their combined efforts to frustrate, disrupt and dismantle the activity of Organised Crime Groups (OCGs) involved in the supply of illicit drugs. Collaboration between the Garda National Drugs and Organised Crime Bureau (GNDOCB) and PSNI's Organised Crime Unit (OCU) continues daily. As well as restricting the supply of illicit drugs this work has been critical to preventing the acts of violence and intimidation that characterise the struggle between competing OCGs. The Paramilitary Crime Task Force continues in its efforts with PSNI, the National Crime Agency (NCA) and Her Majesty's Revenue & Customs (HMRC) partners in tackling the harm caused by paramilitaries within communities. The Board welcomes the progress made in this area during 2019-20.

**(ii) Cyber dependent, enabled and facilitated crime**

Cyber-crime is a growing issue in Northern Ireland. In 2016-17 just 1% of recorded crime (excluding fraud) was identified as being cyber-related. This figure has risen to 3.5% in 2019-20. In terms of specific cyber-crimes (hacking, computer viruses, malware, spyware and denial of service attacks) there has been a 9% (25 crimes) increase. With an average financial loss of approximately £1,800 per incident and the majority of victims (80%) were individuals.

In response to this increasing problem, PSNI's purpose built Cyber Crime Centre (CCC) was officially opened on 18 June 2019. The state of the art centre provides a base for all digital forensic services across all of the PSNI. This can range from providing support to officers during a large scale investigation to leading on complex specialist cyber investigations on a global scale. The Board welcomes PSNI's development of cyber capabilities and their investment in effective partnership working. Examples of this include the Cyber Prevent and Cyber Protect Programmes as well as working collaboratively with national and international partners such as the National Cyber Crime Unit and the National Cyber Security Centre and various international partners.

### **(iii) Human exploitation and trafficking**

In 2015, the PSNI established the Modern Slavery and Human Trafficking Unit (MSHTU). Since then the Unit has been working collaboratively with frontline police officers, other agencies and statutory organisations to detect, disrupt and frustrate organised crime gangs involved in human exploitation. Activity to tackle modern slavery and human trafficking during 2019-20 has included carrying out 75 safeguarding visits, 8 searches and 158 screening assessments culminating in identifying 111 potential victims. PSNI work in partnership with multiple agencies in this area and take part in national initiatives such as Operation Aidant that is co-ordinated by the Modern Slavery Police Transformation Programme and the NCA.

## **STRATEGIC OUTCOME 3.3**

### **TACKLE PARAMILITARISM**

#### **IMPACTS**

- Ongoing cross border co-operation between the PSNI and An Garda Síochána as part of the JATF has disrupted the activities of organised crime gangs operating on both sides of the border, particularly in the area of cross border burglaries;
- The PCTF continues to disrupt the activities of the Paramilitary organised crime groups in Northern Ireland with an ever increasing number of searches, arrests, convictions, drug and cash seizures, as well as vehicle and weapons seizures over the last four years; and

- The work of the JAFT and the PCTF continues to make a major contribution to the delivery of the Executive Action Plan on Tackling Paramilitarism.

**Measure 3.3.1: Demonstrate an effective contribution to the implementation of the Executive Action Plan and to the Joint Agency Task Force (JATF).**

The JATF is a cross border partnership designed to target criminality that is enabled and facilitated by the land border between Northern Ireland and Ireland. The JATF concentrates on the following six areas of criminality – rural/agricultural crime, drugs, human trafficking, criminal financial/money laundering, excise fraud and organised immigration crime. The JATF works closely with the PSNI Organised Crime Unit, the PCTF, the Organised Crime Task Force and the Modern Slavery and Human Trafficking Unit. During the 2019-20 year the JATF and its partners carried out a number of successful joint operations into organised crime groups involved in each of the six areas of crime identified above. For example, statistics over the last 12 months show burglaries in Northern Ireland and the Border counties of Ireland have been reduced by 12.3% due to the effective working of the JATF.

**Measure 3.3.2: Demonstrate an effective contribution to the elimination of paramilitarism in Northern Ireland in collaboration with partner agencies, local communities and PCSPs through co-design of programmes and interventions.**

The PCTF brings together PSNI, the NCA and HMRC capacity and capabilities to effectively tackle Paramilitary Organised Crime Groups who exercise coercive control of communities in Northern Ireland. The foremost groups are INLA (Belfast), UVF (East Belfast), UDA (West Belfast), UDA (South East Antrim), INLA (North West) and UDA (North Antrim). These groups are involved in all forms of criminality including paramilitary assaults and shootings, the supply and distribution of controlled drugs, blackmail, extortion, intimidation, money lending and laundering. Since its formation in November 2017 the PCTF conducted 573 searches and have made 274 arrests with 220 charged. Drugs have been seized to the value of £978,824 with cash seized valued at £1,017,600. It has also recovered 172 firearms, imitation firearms and offensive weapons with 43 vehicles seized. HMRC estimate that just under £4.5m revenue loss has been prevented.

In addition to enforcement activity, the PCTF has been involved in changing societal attitudes towards Paramilitary Organised Crime Groups by contributing to the “Ending the

Harm Campaign” aimed at highlighting the devastating impact of paramilitary style attacks on victims, families, local communities and wider society. This type of activity continued through 2019-20 year with a small increase in assaults. There were 13 casualties of paramilitary style shootings (compared to 19 in the previous year) the lowest since 2007-08.

The Partnership Committee of the Board scrutinised the work of the PCTF during 2019-20 over a number of meetings and made a visit to the Task Force in November 2019 to hear of their work from the officers on the front line. Members were impressed with the work of the Task Force and in particular with the success and impact the Task Force is currently having on disrupting the activities of paramilitaries in Northern Ireland. Partnership Committee also take cognisance of the annual Independent Reporting Commission

(IRC) Reports and monitor a number of the recommendations for improvement as applicable. Therefore, the Board would like to see greater narrative on collaboration and co-design with local communities. PCSPs continue to work locally with the PSNI to contribute to the Tackling Paramilitarism Programme. The Joint Committee has provided ongoing support to PCSPs to recognise their potential to build community confidence in the rule of law and therefore contribute to embedding a culture of lawfulness. As a consequence reporting for the 2019-20 year has been more meaningful and reflective of the positive contribution PCSPs make to this action. For example 10 out of 11 PCSPs included ‘build community confidence in the rule of law and contribute to embedding a culture of lawfulness’ in their 2019-20 action plans and are implementing local projects that contribute to these objectives.

#### **STRATEGIC OUTCOME 4.1**

#### **ACHIEVE AN EFFECTIVE PARTNERSHIP WITH THE PUBLIC PROSECUTION SERVICE AND WIDER CRIMINAL JUSTICE AGENCIES TO DELIVER MORE POSITIVE OUTCOMES FOR VICTIMS**

#### **IMPACTS**

- The Board welcomes the contribution and the commitment of the PSNI and the PPS to work collaboratively on a number of projects that seek to reduce the delays for victims in the criminal justice system; and

- The Working Together Project has improved the quality and timeliness of files submitted to the PPS with 88% of case files being submitted within agreed time periods during 2019-20.

## **AREAS FOR CONTINUED FOCUS**

- The Board will continue to monitor the progress and effectiveness of projects and initiatives within this area to establish their impact and identify lessons for future improvement;
- Identifying and managing any impact on working with the criminal justice agencies across Europe due to EU exit; and
- Continued development and improvement of technological solutions to improve the criminal justice system.

### **Measure 4.1.1: Demonstrate progress in providing a more effective delivery of Justice, including evidence of progress made with legacy cases.**

The effectiveness of the collaboration of information sharing between the PPS and the PSNI had been subject to scrutiny through multiple inspection reports. In 2015 the CJI NI examined this area specifically<sup>30</sup>. From this inspection, four key issues were identified being, the quality of files from PSNI to the PPS, the supervision in PSNI throughout the file preparation process, the disclosure of information to defendants and the delay in the criminal justice process. PSNI have initiated a number of projects in order to make improvements to these processes. These include:

**The Working Together Project (WTP)** – this project has introduced various new processes aimed at improving effectiveness and reducing delay for summary matters within the Criminal Justice System. The introduction of clear evidential standards and file standards means that officers are more aware of what is expected as part of a case file and can submit this in a timely manner. This has resulted in 88% of case files being submitted to the PPS within agreed time periods during 2019-20. In addition, requests for further information from the PPS have reduced significantly from 16% in 2018-19 to 9% in 2019-20. Technological

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<sup>30</sup> Criminal Justice Inspection (Northern Ireland), *An Inspection of the Quality and Timeliness of police files (incorporating disclosure) submitted to the Public Prosecution Service for Northern Ireland*, November 2015: <http://www.cjini.org/getattachment/9faaa7ad-b1a9-4d66-bd35-79ff20848c7c/report.aspx>

improvements are currently being progressed in order to make progress on the reduction of return rates and delays.

**Indictable Cases Process (ICP)** – The ICP process ensures early engagement between the PSNI and the PPS with the purpose to identify and resolve investigative and evidential issues at an early stage. During 2019-20 over 90% of eligible cases were progressed through the ICP process.

**Legacy Cases** – The Legacy Investigations Branch (LIB) continues to work closely with the PPS and during 2019-20 6 investigations have been completed. The Board also sought information on what progress has been made in disclosure for and handling of legacy cases (in respect of legacy inquests, civil litigation and Police Ombudsman investigations), and how PSNI is providing support for victims and families. In addition a Research, Engagement, Development and Strategic Support team (REDS) has been established to provide support and engagement with families, advocacy groups and other stakeholders. During 2019-20 this team received 216 requests for service.

The Board welcomes the progress made in these areas and their impact in speeding up justice for victims.

## **STRATEGIC OUTCOME 5.1**

### **AN EFFICIENT AND EFFECTIVE POLICE SERVICE**

#### **IMPACTS**

- The HMICFRS rated the PSNI as “good” in relation to efficiency and effectiveness during this period;
- The HMICFRS stated within the Report that “a particular challenge was posed to resource unmet demand from neighbourhood engagement, prevention and local problem-solving”;
- The New Decade New Approach document envisages PSNI numbers to increase to 7,500 but has not identified the funding to allow this to happen; and

- The annual budgetary process and arrangements in Northern Ireland curtails the ability of the PSNI to effectively plan strategically in comparison to other police services within the UK.

## **AREAS FOR CONTINUED FOCUS**

- The Board continues to advocate for an increased budget for the PSNI in order for numbers to increase to 7,500 officers;
- Given the findings of the NIAO audit on Priority Based Resourcing the lessons learned over the 2015-19 period need to be implemented; and
- The areas of Digital PSNI, estate renewal and increased headcount have been identified as requiring transformational investment in the next few years.

### **Measure 5.1.1: Demonstrate a comprehensive assessment and understanding of both current and future demand for services, matching resources to meet the needs of the public and protective frontline services.**

In considering how efficient the PSNI is at keeping people safe and reducing crime, the most recent HMICFRS PEEL inspection (2018) found that PSNI was assessed as being 'good'. It found that the PSNI understood most of the current demands it faced but had more work to do with partner organisations to understand hidden demands, particularly those who are vulnerable, in local communities. Inspectors also stated that PSNI could do more to manage and reduce demand, particularly through a multi-agency approach with PCSPs and partner agencies. Further they stated that a particular challenge was posed to resource unmet demand from neighbourhood engagement, prevention and local problem-solving. By improving its understanding of current and future demand PSNI should be able to better match its resources to that demand. It also found the PSNI "good" in terms of effectiveness in that PSNI have good strategies for protecting vulnerable people and supporting victims.

During 2019-20 the PSNI carried out a Service Strategic Assessment which provided an analysis of current and hidden demand in order to determine the service strategic priorities. It identified the following as strategic priorities – Vulnerability, Serious and Organised Crime and Violent Extremism. A Tasking and Co-ordinating Group then allocated resources against these priorities. The Priority Based Resourcing (PBR) project ended during 2019-



20 and merged into a Service Performance Board. The NIAO recently published (April 2020) a critical audit of the PBR project concluding that it did not deliver the anticipated strategic change and the focus turned very quickly to reducing head count. The Board needs to ensure that the lessons learned from the 2015-19 period are taken on board and the findings of this audit implemented. The PSNI intends to develop an Efficiency Strategy during 2020-21.

**Measure 5.1.2: Development of clear and realistic plans for achieving the likely savings required beyond 2019-20.**

The Board recognises the significant difficulties facing the PSNI when attempting to forward plan and invest in innovation and efficiencies when there is a lack of clarity around the services' budget. Unlike police services in England and Wales, PSNI is unable to raise funds through local precept, borrow funds, maintain strategic reserves or carry forward underspends. While all police services across the UK face significant budgetary pressures, it is particularly difficult for PSNI to manage on an annual budgetary process.

PSNI advised that in the absence of a formal multiyear budget process being commissioned by DoJ and DoF, they commenced the Budget Planning process based on a range of Strategic Assumptions agreed at the Service Executive Board and shared with the Board Resources Committee in June 2019. Furthermore, as part of PSNI's monthly finance report to the Board, a section on future planning had been included in reporting to keep the Board up to date on progress through 2019-20.

Reporting to the Board's Resources Committee the PSNI noted that extensive work had been undertaken, from the agreement of the assumptions, to understand and quantify the resources that PSNI require to *'Keep People Safe'*. The Budget Planning Process identified that PSNI required additional budget simply to maintain officer and staff numbers. However, it has also been recognised that three particular areas require focus and transformational investment in future years and these are digital PSNI, estate renewal and increased headcount.

## **Continuous Improvement Project Assessment**

One of the key statutory functions of the Board is to make arrangements which secure continuous improvement in how PSNI's and the Board's functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The continuous improvement projects focused on the principles of economy, efficiency and effectiveness in how PSNI carry out their business, ensuring that the projects reduce costs or add value to such an extent that it reduces costs elsewhere in the organisation in the medium to longer term. The projects often place a particular emphasis on ingraining a culture of collaboration and co-operation with other statutory agencies, public sector organisations and the community in order to drive improvement in service provision to the public. The assessment below is specific to the Continuous Improvement Projects involved within the 2016-2020 Policing Plan.

**Project:** **Video Identification Parade Electronic Recording (VIPER)**

**Period:** **2016-17**

**Synopsis:** As PSNI experienced ongoing funding pressures, business owners were tasked to identify areas that could be optimised in order to contribute to organisation savings. Through a review in May 2015, the VIPER structure and service was identified. The subsequent improvement project delivered a more effective and efficient model by March 2017 and this is currently business as usual.

The optimised VIPER model brought:

- A reduction of running costs by the rationalization of 7 sites to 4 sites and a reduction in staff;
- Process efficiency by the introduction of a centralized booking system; and
- Elimination of the need for prisoner release to attend VIPER by introduction of the Video Booth process into HMP Maghaberry and HMP Hydebank in collaboration with the Northern Ireland Prison Service.

**Project:** District E-Crime Support Unit (DESU) & Video Identification Units (VIU)

**Period:** 2016-19

**Synopsis:** DESU and VIU existed to triage mobile devices and also to process video evidence to assist with crime investigation. As a result of the implementation of the 11 District Council and 11 District Policing model in 2015, along with the increase in demand of mobile device investigation, a review of DESU & VIU was necessary. The review identified that the expansion of digital technology and online connectivity into every aspect of modern life, both personal and business, brings with it the opportunity for technology to be exploited by criminals. Almost all crime in Northern Ireland now has a technological aspect, whether as the means by which the crime is committed, as evidence to trace the offender, or as a source of intelligence to better understand the threat. This cyber threat also extends beyond 'ordinary' crime into serious organised crime and terrorism. As such it was identified that the functions of DESU and VIU would provide a more effective and efficient process within the management of PSNI's Cyber Strategy. In February 2018 a project commenced to create Cyber Support Units (CSU) with the intent to improve service and reduce from eight District sites and twelve Crime Operations sites. To better equip PSNI to deal with increasing demand a significant investment of trained resource and technology was introduced across four strategic sites. By July 2019 the four sites were fully operational with demand being centrally managed and the workload being directed across the four strategic sites accordingly. The transformation to the four Cyber Support Units was complete in July 2019, it is under the management of C2 Crime Operations management and is currently business as usual. Performance has improved with:

- Average time to process a mobile device - improved from 27 days (April 2019) to 5 days (January 2020); and
- Average time to process CCTV - improved from 18 days (April 2019) to 3 days (January 2020).

**Project:** Demand Profiling and Priority Based Resourcing (PBR)

**Period:** 2016-18

**Synopsis:** The Policing Plan 2017-18 identified the objective of PBR ‘to critically analyse all PSNI branches with a view to identifying efficiency and effectiveness improvements, which will enable the Service to reprioritise resources to areas of higher threat, risk, harm and vulnerability.’ Two initial projects initiated in 2016-17 were geared towards understanding the demand on PSNI (Demand Profiling) and allocating resources to priority areas of business (Priority Based Resourcing). PSNI completed an assessment of all business areas and by January 2017 identified a preliminary list of 78 proposals, of which 14 proposals were recommended to take forward as projects. From the 14 projects identified, PSNI reported the following indicative results:

- Amalgamation of District Crime Support Teams and Reactive and Organised Crime Branch completed and seconded resources returned to C1 from DPC;
- Restructure of Custody shift patterns completed, enabling standardisation of coverage and service across PSNI custody suites for Sergeants and Civilian Detention Officers;
- Restructure of Major Investigation Teams (MIT) completed enabling reduction in the number of MIT from 8 to 5 to better match demand for service, improve performance and free up 17 full time equivalent (FTE) officers to support priority postings elsewhere in organisation.;
- Restructure of C3 Intelligence Hubs completed with a new shift system introduced enabling reduction in on-call costs, overtime and providing enhanced specialist coverage 24/7;
- A review of the Forensic Science NI and Fingerprint processing was re-assessed and was deemed not feasible;
- The civilianisation programme for C4 surveillance roles and for Police College trainers are working through the logistics of Human Resources processes to transition some police officer posts to support staff positions; and

- Rationalisation of Close Protection provision was dependent upon outcomes and recommendations from the 2018 NICOP Review and this remains open.

The purpose of the PBR Board was to ensure that resources were moved from areas of low priority into areas of higher priority depending on organisational needs to enable PSNI to effectively reach the target resource allocation as per the HR Distribution Plan.

**Project: Review of Business Services**

**Period: 2016-17**

**Synopsis:** As PSNI experienced ongoing funding pressures in 2016 it was recognised that the importance of financial management had never been greater. Business Services provision was impacted by the loss of 9 staff through the Voluntary Exit Scheme (VES) and as such needed to adapt in order to ensure that core services would continue.

By May 2017 Business Services structure and resource was reconfigured to sustain the core business requirements.

A post implementation review conducted in June 2018 evidenced that resource reductions of 17 FTE saved approximately £560K and that core businesses were sustained.

**Project: Review of Corporate Communications**

**Period: 2016-17**

**Synopsis:** As PSNI experienced ongoing funding pressures the role of Corporate Communications Department needed to be evaluated and restructured as it was operating with only 21 staff members, for a model that originally required 38 members of staff. The Review aimed to assess demand and risk and create efficient, effective Communications, Engagement and Advocacy functions. Restructuring with three additional staff and process redesign were completed by June 2017 enabling the core functions of Internal Communications; Crime Operations Media; Press Office; Digital Media and Corporate Communications to be sustained. A post project review was completed in August 2017 showing a number of benefits had been realised:

- Enhanced service delivery to both the organisation and to the external “customers”;
- Greater ability to respond to emerging and critical incidents and to manage stakeholder communications effectively, reducing the risk of negative media coverage and reputational damage;
- Co-ordinated response to managing stakeholder engagement tactically and strategically;
- Prioritisation of responsibilities to establish what PSNI carry on doing, stop or do differently;
- An effective tasking system ensuring more effective delivery of communication to manage threat, harm, risk and demand;
- Elimination of duplication of effort and ineffective systems and processes;
- Improved Resource Resilience;
- Timely and upstream advice to Chief Officers, consistent and corporate approach to communication to the public;
- Enhanced Corporacy and professionalism as a result of concentrating on operational effectiveness; and
- Well informed workforce, enhanced internal legitimacy, improved levels of staff motivation and productivity.

An independent external review was conducted in September 2019 and outlined 10 recommendations. In turn a new Strategic Communications and Engagement plan was approved in principle by the Service Executive Board in February 2020 which will be brought to the Board’s Partnership Committee in due course.

**Project:** Review of Crime Operations Department

**Period:** 2016-17

**Synopsis:** In 2016, ACC of Crime Operations identified that in order to achieve greater productivity and maintain/enhance quality of service at a time of both decreasing budgets and resources, the creation of a centralised Ops Planning

function for Crime Operations Department (COD) was required to support the objectives and desired outcomes of a newly formed Crime Operations Coordination and Tasking Centre (CTC). The core purpose of the centralised Ops Planning function was to balance fiscal control against service delivery, ensuring the effective control and visibility of all Crime Operations resources, compliance with procedures and implementation of effective, transparent and consistent management of finances across the Department. The Centralised Ops Planning Project commenced in January 2016, implementation commenced in September 2016 with full implementation realised in September 2017.

A post implementation review in November 2017 identified that the restructuring to a centralised model had implemented:

- Phase 1 - Visibility of resource and financial control;
- Phase 2 - Public Order and Events; and
- Phase 3 - Learning and Training Coordination.

The centralised model enabled the reduction in staff numbers from 29 to 24 with a financial saving of £122,000. Other benefits realised were:

- All crime operations officers are now on a central management system enabling organisation surge requirements to be managed more cohesively; and
- Regular monitoring of spending across crime operations functions in order to plan within budget.

**Project:** Working Together Project

**Period:** 2016-19

**Synopsis:** From June 2016 PSNI and Public Prosecution Service (PPS) began collaborative work to streamline key criminal justice processes with the intent of improving quality, improving effectiveness and reducing delays.

A phased approach saw the improvement of effectiveness by introduction of Police Decision Makers and regular meetings with Prosecutors. This was

embedded by January 2019 bringing with it a high consistency of agreement with PPS with respect to:

- No prosecution files - 93%
- Police disposal for Guilty Anticipated Plea (GAP) - 99% (previously 83%)
- Police disposal for Not Guilty Anticipated Plea (NGAP) - 87% (previously 83%)

Throughout 2019-20 training was been rolled out across PSNI's District Policing Command as well as Prosecutors and Casework Support Staff. This led to improve file quality with a fewer rate of files being return to PSNI for further information and the timeliness of achieved as follows:

- Cases submitted within agreed time - 91% (previously 89%)
- 28 day charge submitted within 14 days – 88% (previously 72%).

The performance remains under review by the joint Working Together Programme Board and the processes are now business as usual.

**Project:** Policing With the Community Project (PwC).

**Period:** 2016-20

**Synopsis:** Over the last number of years PSNI have undertaken a project of Policing with the Community. This was built on the independent review of policing in Northern Ireland definition of PwC<sup>31</sup>. The overall objective of the project was to formally embed PwC as the culture and ethos within PSNI. This was through employee engagement and collaborative working to move the organisation from a reactive one to a proactive one which addressed vulnerability at the earliest opportunity. The project had three core themes: People and Culture; Information and Analysis, and Making a Difference. In relation to People and Culture throughout 2016 and 2017, the Chief Constable's Vision for PSNI was defined and embedded the behaviours of PwC as courtesy, fairness, respect and accountability across officers and staff. A leadership strategy was developed by Human Resources and the Police College and launched to cover

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<sup>31</sup> The Patten Report 1999 states that *'the police working in partnership with the community; the community thereby participating in its own policing; and the two working together, mobilising resources to solve problems affecting public safety over the longer term rather than the police, alone, reacting short term to incidents as they occur'*



2017 to 2020. From this, the Police College delivers Emerging, Established and Executive Leaders courses for officers and staff. Wellbeing surveys in conjunction with Durham University had been conducted, the most recent closing in December 2019. The results are under analysis in order to be compared with previous years' surveys, 2016 and 2017. Staff are able to provide an anonymous opinion about subjects like Perceived Organisational Support, Work Intensity and Job Satisfaction. The then Chief Constable established a Culture, Ethics and Diversity Board as part of PSNI's governance structure. From this board, one direction has been the outreach to communities to form Independent Advisory Groups (IAG) which aim to be set up during 2020. For Information and Analysis PSNI is continuing to develop and implement a Corporate Performance Management Framework. It incorporates Outcome Based Accountability (OBA), will enable performance measures to serve as drivers for change and will continue through 2020/21. A new branch, Community Safety was established in 2020 and incorporates the PwC Branch. It will have a key role in PSNI's engagement, early intervention and criminal justice processes. A process for the identification and management of Information Sharing Agreements and associated training has been introduced incorporating compliance with GDPR. This has enhanced confidence and cooperation of sharing information with external stakeholders. In respect of making a difference the PSNI introduced, in 2017, the THRIVE risk management model into Contact Management Centres in order to enhance the response to calls for service. The model applies a consistent approach to dealing with Threat, Harm, Risk, Investigation, Vulnerability and Engagement (THRIVE) which is focused on meeting the needs of the caller / victim. Furthermore a partnership with 'Active Listening' was established in order to support vulnerable callers and signpost them to appropriate services / agencies whenever a report is not necessarily deemed to be requiring Police. Support Hubs have been created in 10 Districts, with Belfast considering development in 2020/21. A Community Empowerment Knowledge Centre has been developed to support officer contribution to local projects by explaining four potential community empowerment approaches: Community Visioning;

Participatory Budgeting; Co-production and Asset Based Community Development (ABCD). Partners Registers have been launched for each district and are maintained, managed and owned locally, providing a data base of local partners and assets who can work collaboratively with police to solve problems. An accredited training module on Collaborative Problem Solving and Community Safety was developed in partnership with the Open University and embedded in PSNI's external recruitment process in addition to being made available to existing officers and staff. A Problem Solving Knowledge Centre was introduced to support officers and staff which includes a revised PSNI Problem Solving Model and how it is applied to the understanding of root causes and how to address them through both internal and external collaborative working. Through the newly established Community Safety department closure to this phase of the Project will be considered.

**Project:** Custody Reform

**Period:** 2016-20

**Synopsis:** From 2016 the PSNI's Custody Reform Programme focused on the key objectives of Governance, Operational Effectiveness, Custody Estate and Transforming Healthcare in Custody.

By June 2018 the Custody Strategic Group and the Custody Operational Group were established within District Policing Command to ensure continuous upkeep of Custody policies, practices, processes and personnel. Operational Effectiveness of the custody service provision has been enhanced by:

- Completion of Digital Interview Recording in 2018;
- Prisoner Escort service provided by PECCS at Musgrave;
- Implementation of Emergency Care Record System;
- Insource and subsequent training of Civilian Detention Officers; and
- Introduction of Single Sample DNA.

The Custody Estates plan is ongoing. It includes the need for regular maintenance, refurbishment and plans for new custody suites in Waterside, Derry/Londonderry and Mahon Road, Portadown. The estate management

continues to have financial and contractual challenges as custody suite work typically requires specialist contractors and these factors have contributed to the delay of the new custody suite build. The PSNI and Public Health Agency (PHA) are working collaboratively with the Department of Health, DOJ and Health and Social Care Trusts to deliver a person centred healthcare service in police custody. This provision established the opportunities to engage detained persons in Health and Social Care (HSC) provision, beyond police custody and includes the establishment of any necessary referral pathways for the continued care of that person, with HSC, beyond police custody. A pathfinder approach, embedding a nursing-led service commenced in Musgrave Custody, 1 October 2018, from which the Custody Nurse Practitioners (CNP) progressed to working independently of the Forensic Medical Officers (FMO) on 1 December 2018.

Benefits Delivered based on the most recent data provided by the PSNI:


- The CNPs are all former Emergency Department nurses and specialise in emergency care. In Musgrave Custody the CNPs have developed a relationship with Custody Staff and lead this team when an emergency occurs. This has increased confidence in the custody team to safely detain vulnerable people;
- Belfast Health and Social Care Trust custody nurse practitioners refer opioid users into substitution prescribing pathways in their home HSCT;
- Vulnerable offenders with mental health issues are referred into pathways in their home HSCT;
- Significant reduction in detained person referrals to hospital as more people receiving treatment in Musgrave Custody with the number of referrals to hospital dropped by 55% from December 2018-October 2019 when compared to the previous year;
- Significant reduction in reliance upon Forensic Medical Officers (FMO) with less than 1% of cases are referred to an FMO<sup>32</sup>. The drop in requirement for an FMO is also aided by the introduction of patient Group

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<sup>32</sup> In Northern Ireland the Road Traffic order still requires the opinion of a Forensic Physician in cases of suspected driving under the influence of drugs, or for hospital blood procedures

Directives and a Controlled Drugs Licence, which allows medication to be managed in accordance with pharmaceutical legislation.

PSNI continue to work the partner stakeholders towards securing funding for the service-wide provision and with the FMOs in order to ensure service continuity. Going forward, the current uncertainties regarding the COVID-19 pandemic and possible competing pressures for nursing staff within BHSCT are likely to have an effect on the ability to rollout a regional model by January 2021. The pathfinder will be funded until April 2021 to allow time to address those pressures.



**Amanda Stewart**  
**Chief Executive**

**Date: 15 September 2020**

## 3. ACCOUNTABILITY REPORT

### Remuneration and Staff Report

#### Introduction

The Accountability section of the Annual Report outlines how the NIPB meets its key accountability requirements to the Assembly and ensures best practice with corporate governance norms and codes. The three sub-sections within the Accountability Report are outlined below.

- Corporate Governance Report;
- Remuneration and Staff Report; and
- Assembly Accountability and Audit Report.

#### Corporate Governance Report

The purpose of this section is to explain the composition and organisation of the NIPB's governance structures and how they support the achievement of its objectives.

#### The Directors' Report

##### Senior Management Team

The NIPB Senior Management Team (SMT) which served during the year was as follows:

Ms A Stewart	-	Chief Executive
Mr T Logan	-	Director of Resources
Mr A McNamee	-	Director of Partnership
Ms J Passmore	-	Director of Performance
Ms A McGuckin	-	Director of Police Administration

The Chief Executive is responsible for the day to day operation and performance of NIPB with the support of the Directors. They meet regularly to address standing agenda items such as financial, resourcing, operational management, health and safety and business development issues and other emerging issues to ensure the smooth running of the organisation.

## Details of significant interests held by Senior Management

Members of the Senior Management Team do not hold any other directorships or any other significant interests which may conflict with their management responsibilities.

## Policing Board Membership

The Police (NI) Act 2000 sets out the requirements for membership of the NIPB during devolved government, with the Board comprising of 10 elected NI Assembly members and nine independent members. Following the Assembly elections on 2 March 2017, political members were not nominated and the NIPB was not legally constituted. Independent members remained in position and the NIPB was formally reconstituted by the Secretary of State on 1 December 2018 through the NI (Executive Formation and Exercise of Functions) Act 2018. From 1 April 2019 – 31 March 2020 Board membership comprised:



**Periods of Appointment**

- (I) 1/4/19 - 31/3/20
- (II) 1/4/19 - 20/1/20
- (III) 1/4/19 - 7/2/20
- (IV) 1/4/19 - 10/2/10
- (V) 23/1/20 - 31/3/20
- (VI) 17/2/20 - 31/3/20

1. John Blair MLA (I) Political Member Alliance
2. Tom Buchanan MLA (VI) Political Member DUP
3. Keith Buchanan MLA (III) Political Member DUP
4. Joanne Bunting MLA (I) Political Member DUP
5. Alan Chambers MLA (I) Political Member DUP
6. Trevor Clarke MLA (VI) Political Member DUP
7. Anne Connolly (Chair) (I) Independent Member
8. Brice Dickson (I) Independent Member
9. Linda Dillon MLA (II) Political Member SF
10. Tom Frawley (I) Independent Member
11. Doug Garrett (I) Independent Member
12. Dolores Kelly MLA (I) Political Member SDLP
13. Gerry Kelly MLA (I) Political Member SF
14. Liz Kimmins MLA (V) Political Member SF
15. Seán Lynch MLA (V) Political Member SF
16. Philip McGuigan MLA (II) Political Member SF
17. Colm McKenna (I) Independent Member
18. Gary Middleton MLA (IV) Political Member DUP
19. Paul Nolan (I) Independent Member
20. Wendy Osborne (I) Independent Member
21. Mervyn Storey MLA (I) Political Member DUP
22. Deborah Watters (Vice Chair) (I) Independent Member

## Corporate Governance

Corporate Governance within the NIPB operates through a formal structure of four key Committees:

- Audit and Risk Assurance Committee (ARAC);
- Resources Committee;
- Performance Committee; and
- Partnership Committee.

The role of the ARAC is to advise the Board and Chief Executive on the adequacy of internal control arrangements including risk management, information assurance and governance. This committee consists of six Members of the Board and one specialist accountant advisor, with Internal and External Audit and the DoJ in regular attendance.

The role of the Resources Committee is to support the Board in its responsibilities for all issues related to Finance, Human Resources (including Pensions and Injury on Duty Awards), Land and Property, Information Technology and Equality in the PSNI.

The role of the Performance Committee is to support the Board in its responsibilities for issues related to PSNI operational performance to include performance against the Policing Plan measures specific to the committee, Human Rights compliance and the Professional Standards of Police Officers. The Committee also oversees the exercise of the functions of the NCA in Northern Ireland.

The role of the Partnership Committee is to support the Board to fulfil its responsibilities for partnership working, including: Policing and Community Safety Partnerships (PCSPs); oversight of the PSNI Policing with the Community, strategic engagement and community consultation. Committee Reports for the period 2019-20 are published on the Board's website.

### **Non-current Assets**

Movements in property, plant and equipment are disclosed in Note 6 to the Financial Statements and movements in intangible assets are disclosed in Note 7 The Board does not believe there is any material difference between the market and net book value of its assets.

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

The NIPB 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.

### **Future Developments**

The 2019-20 Plan was the fourth and final year of the 2016-2020 Strategic Outcomes for policing under the general themes of:

- Communication and Engagement;
- Protection of People and Communities;
- Reduction in Offending;
- More efficient and effective delivery of Justice; and
- More efficient and effective Policing.

The Board's Committee's analysed performance information from PSNI against a performance monitoring framework in order to assess progress made by PSNI towards achieving these Strategic Outcomes. The Board's assessment of the PSNI performance against the measures in the 2019-20 policing plan is included in pages 30-75.



The Northern Ireland Policing Plan 2020-2025 and Performance Plan 2020-21 were published on 31 March 2020. The process for their development commenced on 1 August 2019 with a Policing Plan Strategic Planning event, following which a Policing Plan Working Group (PPWG), comprising of Board and PSNI representatives, was established to further develop the plans. This group led and delivered on their responsibility to recommend a Policing Plan and Performance Plan to the Board for approval.

Both plans were developed using the principles of Outcomes Based Accountability (OBA). They outline Outcomes, Indicators and Measures which clearly demonstrate improvement in police performance, in line with the draft Programme for Government (PfG).

A public consultation took place from 21 October 2019 until 6 January 2020. During this period the Board, and the PSNI, in partnership with PCSPs, engaged with a range of representative groups and local people. This included a number of public outreach events, with a programme of communications activity running alongside in order to further support and raise awareness of the consultation through online media. A total of 68 responses were received; 50 from individuals and 18 from representative organisations.

The consultation focused on three outcomes which is what we want for the people of Northern Ireland over the next five years:

- To have a safe community;
- To have confidence in policing; and
- To have engaged and supportive communities.

Alongside the Minister's Long Term Policing Objectives, the outcome of the Local Policing Review (which took place in 2018), and key strategic policing issues focusing on the most vulnerable in our society, all consultation responses were considered in the development of the final Plans. The Northern Ireland Policing Plan 2020-2025 and Performance Plan 2020-21 available at: <https://www.nipolicingboard.org.uk/policing-plan-2020-25-and-performance-plan-202021>

## **Charitable Donations**

No charitable donations were made in the year (2018-19: £Nil).

## **Health and Safety**

The NIPB is committed to providing for staff an environment that is as far as possible, safe and free from risk to health. In accordance with this commitment, the Board has complied with the relevant legislation.

## **Payments to Suppliers**

The NIPB'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 performance of 99.89% (2018-19: 99.81%) of all properly rendered invoices within ten days.

## **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 and Staff Report and in the Notes to the Financial Statements.

## **Audit**

Financial statements for 2019-20 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 is produced at pages 119-122.

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 £16,500 (2018 - 19: £16,500). 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 NIPB's approach to Best Value/Continuous Improvement and made conclusions which resulted in an unqualified audit opinion for the year 2019-20. Further information on this, and prior year Internal Audit Reports where limited assurance was given, is detailed in the annual Governance Statement on pages 86-102.

## Information Assurance

The Senior Information Risk Owner (SIRO) is the Chief Executive who has responsibility for Information Assurance (IA) governance and risk ownership in the organisation on behalf of the NIPB. Information Asset Owners (IAO) are responsible for the management of the information assurance risks in their respective business areas.

The Chief Executive sits on the DoJ Information Risk Owners Council (IROC). The membership is made up of lead senior representative Information Asset Owners at Senior Civil Service level drawn from across the business areas of the core Department of Justice, its Agencies and Arm's Length Bodies. The role of the IROC is to ensure that the value of information held and used by its membership is identified and utilised to the fullest extent to support the Government's strategic objectives, while understanding the risks to the information and ensuring that the necessary controls are in place to protect information from inappropriate use. The members are also responsible for managing all information in their business areas in ways that preserve its confidentiality, integrity and availability.

The General Data Protection Regulation (GDPR) tailored by the UK Data Protection Act 2018 give individuals the right to access information held about them by public authorities. Such a request is known as a Subject Access Request and the public authority must provide the information promptly and no later than one calendar month after the request was received, unless there are grounds for withholding the information. During the period 1 April 2019 – 31 March 2020, the Board received 73 Subject Access Requests, thirteen of which were responded to outside the required timeframe (Responses to 11 of these cases were delayed due to revised working practices being introduced towards the end of March 2020 as a result of the COVID-19 pandemic).

Security / Data incident management is a critical activity for the Board. Under the GDPR organisations have a mandatory requirement to notify the Information Commissioner's Office (ICO) of certain data breach incidents within 72 hours.

During the reporting period 1 April 2019 – 31 March 2020 the Board reported 1 personal data incident to the ICO. This involved personal data relating to a single individual. The ICO

considered the processes the Board already had in place for handling this data, and the specific follow up actions taken in this instance, and confirmed that no further action was required.

The Board will continue to monitor and assess its information risk to identify any weaknesses and to ensure continuous improvement of its systems.

## **Statement of Accounting Officer Responsibilities**

Under paragraph 16 of Schedule 1 to 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 Northern Ireland Policing Board is required 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 NIPB and of its income and expenditure, Statement of Financial Position 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 (FREM) 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;
- prepare the accounts on a going concern basis; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Principal Accounting Officer of the DoJ has designated the Chief Executive as Accounting Officer for the NIPB. 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 NIPB's assets, as set out in Managing Public Money Northern Ireland published by HM Treasury.

As the Accounting Officer I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the NIPB's auditors are aware

of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware

## **GOVERNANCE STATEMENT 2019-20**

### **Scope of Responsibility**

As Accounting Officer, I have responsibility for maintaining a sound system of governance and internal control to support the achievement of the NIPB's objectives and measures set out in our three year Corporate Plan and associated annual Business Plans, whilst safeguarding the public funds and assets for which I am directly responsible. This is carried out in accordance with the responsibilities assigned to me in Managing Public Money Northern Ireland.

The NIPB is a Non-Departmental Public Body sponsored by the DoJ and is made up of 19 Political and Independent members, including a Chair and Vice-Chair. The Policing Board takes its powers from the Police (NI) Act 2000 and 2003. Members of the Board are responsible for overseeing policing in Northern Ireland and holding the Police Service of Northern Ireland (PSNI) to account through the Chief Constable.

The Board is legislatively responsible for the oversight of the work of the PSNI and has a range of key legislative functions to fulfil. These areas are detailed in the NIPB's Corporate and Business Plans and details can be found at section 2 of this Report.

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

The NIPB's governance framework sets out the arrangements for how the organisation is directed and controlled and how its responsibilities are discharged. It enables the setting of corporate objectives, the efficient deployment of resources towards the delivery of these priorities and monitoring of organisational performance.

This governance framework 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 the NIPB's 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 2020 and up to the date of approval of the annual report and accounts, and accords with DoF guidance.

## **The Governance Framework**

### **(i) Sponsorship Arrangements**

Within the DoJ, the Safer Communities Directorate is the Sponsor Branch for the NIPB. The Sponsor Branch monitors the NIPB's activities on a quarterly basis through a report from the Chief Executive on performance, budgeting, control and risk management. Sponsor Branch in turn keeps the NIPB informed of relevant Executive/Government policy, advising on interpretation and issuing specific guidance as necessary.

Twice a year, DoJ officials meet with the Board's Chief Executive, the Director of Resources and Finance Manager to review the Board's performance. The Board Chair and Vice Chair report to the Minister of Justice (or Permanent Secretary if no Minister is in place) on the Policing Board's performance on an annual basis.

A Management Statement and Financial Memorandum (MSFM) document is in place between the NIPB and DoJ. The Management Statement sets out the broad framework within which the NIPB will operate, in particular:

- The NIPB's overall purpose, objectives and measures in support of the DoJ's wider strategic aims;
- The rules and guidelines relevant to the exercise of the NIPB's functions, duties and powers;
- The conditions under which any public funds are paid to the NIPB; and
- How the NIPB is held to account for its performance.

The associated Financial Memorandum sets out in greater detail certain aspects of the financial provisions which the NIPB shall observe. Work is underway to develop a Partnership Agreement between the Policing Board and DoJ to replace the MSFM.



## **(ii) The Policing Board**

The NIPB is governed by its 19 members. Membership of the Board is governed by Part III of Schedule 2 to the Police (NI) Act 2000 which states that the Board shall comprise of ten political members of the Assembly appointed under d'Hondt and nine Independent Members. Members work together and act as a single corporate body.

The Board has corporate responsibility for the strategic direction of the organisation and for developing the Corporate and Business Plans, for monitoring the organisation in the effective and efficient performance of its statutory duties and ensuring the Policing Board complies with statutory requirements for the use of public monies.

In terms of governance oversight, the Board has a specific responsibility, outlined in the Management Statement, to:

*'...ensure that any statutory or administrative requirements for the use of public funds are complied with; that NIPB operates within the limits of its statutory authority and any delegated authority agreed with the DoJ, and in accordance with any other conditions relating to the use of public funds; and that, in reaching decisions, NIPB takes into account all relevant guidance issued by DoF and DoJ.'*

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, 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 Members Code of Conduct;
- not misuse information gained in the course of their public service for personal gain; and to declare publicly and to the Board any private interests that may be perceived to conflict with their public duties;
- comply with the NIPB's rules on gifts and hospitality, and of business interests; and
- act in good faith and in the best interests of the NIPB.

With regard to declaring conflicts of interest, on an annual basis Board Members complete a register of interests which is published on the NIPB website. Likewise, members of the Board's Senior Management Team (SMT) also complete an annual register of interests' declaration. At the beginning of each Board and Committee meeting, Members are asked whether they have any conflicts of interest to declare and this is recorded in the minutes of the meeting.

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 spend a minimum of four days per month on Policing Board matters, be required to perform a representative role on behalf of the Board at a variety of events and be required to attend NIPB 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 NIPB's objectives.

The NIPB meets on a monthly basis to discuss and oversee matters of strategic significance, as set out in the Standing Orders and the MSFM. The Board has met on 13 occasions between 1 April 2019 and 31 March 2020. Each of these Board meetings held during 2019-20 were quorate with an overall attendance record of 84 %. The table on page 92 provides details of the number of Board and Committee meetings attended by respective Board members in the course of the year.

There are four main committees of the Board, the Audit and Risk Assurance Committee; the Partnership Committee; the Performance Committee and the Resources Committee. The Board's Standing Orders provides for a Special Purposes Committee and the Chair's Advisory Group to be convened as required. The main responsibilities of each Committee are listed in the Board Committee Terms of Reference and published on the Policing Board's website.<sup>33</sup>

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<sup>33</sup> <https://www.nipolicingboard.org.uk/publication/terms-reference-standing-committees-board-january-2019-0>

**(iii) Audit and Risk Assurance Committee**

In accordance with the Management Statement, the Board has established an Audit and Risk Assurance Committee (ARAC). Committee Members are assisted by Mr Charles Barnett, a specialist accountant advisor, appointed in February 2016 who attends every meeting. DoJ and representatives from both the Board's Internal and External Auditors also attend ARAC meetings.

The responsibilities of the ARAC include advising the NIPB and Accounting Officer on strategic processes for risk, control and governance and the Governance Statement and assurances relating to the risk management framework and processes and corporate governance requirements for the organisation. The ARAC is also responsible for the planned activity and results of Internal and External Audit and has delegated authority from the Board to approve the annual Internal Audit Programme of Work. The Board's ARAC also has responsibility in respect of the PSNI's ARAC; a Board representative attends PSNI ARAC meetings and the Chair of the PSNI's ARAC will attend the Board's ARAC meeting at least once a year

The Committee met four times during the reporting year, in May, June, September and December 2019. The ARAC meeting scheduled in March 2020 was postponed due to Covid-19 until May 2020. The key items of business for the ARAC this year included; Internal Audit's Annual Work Plan and Three Year Strategy, progress reports; the planned external audit of the NIPB's Annual Report and financial statements for the years ended 31 March 2019 and 2020, risk management and a number of governance matters, including NIPB's Whistleblowing Policy and Complaints Policy. Members of the Committee also received a report and papers from the PSNI ARAC meetings held during the year and the Chair of the PSNI ARAC attended the meeting of the Board's ARAC in September 2019. The Chair of the Board's ARAC attended, by invitation, the PSNI ARAC meeting in February 2020.

**(iv) Performance Committee**

The role of the Performance Committee is to support the Board in its responsibilities for issues related to PSNI operational performance to include performance against the Policing

Plan measures specific to the committee, Human Rights compliance and the Professional Standards of Police Officers. The Committee also oversees the exercise of the functions of the NCA in Northern Ireland. The Committee met 10 times during the year.

**(v) Resources Committee**

The role of the Resources Committee is to support the Board in its responsibilities for all issues related to Finance, Human Resources (including Pensions and Injury on Duty Awards), Land and Property, Information Technology and Equality in the PSNI. The Committee met 10 times during the year.

**(vi) Partnership Committee**

The role of the Partnership Committee is to support the Board to fulfil its responsibilities for partnership working, including: Policing and Community Safety Partnerships (PCSPs); oversight of the PSNI Policing with the Community, strategic engagement and community consultation. The Committee meet 11 times during the year.

**(vii) Special Purposes Committee**

The Board's Special Purposes Committee was not required during the year.

**(viii) Chair's Advisory Group**

The role of the Chair's Advisory Group is to provide advice to the Board Chair and to discuss urgent issues which may arise between Board meetings. The Group met once during the year.

**(ix) Members' Attendance at Meetings**

The table below provides details of attendance by the Members at Board and Committee meetings from 1 April 2019 to 31 March 2020.

Members	Board Attendance	Audit and Risk Assurance Committee Attendance	Partnership Committee Attendance	Performance Committee Attendance	Resources Committee Attendance
John Blair MLA	12/13	-	5/11	-	10/10
Joanne Bunting MLA	8/13	2/4	6/11	3/10	-
Alan Chambers MLA	9/13	-	-	4/10	5/10
Anne Connolly	12/13	-	-	-	-
Brice Dickson	12/13	-	10/11	10/10	-
Tom Frawley	8/13	3/4	-	9/10	7/10
Doug Garrett	13/13	4/4	-	-	10/10
Dolores Kelly MLA	12/13	-	7/11	6/10	-
Gerry Kelly MLA	10/13	3/4	-	7/10	9/10
Colm McKenna	12/13	4/4	11/11	-	-
Paul Nolan	10/13	-	-	7/10	8/10
Wendy Osborne	10/13	3/4	7/11	-	10/10
Mervyn Storey MLA	13/13	-	6/11	9/10	-
Deborah Watters	13/13	-	-	-	-
Tom Buchanan MLA (1)	2/2	-	1/1	-	1/2
Trevor Clarke MLA (1)	2/2	-	-	2/2	2/2
Liz Kimmins MLA (2)	4/4	-	2/2	2/2	-
Seán Lynch MLA (2)	4/4	-	2/2	-	2/2
Linda Dillon MLA (3)	9/9	-	8/8	-	8/9
Philip McGuigan MLA (3)	8/9	-	7/8	8/8	-
Keith Buchanan MLA (4)	7/11	-	-	6/8	9/10
Gary Middleton MLA (5)	8/11	-	7/9	-	8/10

(1) Mr Tom Buchanan MLA and Mr Trevor Clarke MLA were appointed to the Policing Board on 17 February 2020.

(2) Ms Liz Kimmins MLA and Mr Seán Lynch MLA were appointed to the Policing Board on 23 January 2020.

(3) Mrs Linda Dillon MLA and Mr Philip McGuigan MLA resigned from the Policing Board on 20 January 2020.

(4) Mr Keith Buchanan MLA resigned from the Policing Board on 7 February 2020.

(5) Mr Gary Middleton MLA resigned from the Policing Board on 10 February 2020.

**(x)The Accounting Officer**

As the Chief Executive of the NIPB, I am designated as the Policing Board's Accounting Officer by the Principal Accounting Officer of the DoJ. As Accounting Officer, I am personally responsible for safeguarding the public funds for which I have charge; for ensuring propriety and regularity in the handling of those public funds; and for the day to day operations and management of the Policing Board.

As Accounting Officer, my principal responsibilities are to ensure that the Board and its Committees are fully supported in developing and promoting a programme of work consistent with its statutory responsibilities, the Northern Ireland Executive's Draft Programme for Government and Fresh Start Agreement Action Plan.

On a six monthly basis, as Accounting Officer I provide stewardship statements to the DoJ Accounting Officer, based on receipt of appropriate assurance from the Board's SMT.

**(xi) Internal Audit Arrangements**

The Northern Ireland Civil Service Department of Finance Group Internal Audit Team were appointed NIPB's Internal Auditors from 1 July 2019 for a period of 3 years after the previous contract with Deloitte LLP expired. The Audit & Risk Assurance Committee, on behalf of the Board, receives internal audit reports and approves management responses to recommendations arising from such reports. The table below summarises the internal audits undertaken during 2019-20 and the Recommendations made as a result of the audits.

Audit	Assurance Rating	Number of Recommendations by Risk Priority Rating		
		Priority 1	Priority 2	Priority 3
Governance and Oversight Arrangements of Policing and Community Safety Partnerships	Satisfactory	0	3	1
Policing and Community Safety Partnerships Verification Visits Follow-up*	Satisfactory	0	0	0
Corporate Governance and Risk Management	Satisfactory	No Priority 1, 2 or 3 Recommendations were made as a result of this audit. Internal Audit made three Best Practice Recommendations which are recommendations that have been identified by Internal Audit to make system enhancements and relate to best practice- they are not formal Recommendations.		
Police Administration	Satisfactory	No Priority 1, 2 or 3 Recommendations were made as a result of this audit. Internal Audit made one Best Practice Recommendation. This is a recommendation that has been identified by Internal Audit to make system enhancements and relate to best practice- it is not a formal Recommendation.		
Procurement and Contract Management	This completion of this audit was postponed to 2020-21 due to COVID19.			

\*This was a follow-up on a limited assurance rating audit undertaken in 2018-19. Internal Audit were satisfied that one Priority 2 and two Priority 3 Recommendations made in 2018-19 were implemented.

## **(xii) External Audit Arrangements**

The Northern Ireland Audit Office is the Policing Board's external auditor.

## **Risk Management and Internal Control**

As Accounting Officer, I ensure that the NIPB manages risk at all levels in the organisation. The NIPB has a Risk Management Framework in place which is available on the Board's Intranet making it readily available to all staff. Guidance is provided through 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.

This Framework outlines the Board's approach to identifying and managing risks which threaten the achievement of the organisation's objectives. It also details the roles and responsibilities of the Board and staff in managing risks. The NIPB's approach to risk management is governed by other formal documents such as the MSFM, as well as Dear Accounting Officer letters issued by the DoF.

As part of the risk management processes, the NIPB's SMT identifies risks, which may affect its ability to discharge its business and takes appropriate actions to deal or minimise these risks. The Corporate Risk Register is consistent with the Policing Board's 2017-2020 and 2020-2023 Corporate Plan and the 2018-19 and 2019-20 Business Plan. Risks are identified, evaluated and monitored quarterly at SMT meetings or more frequently as determined by the Chief Executive. The SMT reviews the Board's Corporate Risk Register and directorate registers, areas are discussed and any appropriate action is agreed. SMT also monitors progress in respect of the implementation of recommendations arising from Internal and External Audit. The Corporate Risk Register is reviewed and discussed at each of the Board's quarterly ARAC meeting, with Directorate red risks being reported to the Committee by exception.



At the beginning of the 2019-20 financial year, five risks were documented on the Corporate Risk Register. These risks related to the PSNI human resources and estates responsibilities, potential weaknesses in the appointments process of senior PSNI officers, meeting the timescales for these appointments, competing priorities for a new Board and a risk around the Police Administration Branch work on pensions. Following discussion with the Board's ARAC in June 2019, the two risks associated with senior PSNI appointment processes and vacancies were de-escalated to the Resources Directorate Risk Register. The Police Administration Branch risk was updated to cover policies and procedures for Selected Medical Practitioners and Independent Medical Referees. This was the only 'red rated' risk at this time (assessed as major impact and almost certain likelihood).

On review of the Corporate Risk Register in December 2019 an additional risk was added relating to the PCSP recruitment process.

Following a further review of the Corporate Risk Register by SMT in early March 2020 the risk relating to the competing priorities for a new Board was removed. A new risk was added to reflect the current number of staff vacancies within the organisation.

The Corporate Risk Register was reviewed again in mid-March 2020 when a COVID-19 pandemic risk was added. The risk relating to the COVID-19 pandemic was the newest risk added to the Corporate Risk Register and was assessed by the Senior Management Team as a residual 'red rated' risk (assessed as serious impact and very likely likelihood). Senior Management Team responded quickly to these circumstances, putting into operation the Board's business continuity management arrangements from 12 March 2020 and issuing guidance to staff on social distancing and other measures to respond to the situation. A series of further measures have since been introduced to further reduce risk and enable a small cohort of staff to deliver the most critical services. Capacity for homeworking has been limited as initially 10 laptops with remote access were allocated allowing 20% of staff to remain operational. An additional 5 devices were allocated in May 2020 to increase capacity for home working to support the work of the Board. As a result of the reduced capacity of available staff and mindful of the potential to place demands on PSNI that could distract them from their COVID-19 response we streamlined the work going to Committees

in May and June 2020 and temporarily suspended the casework in Police Administration Branch.

Her Majesty's Treasury published an updated Orange Book Management of Risk – Principles and Concepts in 2020. The Orange Book introduced five mandatory principles of risk management and all government organisations are required to comply or explain departures from the main principles within the Governance Statement of their Annual Report and Financial Statements. During 2019-20 the organisation was compliant with the five risk management principles as detailed within the Orange Book Management of Risk – Principles and Concepts.

With the Northern Ireland's phased roadmap to recovery now underway, work is progressing on a recovery plan to support the Policing Board in a controlled and risk-aware way, conscious of public health advice and of the need to deliver important public services in the best way we can. The recovery plan is being developed around three themes; people, services and opportunities and seeks to capture the opportunities and learn the lessons from this challenging period, capitalising on those temporary working practices that have been effective and using them more fully to deliver better, more efficient delivery of the Board's work. Risks will be identified and included in the corporate risk register and normal risk management arrangements will remain in place with risks escalated, as required.

At June 2020 there were five risks on the Corporate Risk Register, two of which had a residual red rated score (one was assessed as major impact and almost certain likelihood and one was assessed as serious impact and very likely likelihood). These 'red rated' risks relate to Police Administration Branch Policies and Procedures and the impact of COVID-19. The NIPB has put controlling measures in place to mitigate against the likelihood of occurrence and the impact of any occurrences of the risks.

No instances of fraud have been identified during the financial year 2019-20.

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

### **(i) Provision of information to the Board and Committees**

Board and Committee meeting agendas and papers are circulated a week in advance to provide sufficient time and evidence for sound decision making. Agendas are planned between the lead official and respective Board/Committee Chair, on the basis of an annual programme of work, to ensure all areas of the Board's responsibilities are examined during the year. Monthly Board Meetings include consideration of the following standing agenda items:

- Chair's Report (to include, Chair's engagements and correspondence received and issued)
- Chief Executive's Report (to include, governance and other key organisational issues for the Board)
- Committee Reports and draft minutes
- Board Business
- Chief Constables Report (to include, governance and other key organisational issues for PSNI).

The quality of information received by the Board is kept under review to ensure that the Board's discussion and decisions are effective. All documents for meetings are held and distributed electronically for Members and Senior Management.

### **(ii) Highlights of the Board and Committee Reports**

The standing items for the Board meetings have been listed above. In addition, the Board considered and approved the following items in 2019-20;

- The Appointment of a Chief Constable, Deputy Chief Constable and Assistant Chief Constables.
- A review of the PSNI Service Executive Team Structure.
- The 2020-2025 Policing Plan.
- HMICFRS PEEL Inspection Assessment Reports for PSNI 2018.
- Submission to the Police Remuneration and Review Body.

- Local Policing Review Consultation Report and Action Plan.
- NCA Annual Plan 2020-21.
- NIPB Corporate Plan 2020-2023 and annual Business Plan 2020-21.
- NIPB Equality and Disability Action Plans.
- Board Effectiveness Review Report.
- PSNI and NIPB Budgets 2019-20.
- External PSNI Investigations.

### **(iii) Stewardship Statements**

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. As the Accounting Officer I provide assurances to the Department's Principal 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.

### **(iv) PCSP Assurance**

As joint funders of the Policing and Community Safety Partnerships (PCSPs) with the DoJ, assurance mechanisms have been put in place to ensure the probity of the funds including, an Annual Assurance Statement from Council Chief Executives (as Accounting Officers at Council level), sign-off of quarterly funding claims by Council CEOs and the receipt and review of annual Internal Audit reports performed by Council Internal Audit.

### **(v) Internal and External Audit**

The NIPB has an Internal Audit service provider which operates to defined standards and whose work is informed by an analysis of risk to which the Board is exposed and provides me with assurance on issues of internal control, governance and risk. The Chief Audit

Executive issues an independent opinion on the adequacy and effectiveness of the Board's system of internal control.

The C&AG for Northern Ireland also carried out a statutory audit of the Board's Annual Report and financial statements for 2018-19. Within his Report To Those Charged With Governance he gave the Board an unqualified audit opinion on the financial statements and the regularity opinion and raised no recommendations.

The C&AG is required to carry out a statutory audit of the Board's 'Continuous Improvement Arrangements' as per Part V of the Police (NI) Act 2000. His report for 2018-19, and the recommendations outlined, were considered and implemented within the development of the Northern Ireland Policing Plan 2020-2025. The Board envisages the C&A G's report for 2019-20 will be completed by December 2020.

#### **(vi) Board Effectiveness**

The Board carried out a detailed assessment of its effectiveness in 2019. The assessment was that the Board operates cohesively, meetings were conducted in an orderly manner and that there was a diverse range of skills and experience on the Board. It also found that the Board managed and monitored risk effectively and that emerging risks were reported to the Board by the CEO. It identified that the Board had a good understanding of the Risk Register and that appropriate governance documentation was in place and that the Board clearly understood its accountability role. The Board Effectiveness Review made some Recommendations which included conducting annual strategic planning for the Board and committees, ensuring business plans reflected the Corporate Plan, assessing its strategic impact at the end of each year, developing an Engagement Strategy, documenting the tripartite relationship with the DoJ and PSNI, reviewing the committee structure, and producing a risk appetite statement. The overall finding of the Board Effectiveness Review was that 'the Board and its committees are operating to a reasonable (and improving) level of effectiveness'. The Board has spent some time reviewing the outputs of this evaluation and work has

commenced on the Recommendations. The Board will progress further the areas recommended for development in 2020-21 and work to implement the recommendations.

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

Effective governance arrangements and oversight are maintained to ensure appropriate responses to such issues that arise. During the year the Policing Board has been addressing the following significant internal control issues:

- An internal audit review of procedures within Police Administration Branch in 2012-13 received limited assurance. An outstanding issue in relation to the implementation of an electronic case management system was not be implemented primarily due to funding and IT compatibility issues. In a follow up review during 2017-18, the issue of the electronic case management system was examined and upheld. The Board established an Injury on Duty Working Group in December 2019 to progress a number of defined challenges and issues relating to the Board's role in administering the Injury on Duty award scheme that may result in reputational and/or financial damage to the Board. The Group met in February and March 2020. The NIAO C&AG also published a report on the Injury on duty schemes for officers in the PSNI and NIPS in March 2020. The report addressed this outstanding priority 1 recommendation, recommending a new case management system to be taken forward following a fundamental review of the scheme by DoJ.

### **Ministerial Directions**

During 2019-20 no Ministerial directions were sought or given

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

The 2019-20 Internal Audit Plan was agreed by the Board's ARAC, based on the Policing Board's Three Year Audit Strategy. During the year Internal Audit completed their Annual Audit Plan submitting reports together with recommendations for improvements where appropriate to the Chief Executive and Board's ARAC on a timely basis. The Internal Audit Annual Assurance Statement for 2019-20 contained an overall assurance statement on the

NIPB's internal control framework, governance and risk management process. On the basis of the audit work performed during the year, they were able to provide **satisfactory assurance** in relation to the adequacy of the systems of control in place within the organisation and their operation throughout the year. They have received responses from management on issues raised and acknowledge that recommendations for improvements are being implemented.

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

Having reviewed the evidence provided to me by the management assurance exercises, the risk registers, the 2019-20 internal audit Annual Assurance Statement and the external audits Report To Those Charged With Governance, I am satisfied that the NIPB has maintained a sound system of internal control during the financial year 2019-20.



**Amanda Stewart**

**Chief Executive**

**Date: 15 September 2020**

## Remuneration and Staff 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.

#### Officials

The Chief Executive post is aligned with the Senior Civil Service (SCS) and is remunerated accordingly. The pay of senior civil servants is based on a system of pay scales for each SCS grade containing a number of pay points from minima to maxima, allowing progression towards the maxima based on performance.

The pay policy for the Northern Ireland (NI) public sector, including senior civil servants (SCS), is normally approved by the Minister of Finance. In the absence of an Executive, the Department of Finance’s Permanent Secretary set the 2019-20 NI public sector pay policy (October 2019) in line with the overarching HMT parameters and in a manner consistent with the approach taken by the previous Finance Minister in 2016-17. Annual NICS pay



awards are made in the context of the wider public sector pay policy. The pay award for NICS staff, including SCS staff, for 2019-20 has been finalised but not yet paid.

The pay of SCS is based on a system of pay scales for each SCS grade containing a number of pay points from minima to maxima, allowing progression towards the maxima based on performance.

The Directors and other staff 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 up to four years in accordance with the Police (NI) Act 2000, Schedule 1, part 3, paragraph 8. NIPB 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.

Further information about the work of the Civil Service Commissioners for Northern Ireland can be found at [www.nicscommissioners.org](http://www.nicscommissioners.org)

### **Remuneration 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 Remuneration Entitlements (Audited Information)**

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 £20,109 (2018-19: £10,036). Remuneration for Independent Board Members is set out below:

Audited Information	2019-20			2018-19		
	Salary	Benefit In Kind	Total	Salary	Benefit In Kind	Total
Name and Title	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Deirdre Blakely	-	-	-	4	-	4
John Blair MLA	-	-	-	-	-	-
Keith Buchanan MLA	-	3	3	-	1	1
Joanne Bunting MLA	-	-	-	-	-	-
Alan Chambers MLA	-	-	-	-	-	-
Anne Connolly (Chair)	50	3	53	50	4	54
Brice Dickson	15	-	15	15	-	15
Linda Dillon MLA	-	2	2	-	-	-
Ryan Feeney	-	-	-	11	-	11
Tom Frawley	15	3	18	5	1	6
Doug Garrett	15	1	16	5	-	5
Dolores Kelly MLA	-	1	1	-	-	-
Gerry Kelly MLA	-	-	-	-	-	-
Roisin McGlone	-	-	-	4	-	4
Philip McGuigan MLA	-	1	1	-	1	1
Colm McKenna	15	-	15	5	-	5
Gary Middleton MLA	-	1	1	-	1	1
Paul Nolan	15	-	15	15	-	15
Wendy Osborne	15	2	17	15	1	16
Catherine Pollock	-	-	-	4	-	4
Mervyn Storey MLA	-	3	3	-	1	1
Deborah Watters,(Vice Chair)	30	-	30	30	1	31

**Senior Officials' Remuneration and pension entitlements (Audited Information)**

Audited Information - Single total figure of remuneration								
Senior Officials	Salary (£'000)		Bonus Payment (£'000)		Pension Benefits * (to nearest £1000)		Total (£'000)	
	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19
Mrs Amanda Stewart, Chief Executive	<b>70-75</b>	70-75	-	-	<b>22</b>	34	<b>90-95</b>	105-110
Mr David Wilson, Director of Support Services (To 8 April 2018)	-	0-5 (50-55 full year equivalent )	-	-	-	6	-	5-10 (55-60 full year equivalent )
Mr Tim Logan, Director of Support Services (From 2 July 2018 to 31 March 2020) **	<b>50-55</b>	35-40 (50-55 full year equivalent )	-	-	<b>20</b>	7	<b>70-75</b>	45-50 (55 – 60 full year equivalent )
Ms Aislinn McGuckin, Director of Police Administration (From 8 February 2019 to 30 June 2019 and from 21 October 2019)	<b>30-35 (45-50 full year equivalent)</b>	5-10 (45-50 full year equivalent )	-	-	<b>19</b>	3	<b>50-55 (65-70 full year equivalent)</b>	10-15 (50-55 full year equivalent )
Ms Jenny Passmore, Director of Performance	<b>50-55</b>	50-55	-	-	<b>28</b>	-8	<b>80-85</b>	40-45
Mr Adrian McNamee Director of Partnership	<b>50-55</b>	45-50	-	-	<b>25</b>	23	<b>75-80</b>	70-75

\* 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.

\*\* Mr T Logan was seconded to NIPB from DoJ on a 15 month contract commencing 2 July 2018 however this was extended to 31 March 2020 when his secondment ceased.

## Remuneration 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, if awarded, relate to performance in the year in which they become payable to the individual. The bonuses reported in 2019-20 relate to performance in 2018-19 and the comparative bonuses reported for 2018-19 relate to performance in the 2017-18 financial year.

## Fair Pay Disclosure (Audited Information)

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.

	2019-20	2018-19
Band of Highest Paid Director's Total Remuneration * (£000)	70-75	70-75
Median Total remuneration (£)	30,877	30,456
Ratio	2.3	2.3

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

The banded remuneration of the highest-paid director in the Board in the financial year 2019-20 was £70,000 - £75,000 (2018-19, £70,000 - £75,000). This was 2.3 times (2018-19, 2.3) the median remuneration of the workforce, which was £30,877 (2018-19, £30,456). Remuneration ranged from £22,000 to £72,000 (2018-19, £17,000 to £72,000).

In 2019-20, and in 2018-19, no employees received remuneration in excess of the highest-paid director.

### Pension Entitlements (audited information)

Pension entitlements of the most senior employees are shown below:

Senior Employees	Accrued pension at pension age as at 31/03/20 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/03/20	CETV at 31/03/19	Real increase in CETV	Employer Contribution to partnership pension account
	£000	£000	£000	£000	£000	Nearest £100
Mrs Amanda Stewart, Chief Executive	25.0 - 30.0 Plus lump sum of 50.0 – 55.0	0 – 2.5 Plus lump sum of 0	408	379	8	-
Mr David Wilson, Director of Support Services (To 8 April 2018)	-	-	-	325	-	-
Mr Tim Logan, Director of Resources (From 2 July 2018 to 31 March 2020)	25.0 – 30.0 Plus lump sum of 55.0 – 60.0	0 – 2.5 Plus lump sum of 0	438	408	10	-
Ms Aislinn McGuckin, Director of Police Administration (From 8 February 2019 to 30 June 2019 and from 21 October 2019)	0.0 – 5.0	0.0 – 2.5	15	7	6	-
Ms Jenny Passmore, Director of Performance	20.0 – 25.0 Plus lump sum of 40.0 – 45.0	0.0 – 2.5 Plus lump sum of 0.0 – 2.5	376	341	18	-
Mr Adrian McNamee, Director of Partnership	15.0 – 20.0	0 – 2.5	247	222	13	-

No member of the Senior Management Team is in a supplementary pension scheme.

## **Northern Ireland Civil Service (NICS) Pension Schemes**

Pension benefits are provided through the Northern Ireland Civil Service pension schemes which are administered by Civil Service Pensions (CSP).

The alpha pension scheme was introduced for new entrants from 1 April 2015. The alpha scheme and all previous scheme arrangements are unfunded with the cost of benefits met by monies voted each year. The majority of existing members of the classic, premium, classic plus and nuvos pension arrangements also moved to alpha from that date. Members who on 1 April 2012 were within 10 years of their normal pension age did not move to alpha and those who were within 13.5 years and 10 years of their normal pension age were given a choice between moving to alpha on 1 April 2015 or at a later date determined by their age. Alpha 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 accrual rate is 2.32%.

New entrants joining can choose between membership of alpha 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 were eligible for membership of the nuvos arrangement or they could have opted for a partnership pension account. Nuvos is also a CARE arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current accrual rate is 2.3%.

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). From April 2011, pensions payable under classic, premium, and classic plus are reviewed annually in line with changes in the cost of living. New entrants joining on or after 1 October 2002 and before 30 July 2007 could choose between membership of premium or joining the partnership pension account. All pension benefits are reviewed annually in line with changes in the cost of living. Any applicable increases are applied from April and are determined by the Consumer Prices

Index (CPI) figure for the preceding September. The CPI in September 2019 was 1.7% and HM Treasury has announced that public service pensions will be increased accordingly from April 2020.

Employee contribution rates for all members for the period covering 1 April 2020 – 31 March 2021 are as follows:

<b>Annualised Rate of Pensionable Earnings (Salary Bands)</b>		<b>Contribution rates – All members</b>
<b>From</b>	<b>To</b>	<b>From 01 April 2020 to 31 March 2021</b>
£0	£23,999.99	4.6%
£24,000.00	£55,499.99	5.45%
£55,500.00	£152,499.99	7.35%
£152,500.00 and above		8.05%

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 8% and 14.75% (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 0.5% 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 their scheme pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. Scheme Pension age is 60 for members of **classic**, **premium**, and **classic plus** and 65 for members of **nuvos**. The normal scheme pension age in alpha is linked to the member's State Pension Age but cannot be before age 65. Further details about the NICS pension schemes can be found at the website [www.finance-ni.gov.uk/civilservicepensions-ni](http://www.finance-ni.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 NICS pension 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 2015 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. However, the real increase calculation uses common actuarial factors at the start and end of the period so that it disregards the effect of any changes in factors and focuses only on the increase that is funded by the employer.

## Compensation for loss of office (Audited Information)

There were no compensation benefits paid by the Board during this financial year (2018-19: Nil).

## Staff Report

### Staff Numbers and Related Costs (Audited Information)

Details of the total staff costs and breakdown of staff between permanently employed and other staff are shown below:

<b>Staff costs comprise:</b>	<b>2019-20 £000</b>	<b>2018-19 £000</b>
<b>Permanently employed staff</b>		
Wages and salaries	<b>1,516</b>	1,507
Social security costs	<b>151</b>	150
Other pension costs	<b>401</b>	304
<b>Total permanent staff costs</b>	<b>2,068</b>	1,961
Secondments	<b>239</b>	113
Agency costs	<b>108</b>	197
<b>Total staff costs</b>	<b>2,415</b>	2,271

The NICS main pension schemes are unfunded multi-employer defined benefit schemes but the Board is unable to identify its share of the underlying assets and liabilities. The

Government Actuary's Department (GAD) is responsible for carrying out scheme valuations. The Actuary reviews employer contributions every four years following the scheme valuation. The 2016 scheme valuation was completed by GAD in March 2019. The outcome of this valuation was used to set the level of contributions for employers from 1 April 2019 to 31 March 2021.

For 2019-20, employers' contributions of £400,406 were payable to the NICS pension arrangements (2018-19 £304,224) at one of three rates in the range 28.7% to 34.2% of pensionable pay, based on salary bands.

This change is primarily due to the reduction in the SCAPE discount rate (as announced at Budget 2018) to 2.4% per annum above CPI. The contribution rates are set to meet the cost of the benefits accruing during 2019-20 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 (2018-2019 £Nil) were paid to one or more of the panel of two appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% (2018-2019, 8% to 14.75%) of pensionable pay.

The partnership pension account offers the member the opportunity of having a 'free' pension. The employer will pay the age-related contribution and if the member does contribute, the employer will pay an additional amount to match member contributions up to 3% of pensionable earnings.

Employer contributions of £Nil, 0.5% (2018-2019 £Nil, 0.5%) of pensionable pay, were payable to the NICS Pension schemes 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 reporting period date were £Nil. Contributions prepaid at that date were £Nil.

No persons (2018-2019: 0 persons) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £Nil (2018-2019: £Nil).

### Average number of persons employed (Audited Information)

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

	<b>2019-20</b>	2018-19
	<b>Number</b>	Number
Senior management	<b>4</b>	3
Other directly employed staff	<b>31</b>	34
<b>Total permanent staff numbers</b>	<b>35</b>	37
Secondments/agency	<b>10</b>	10
<b>Total number of employees</b>	<b>45</b>	47

The average number of Board Members during the year was 8 (2018-19: 7.48).

### Staff numbers

Staffing at 31 March 2020 comprised of 20 staff seconded from the NICS and PSNI, 19 direct recruits appointed following public advertisement (1 of which is aligned with the Senior Civil Service (SCS)) and 4 agency staff.

The breakdown by gender:

	<b>2019-20</b>		2018-19	
	<b>Male</b>	<b>Female</b>	Male	Female
Senior civil service equivalent	-	<b>1</b>	-	1
Directors	<b>2</b>	<b>2</b>	2	2
Staff	<b>13</b>	<b>25</b>	14	34
<b>Total</b>	<b>15</b>	<b>28</b>	16	37

### **Voluntary Redundancy Scheme – exit packages (Audited Information)**

Exit costs are accounted for in the year of departure. No staff left under Voluntary Exit terms during the 2019-20 year (Nil, 2018-19).

### **Staff Policies and Other Employee Matters**

The NIPB places considerable value on the involvement of its employees and has continued to keep them informed on matters affecting them and on the various factors affecting performance of the organisation. This is achieved through formal and informal meetings, regular briefings, information bulletins, and staff memos. In relation to staff policies, NIPB adopt the staff policies of the NICS as the Boards staff includes a mix of direct recruits and NICS employees therefore all staff are bound by the same terms and conditions as NICS employees.

#### ***Employment, training and advancement of disabled persons***

The NICS applies the recruitment principles as set out in the Recruitment Code of the Civil Service Commissioners for Northern Ireland, appointing candidates based on merit through fair and open competition. Recruitment and selection training, which includes raising awareness of unconscious bias, is offered to all chairs of NICS recruitment panels. The NICS also has mandatory unconscious bias training for all staff.

To maintain and promote a diverse and inclusive workforce, the NICS has policies in place to support any alterations to the working environment required by disabled persons.

The NICS has an active network of Diversity Champions and has appointed one of its' Deputy Secretaries as the NICS Diversity Lead for Disability. The NICS has a committed Disability Working Group and is a lead partner with Employers for Disability Northern Ireland. Through this collaboration the NICS is working towards creating a truly inclusive workplace where all colleagues feel valued. The NICS promotes a number of schemes for disabled colleagues, including a Work Experience Scheme for People with Disabilities.

### **Other Employee Matters**

The 2018-21 NICS People Strategy sets out the shared view of the people priorities across the NICS under the following themes:

- A well-led NICS

- High performing NICS
- Outcomes-focused NICS
- An inclusive NICS in which diversity is truly valued – a great place to work

### Equality, Diversity and Inclusion

The [NICS People Strategy 2018-21](#) places diversity and inclusion at its centre and includes a range of actions that will help accelerate the NICS' ambition to be a service that reflects the society we serve.

The NICS continues to carry out its statutory obligations under fair employment legislation, including the annual return to the Equality Commission for NI. The NICS publishes a wide range of [NICS human resource statistics](#).

### Learning and Development

The NICS recognises the importance of having skilled and engaged employees and continues to invest in learning and development.

NICSHR Learning & Development is responsible for development and delivery of all generic staff training. It offers a variety of learning delivery channels to enable flexible access to learning, blending different learning solutions into coherent learning pathways that are aligned to both corporate need and the NICS Competency Framework.

The NICS offers a wide range of career development opportunities through mentoring, secondment and interchange opportunities, elective transfers, temporary promotion, job rotation and job shadowing. Talent Management is a key theme of the NICS People Strategy and work is underway to develop a more corporate approach to managing talent across the NICS.

### Employee Consultation and Trade Union Relationships

The Department of Finance is responsible for the NICS Industrial Relations Policy. The centralised human resource function, NICSHR, consults on HR policy with all recognised Trade Unions and local departmental arrangements are in place to enable consultation on matters specific to a department or individual business area.

**Sickness absence data**

The average number of working days lost per employee due to sickness was 12.69 up to 31 March 2020 (2018-19: 6.84).

**Disclosures in Annual Report for Off-Payroll Payments (Audited Information)**

During the year the NIPB engaged the services of one individual for a period greater than six months, costing more £245 per day. All off-payroll engagement arrangements are now assessed in line with IR35 requirements.

	<b>Northern Ireland Policing Board</b>
Number of payroll engagements at 1 April 2019	-
Number of new off payroll engagements ((a)+(b) below)	1
Those caught by IR35 (a)	-
Which consists of:	
- Number engaged directly (via PSC contracted to department) and are on the departmental payroll (c)	-
- Number of engagements reassessed for consistency / assurance purposes during the year.	-
- Number of engagements changed to IR35 status following the consistency review	-
Those not caught by IR35 (b)	1
Number of engagements which have come onto the payroll (this will include (c) above)	(-)
Number of engagements which have come to an end	(-)
Off payroll engagements at 31 March 2020	1

**Consultancy costs (Audited Information)**

Details of all consultancy costs are outlined below:

	<b>2019-20</b>	2018-19
	<b>£</b>	£
Consultancy costs	<b>57,079</b>	9,798


**ASSEMBLY ACCOUNTABILITY AND AUDIT REPORT**

**Losses and Special Payments (Audited Information)**

Losses and special payments over £300,000 - £Nil (2018-19: £Nil).

**Remote Contingent Liabilities (Audited Information)**

NIPB has no remote contingent liabilities (2018-19: none).



**Amanda Stewart**  
**Chief Executive**

**Date: 15 September 2020**

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

### **Opinion on financial statements**

I certify that I have audited the financial statements of the Northern Ireland Policing Board for the year ended 31 March 2020 under the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003, and the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010. The financial statements comprise: the Statements of Comprehensive Net Expenditure; Financial Position; Cash Flows; Changes in Taxpayers' Equity; and the related notes and significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Accountability Report that is described in that report as having been audited.

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 2020 and of the net expenditure for the year then ended; and
- have been properly prepared in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010 and Department of Justice directions thereunder.

### **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.

### **Basis of opinions**

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate. My staff and I are independent of Northern Ireland Policing Board in accordance with the ethical



requirements of the Financial Reporting Council's Revised Ethical Standard 2016, and have fulfilled our other ethical responsibilities in accordance with these requirements. I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

### **Conclusions relating to going concern**

I have nothing to report in respect of the following matters in relation to which the ISAs (UK) require me to report to you where:

- the Northern Ireland Policing Board's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Northern Ireland Policing Board have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Northern Ireland Policing Board's ability to continue to adopt the going concern basis.

### **Other Information**

The Northern Ireland Policing Board Members and the Chief Executive as Accounting Officer are responsible for the other information included in the annual report. The other information comprises the information included in the annual report other than the financial statements, the parts of the Accountability Report described in the report as having been audited, and my audit certificate and report. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

### **Opinion on other matters**

In my opinion:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with the Department of Justice directions made under the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003

and the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010; and

- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### **Responsibilities of the Northern Ireland Policing Board Members and Chief Executive as Accounting Officer for the financial statements**

As explained more fully in the Statement of Accounting Officer Responsibilities, the Northern Ireland Policing Board Members and Chief Executive as Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

### **Auditor's responsibilities for the audit of the financial statements**

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 and the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010.

My objectives are to obtain 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. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the

purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

### **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 parts of the Remuneration and Staffing 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 the Department of Finance's guidance.

### **Report**

I have no observations to make on these financial statements.



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

2 October 2020

## 4. NI POLICING BOARD FINANCIAL STATEMENTS

### Statement of Comprehensive Net Expenditure for the year ended 31 March 2020

		2019-20	2018-19
	Note	£000	£000
Other Operating Income	5	(128)	(109)
<b>Total Operating Income</b>		<b>(128)</b>	<b>(109)</b>
Staff costs	3	2,415	2,271
Depreciation	6 & 7	39	39
Provision Expense	4	355	(148)
Other Operating Expenditure	4	3,399	3,190
<b>Total Operating Expenditure</b>		<b>6,208</b>	<b>5,352</b>
<b>Net Operating Expenditure</b>		<b>6,080</b>	<b>5,243</b>
<b>Net expenditure for the year</b>		<b>6,080</b>	<b>5,243</b>
 <b><u>Other Comprehensive Net Expenditure</u></b>			
<b>Items that will not be reclassified to net operating costs:</b>			
Net (gain) on revaluation of Property Plant and Equipment	6	(1)	-
Net (gain) on revaluation of Intangibles	7	-	-
<b>Comprehensive Net Expenditure for the year</b>		<b>6,079</b>	<b>5,243</b>

The notes on pages 127 -144 form part of these accounts.

**Statement of Financial Position as at 31 March 2020**

		<b>2020</b>	2019
	Note	<b>£000</b>	£000
<b>Non-current assets:</b>			
Property, plant and equipment	6	<b>69</b>	88
Intangible assets	7	<b>24</b>	21
<b>Total non-current assets</b>		<b>93</b>	109
<b>Current assets:</b>			
Trade and other receivables	9	<b>109</b>	99
Cash and cash equivalents	10	<b>136</b>	19
<b>Total current assets</b>		<b>245</b>	118
<b>Total assets</b>		<b>338</b>	227
<b>Current liabilities:</b>			
Trade and other payables	11	<b>(1,596)</b>	(1,932)
Provisions	12	<b>(714)</b>	(682)
<b>Total current liabilities</b>		<b>(2,310)</b>	(2,614)
<b>Total assets less current liabilities</b>		<b>(1,972)</b>	(2,387)
<b>Non-current liabilities</b>			
Provisions	12	<b>(382)</b>	(174)
<b>Total non-current liabilities</b>		<b>(382)</b>	(174)
<b>Total assets less total liabilities</b>		<b>(2,354)</b>	(2,561)
<b>Taxpayers' equity and other reserves</b>			
Revaluation reserve		<b>60</b>	59
General reserve		<b>(2,414)</b>	(2,620)
<b>Total Equity</b>		<b>(2,354)</b>	(2,561)

The financial statements on pages 123-144 were approved and authorised by NIPB on 15 September 2020 and were signed on its behalf by:



**Amanda Stewart**  
**Chief Executive**  
**15 September 2020**

The notes on pages 127- 144 form part of these accounts.

**Statement of Cash Flows for the year ended 31 March 2020**

		<b>2019-20</b>	2018-19
<b>Cash flows from operating activities</b>	Note	<b>£000</b>	£000
<b>Net Operating Expenditure</b>		<b>(6,079)</b>	(5,243)
Adjustment for non-cash transactions	4,6 & 7	<b>374</b>	(60)
(Increase) in trade and other receivables	9	<b>(10)</b>	(12)
(Decrease) in trade and other payables	11	<b>(336)</b>	(156)
Use of provisions	12	<b>(115)</b>	(138)
<b>Net cash outflow from operating activities</b>		<b><u>(6,166)</u></b>	<u>(5,609)</u>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	6	<b>(3)</b>	(37)
Purchase of intangible assets	7	<b>-</b>	(9)
<b>Net cash outflow from investing activities</b>		<b><u>(3)</u></b>	<u>(46)</u>
<b>Cash flows from financing activities</b>			
Grants from sponsoring department		<b><u>6,286</u></b>	<u>5,648</u>
<b>Net financing</b>		<b><u>6,286</u></b>	<u>5,648</u>
<b>Net increase(decrease) in cash and cash equivalents in the period</b>	10	<b>117</b>	(7)
<b>Cash and cash equivalents at the beginning of the period</b>	10	<b><u>19</u></b>	<u>26</u>
<b>Cash and cash equivalents at the end of the period</b>	10	<b><u><u>136</u></u></b>	<u><u>19</u></u>

The notes on pages 127-144 form part of these accounts.

## Statement of Changes in Taxpayers' Equity for the year ended 31 March 2020

	General Reserve £000	Revaluation Reserve £000	Taxpayers' Equity £000
<b>Balance at 31 March 2018</b>	(3,025)	59	(2,966)
<b>Changes in Taxpayers' Equity 2018-19</b>			
Grants from Sponsoring department	5,648	-	5,648
Comprehensive Net Expenditure for the year	(5,243)	-	(5,243)
Transfers between reserves	-	-	-
<b>Balance at 31 March 2019</b>	<b>(2,620)</b>	<b>59</b>	<b>(2,561)</b>
<b>Changes in Taxpayers' Equity for 2019-20</b>			
Grants from Sponsoring department	6,286	-	6,286
Comprehensive net expenditure for the year	(6,079)	-	(6,079)
Transfers between reserves	(1)	1	-
<b>Balance at 31 March 2020</b>	<b>(2,414)</b>	<b>60</b>	<b>(2,354)</b>

The notes on pages 127-144 form part of these accounts.

## Notes to the Accounts

### 1. Statement of accounting policies

These financial statements have been prepared in accordance with the 2019-20 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 NIPB does not own any land or buildings<sup>34</sup>. 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.

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<sup>34</sup> NIPB is the legal owner of the PSNI Estate, however day to day responsibility for estate management is delegated to the Chief Constable and the assets are presented within the PSNI's financial statements.



### 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 externally generated programme funding received or receivable.

### 1.6 Foreign exchange

Transactions that are denominated in a foreign currency are translated into sterling at the exchange rate ruling on the date of each transaction.

### 1.7 Leases

Leases, where substantially all of the risks and rewards are held by the lessor, are classified as operating leases. These relate rental of the NIPB'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 NIPB 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 NIPB 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 NIPB 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 NIPB'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 NIPB assesses the useful economic life of assets on an annual basis.

### **1.11 Critical accounting estimates and judgments (cont'd.)**

**Provision for Medical Appeals:** The NIPB provides for the cost of outstanding appeals for the non-award of medical pensions based on a contract with the Board's Selected Medical Practitioners, who undertake medical assessments of applicants.

**Provision for Injury on Duty (IOD) cases:** The NIPB 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 Trade and other receivables**

Financial assets within trade and other receivables are initially recognised at fair value, which is usually the original invoiced amount.

### **1.15 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.

### **1.16 Impairment of financial assets**

The NIPB 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.

### **1.17 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.

### **1.18 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 NIPB 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 NIPB.

### **1.19 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.

### **1.20 Insurance**

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

### **1.21 Accounting standards, amendments, interpretations or other updates that were issued and effective for the 2019-20 financial year**

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 2019 or later periods, but which the Board has not adopted early. Other than as outlined below, the Board considers that these standards are not relevant or material to its operations.

## 1.22 Accounting standards, interpretations and amendments to published Standards not yet effective

<b>Standard</b>	<b>IFRS 16 - Leases (replaces IAS 17 Leases and related interpretations)</b>
<b>Effective date</b>	January 2019 (EU endorsed 31 October 2017)
<b>FReM application</b>	2021-22
<b>Description of revision</b>	<p>The IASB issued IFRS 16 in January 2016 with an effective date for annual periods beginning on or after 1 January 2019. Early application is permitted for those entities applying IFRS 15.</p> <p>IFRS 16 represents a significant change in lessee accounting by largely removing the distinction between operating and finance leases and introducing a single lessee accounting model. A lessee is required to recognise assets and liabilities for all leases, unless they qualify for low value or short-term exemptions. In addition there are updated disclosure requirements.</p> <p>The lessor accounting model is generally unchanged from IAS 17 but entities should be aware of the introduction and impacts of IFRS 9 <i>Financial Instruments</i>, enhanced disclosure requirements and that a sub-lessor now determines whether a lease is finance or operating based on the right of use asset it subleases.</p>
<b>Comments</b>	The introduction of IFRS 16 is subject to analysis and review by HM Treasury and the other Relevant Authorities. HM Treasury will issue an Exposure Draft on IFRS 16 during 2018 in advance of the effective date.

### 1.23 Financial Reporting - Future Developments

The Board has considered the accounting initiatives identified by HM Treasury for which the Standards are under development and considers that these changes are not relevant or material to its operations.

## 2. Statement of operating expenditure by operating segment

At 31 March 2020 NIPB 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 NIPB; 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 the Performance Analysis section of the annual report.

The segmental results for the year ended 31 March 2020 are as follows:

	<b>NIPB £000</b>	<b>PCSPs £000</b>	<b>Total £000</b>
Gross expenditure	4,384	1,824	6,208
Income	(128)	-	(128)
Net Expenditure	<u>4,256</u>	<u>1,824</u>	<u>6,080</u>

The segmental results for the year ended 31 March 2019 are as follows:

	<b>NIPB £000</b>	<b>PCSPs £000</b>	<b>Total £000</b>
Gross expenditure	3,776	1,576	5,352
Income	(109)	-	(109)
Net Expenditure	<u>3,667</u>	<u>1,576</u>	<u>5,243</u>

**3. Staff costs**

<b>Staff costs comprise:</b>	<b>2019-20</b>	2018-19
	<b>£000</b>	£000
<b>Permanently employed staff</b>		
Wages and salaries	<b>1,516</b>	1,507
Social security costs	<b>151</b>	150
Other pension costs	<b>401</b>	304
<b>Total permanent staff costs</b>	<b>2,068</b>	1,961
Secondments/agency costs	<b>347</b>	310
<b>Total cost</b>	<b>2,415</b>	2,271

**4. Other operating expenditure and Provision expense**

<b>Other operating expenditure</b>	<b>Note</b>	<b>2019-20</b>	2018-19
		<b>£000</b>	£000
Grants to PCSPs		<b>1,591</b>	1,535
PCSP Recruitment costs		<b>232</b>	31
PCSP Training costs		<b>1</b>	10
Running costs		<b>499</b>	522
Accommodation costs		<b>369</b>	355
Rentals under operating leases		<b>370</b>	370
Press and public relations		<b>78</b>	68
Information technology		<b>130</b>	146
Human rights monitoring		<b>58</b>	14
Pension medical services and appeals		<b>54</b>	122
External audit fees		<b>17</b>	17
<b>Total Other operating Expenditure</b>		<b>3,399</b>	3,190
<b>Provision income (expense)</b>			
Provisions provided for in year	12	<b>434</b>	249
Provisions released in year not required	12	<b>(79)</b>	(397)
<b>Total Provision income (expense)</b>		<b>355</b>	(148)

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

	<b>2019-20</b> <b>£000</b>	2018-19 £000
<b>Income source</b>		
Reimbursement of payroll costs for secondments	128	109
<b>Total income</b>	<u>128</u>	<u>109</u>

## 6. Property, plant and equipment

<b>2019-20</b>	<b>Information Technology</b>	<b>Furniture &amp; Fittings</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Cost or valuation</b>			
At 1 April 2019	128	339	467
Additions	15	-	15
Disposals	-	-	-
Revaluations	1	-	1
<b>At 31 March 2020</b>	<u>144</u>	<u>339</u>	<u>483</u>
<b>Depreciation</b>			
At 1 April 2019	88	291	379
Charged in year	10	25	35
Disposals	-	-	-
Revaluations	-	-	-
<b>At 31 March 2020</b>	<u>98</u>	<u>316</u>	<u>414</u>
Carrying amount at 31 March 2019	<u>40</u>	<u>48</u>	<u>88</u>
<b>Carrying amount at 31 March 2020</b>	<u>46</u>	<u>23</u>	<u>69</u>
<b>Asset financing:</b>			
Owned	46	23	69
<b>Carrying amount at 31 March 2020</b>	<u>46</u>	<u>23</u>	<u>69</u>

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

**6. Property, plant and equipment (cont'd.)**

<b>2018-19</b>	<b>Information Technology</b>	<b>Furniture &amp; Fittings</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Cost or valuation</b>			
At 1 April 2018	93	337	430
Additions	35	2	37
Disposals	-	-	-
Revaluations	-	-	-
<b>At 31 March 2019</b>	<b>128</b>	<b>339</b>	<b>467</b>
<b>Depreciation</b>			
At 1 April 2018	78	266	344
Charged in year	10	25	35
Disposals	-	-	-
Revaluations	-	-	-
<b>At 31 March 2019</b>	<b>88</b>	<b>291</b>	<b>379</b>
Carrying amount at 31 March 2018	15	71	86
<b>Carrying amount at 31 March 2019</b>	<b>40</b>	<b>48</b>	<b>88</b>
<b>Asset financing:</b>			
Owned	40	48	88
<b>Carrying amount at 31 March 2019</b>	<b>40</b>	<b>48</b>	<b>88</b>

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

## 7. Intangible Assets

	<b>Software Licences £000</b>
<b>2019-20</b>	
<b>Cost or valuation</b>	
At 1 April 2019	28
Additions	7
Disposals	-
Revaluations	-
<b>At 31 March 2020</b>	<b><u>35</u></b>
<b>Amortisation</b>	
At 1 April 2019	7
Charged in year	4
Disposals	-
Revaluations	-
<b>At 31 March 2020</b>	<b><u>11</u></b>
Carrying amount at 31 March 2019	<u>21</u>
<b>Carrying amount at 31 March 2020</b>	<b><u>24</u></b>
<b>Asset financing:</b>	
Owned	<u>24</u>
<b>Carrying amount at 31 March 2020</b>	<b><u>24</u></b>

**7. Intangible Assets (cont'd.)**

	<b>Software Licences £000</b>
<b>2018-19</b>	
<b>Cost or valuation</b>	
At 1 April 2018	28
Additions	-
Disposals	-
Revaluations	-
<b>At 31 March 2019</b>	<u><b>28</b></u>
<b>Amortisation</b>	
At 1 April 2018	3
Charged in year	4
Disposals	-
Revaluations	-
<b>At 31 March 2019</b>	<u><b>7</b></u>
Carrying amount at 31 March 2018	<u>25</u>
<b>Carrying amount at 31 March 2019</b>	<u><b>21</b></u>
<b>Asset financing:</b>	
Owned	<u>21</u>
<b>Carrying amount at 31 March 2019</b>	<u><b>21</b></u>

**8. Financial instruments**

As the cash requirements of the NIPB 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 NIPB is therefore exposed to little credit, liquidity or market risk.

**9. Trade receivables and other current assets**

	<b>2019-20</b> <b>£000</b>	2018-19 £000
<b>Amounts falling due within one year:</b>		
VAT	<b>49</b>	45
Trade receivables	<b>15</b>	13
Prepayments and accrued income	<b>45</b>	41
<b>Total receivables at 31 March</b>	<b><u>109</u></b>	<u>99</u>

**10. Cash and cash equivalents**

	<b>2019-20</b> <b>£000</b>	2018-19 £000
<b>Commercial banks and cash in hand</b>		
Balance at 1 April	<b>19</b>	26
Net change in cash and cash equivalent balances	<b>117</b>	(7)
<b>Balance at 31 March</b>	<b><u>136</u></b>	<u>19</u>

**11. Trade payables and other current liabilities**

	<b>2019-20</b> <b>£000</b>	2018-19 £000
<b>Amounts falling due within one year:</b>		
Other taxation and social security	<b>-</b>	5
Trade payables	<b>163</b>	95
Balances due to PCSPs	<b>806</b>	975
Accruals	<b>627</b>	857
<b>Total payables at 31 March</b>	<b><u>1,596</u></b>	<u>1,932</u>

**12. Provisions for liabilities and charges**

<b>2019-20</b>	<b>Medical Appeals £000</b>	<b>IOD Cases £000</b>	<b>Legal Cases £000</b>	<b>Total £000</b>
Balance at 1 April 2019	70	636	150	856
Provided in the year	35	399	-	434
Provisions not required written back	(31)	(48)	-	(79)
Provisions utilised in the year	(35)	(80)	-	(115)
<b>At 31 March 2020</b>	<b>39</b>	<b>907</b>	<b>150</b>	<b>1096</b>

Analysis of expected timing of discounted flows.

	<b>Medical Appeals £000</b>	<b>IOD Cases £000</b>	<b>Legal Cases £000</b>	<b>Total £000</b>
Not later than one year	39	525	150	714
Later than one year and not later than five years	-	382	-	382
<b>At 31 March 2020</b>	<b>39</b>	<b>907</b>	<b>150</b>	<b>1096</b>

<b>2018-19</b>	<b>Medical Appeals £000</b>	<b>IOD Cases £000</b>	<b>Legal Cases £000</b>	<b>Total £000</b>
Balance at 1 April 2018	84	488	530	1,102
Provided in the year	59	190	-	249
Provisions not required written back	(4)	(13)	(380)	(397)
Provisions utilised in the year	(69)	(29)	-	(98)
<b>At 31 March 2019</b>	<b>70</b>	<b>636</b>	<b>150</b>	<b>856</b>

Analysis of expected timing of discounted flows.

	<b>Medical Appeals £000</b>	<b>IOD Cases £000</b>	<b>Legal Cases £000</b>	<b>Total £000</b>
Not later than one year	70	462	150	682
Later than one year and not later than five years	-	174	-	174
<b>At 31 March 2019</b>	<b>70</b>	<b>636</b>	<b>150</b>	<b>856</b>

**12. Provisions for liabilities and charges (cont'd.)****(i) 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.

**(ii) 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.

**(iii) Legal Cases**

There are currently a number of outstanding legal cases in which the NIPB 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:

	<b>2019-20</b>	2018-19
	<b>£000</b>	£000
<b>Premises</b>		
Not later than one year	<b>154</b>	370
Later than one year and not later than five years	-	154
	<b><u>154</u></b>	<u>524</u>

**15. Contingent liabilities disclosed under IAS 37**

The NIPB has no contingent liabilities

**16. Related party transactions**

The NIPB is a NDPB of the DoJ. The DoJ is regarded as a related party. During the year the NIPB 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 DoF, the 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 DoF), the PSNI and Local Councils through the PCSPs.

An Independent Board Member is employed by NI Alternatives, a company limited by guarantee which has charitable status. This organisation has been in receipt of grant funding from PSNI and PCSPs during the financial years 2018-19 and 2019-20, and from DOJ in 2019-20.

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	
		2019-20 £000	2018-19 £000	2019-20 £000	2018-19 £000
NI Alternatives	Grant funding	81	29	-	-



**17. Events after the reporting period**

The Working Time (Coronavirus) (Amendment) Regulations (Northern Ireland) 2020 came into operation on 24 April 2020 and allows those workers who are unable to take annual leave as result of the pandemic to carry over up to four weeks' annual leave into the next two leave years. Any exemption will apply only to circumstances where workers are unable to take their leave as a result of the outbreak, and carry over of annual leave will be limited to the next two leave years. The change in regulations is likely to lead to an increase in the value of accrued annual leave carried over in the next two years by the NIPB. It is not possible for the NIPB to give a reasonable estimate of the impact at this time.

**Date of authorisation for issue**

The Accounting Officer authorised these financial statements for issue on 2 October 2020.

## 5.GLOSSARY

<b>ACC</b>	Assistant Chief Constable
<b>ACE</b>	Adverse Childhood Experience
<b>AI</b>	Appreciative Inquiry
<b>AME</b>	Annual Managed Expenditure
<b>ARAC</b>	Audit and Risk Assurance Committee
<b>ASB</b>	Anti-Social Behaviour
<b>AWDL</b>	Average Working Days Lost
<b>BWV</b>	Body Worn Video
<b>CAD</b>	Central Actuary's Department
<b>CARE</b>	Career Average Re-valued Earnings
<b>C&amp;AG</b>	Comptroller and Auditor General
<b>CCC</b>	Cybercrime Centre
<b>CENI</b>	Community Evacuation Northern Ireland
<b>CETV</b>	Cash Equivalent Transfer Value
<b>CI</b>	Continuous Improvement
<b>CIPT</b>	Child Internet Protection Team
<b>CJINI</b>	Criminal Justice Inspection NI
<b>CMC</b>	Contact Management Centre
<b>CMS</b>	Case Management System
<b>CNP</b>	Community Nurse Practitioner
<b>CPI</b>	Consumer Prices Index
<b>CRN</b>	Community Resolution Notices
<b>CSAE</b>	Child Sexual Abuse and Exploitation
<b>CSP</b>	Civil Service Pensions
<b>CSE</b>	Child Sexual Exploitation and Abuse
<b>DCC</b>	Deputy Chief Constable
<b>DEA</b>	District Electoral Area
<b>DEM</b>	Digital Evidence Management Systems
<b>DESU</b>	District E Crime Support Unit
<b>DfC</b>	Department for Communities
<b>DoF</b>	Department of Finance
<b>DoH</b>	Department of Health
<b>DoJ</b>	Department of Justice
<b>DPA</b>	Data Protection Act
<b>DPCSPs</b>	District Policing and Community Safety Partnerships
<b>DVPO</b>	Domestic Violence Protection Order
<b>ECHR</b>	European Convention on Human Rights
<b>EU</b>	European Union
<b>FMO</b>	Forensic Medical Officer
<b>FOIA</b>	Freedom of Information Act
<b>FREM</b>	Financial Reporting Manual
<b>GAP/NGAP</b>	Guilty Anticipated Plea/Not Guilty Anticipated Plea
<b>GDPR</b>	General Data Protection Regulations
<b>HSCT</b>	Health and Social Care Trust

<b>HMICFRS</b>	Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services
<b>HMRC</b>	Her Majesty's Revenue and Customs
<b>HR</b>	Human Resources
<b>IA</b>	Information Assurance
<b>IAO</b>	Information Asset Owner
<b>ICO</b>	Independent Community Observer
<b>IHR</b>	Ill Health Retirement
<b>ICV</b>	Independent Custody Visitor
<b>IFRS</b>	International Financial Reporting Standards
<b>IHR</b>	Ill-Health Retirement
<b>IIP</b>	Investors in People
<b>iiV</b>	Investing in Volunteers
<b>IOD</b>	Injury on Duty
<b>IMR</b>	Independent Medical Referee
<b>IPR</b>	Individual Performance Review
<b>IRC</b>	Independent Reporting Commission
<b>IROC</b>	Information Risk Owners Council
<b>IT</b>	Information Technology
<b>JATF</b>	Joint Agency Task Force
<b>KSI</b>	Killed and Seriously Injured
<b>LIB</b>	Legacy Investigations Branch
<b>MARAC</b>	Multi-Agency Risk Assessment Centre
<b>MATT</b>	Multi Agency Triage Team
<b>MLA</b>	Member of the Legislative Assembly
<b>MSFM</b>	Management Statement and Financial Memorandum
<b>MSHTU</b>	Modern Slavery and Human Trafficking Unit
<b>NCA</b>	National Crime Agency
<b>OCU</b>	Organised Crime Unit
<b>NCA</b>	National Crime Agency
<b>NDPB</b>	Non Departmental Public Body
<b>NI</b>	Northern Ireland
<b>NIA</b>	Northern Ireland Assembly
<b>NIAO</b>	Northern Ireland Audit Office
<b>NICS</b>	Northern Ireland Civil Service
<b>NICS</b>	Northern Ireland Crime Survey
<b>NIO</b>	Northern Ireland Office
<b>NIPB</b>	Northern Ireland Policing Board
<b>NIPSA</b>	Northern Ireland Public Services Alliance
<b>NIRSP</b>	Northern Ireland Road Safety Partnership
<b>NPM</b>	National Preventative Measure
<b>NPT</b>	Neighbourhood Policing Team
<b>OBA</b>	Outcomes Based Accountability
<b>OCG</b>	Organised Crime Group
<b>OCTF</b>	Organised Crime Task Force
<b>OHU</b>	Occupational Health and Welfare
<b>OPONI</b>	Office of the Police Ombudsman NI
<b>PACE</b>	Police and Criminal Evidence Order

<b>PAT</b>	Police Appeals Tribunals
<b>PBR</b>	Priority Based Resourcing
<b>PBTs</b>	Preliminary Breath Tests
<b>PCSP</b>	Policing and Community Safety Partnership
<b>PCSPS(NI)</b>	Principal Civil Service Pension Scheme
<b>PCTF</b>	Paramilitary Crime Task Force
<b>PEEL</b>	Police Effectiveness Efficiency and Legitimacy
<b>PND</b>	Penalty Notice Disorder
<b>PPB</b>	Public Protection Branch
<b>PPS</b>	Public Prosecution Service
<b>PSNI</b>	Police Service of Northern Ireland
<b>PSMF</b>	Professional Standards Monitoring Framework
<b>PwC</b>	Policing with the Community
<b>ROP</b>	Reducing Offending in Partnership
<b>ROU</b>	Reducing Offending Unit
<b>RPI</b>	Retail Prices Index
<b>SID</b>	Speed Indicator Device
<b>SIRO</b>	Senior Information Risk Owner
<b>SCS</b>	Senior Civil Service
<b>SLA</b>	Service Level Agreement
<b>SMP</b>	Selected Medical Practitioner
<b>SMT</b>	Senior Management Team
<b>SPED</b>	Special Purchase of Evacuated Dwelling
<b>TACT</b>	Terrorism Act
<b>THRIVE</b>	Threat Harm Risk Investigation Vulnerability Engagement
<b>UNCRC</b>	United Nations Convention on the Rights of the Child
<b>VAT</b>	Value Added Tax
<b>VIPER</b>	Video Identification Parade Electronic Recording
<b>VRAM</b>	Vulnerability Risk Assessment Matrix
<b>YCF</b>	Youth Champions Forum
<b>YDO</b>	Youth Diversion Order
<b>YVA</b>	Youth Volunteer Academy

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## DOCUMENT TITLE

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Annual Report and Accounts  
For the Period 1 April 2019 – 31 March 2020

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

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