

**GOING LIVE
SHORTLY**

**NORTHERN IRELAND
POLICING BOARD
PUBLIC SESSION**



Police Service of Northern Ireland
**Chief Constable's Accountability Report to
the Northern Ireland Policing Board**
Financial Year 2020 – 2021

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THE NORTHERN IRELAND POLICING BOARD

Working to ensure for all the people of Northern Ireland an effective, efficient, impartial, representative and accountable police service which will secure the confidence of the whole community by reducing crime and the fear of crime.

NORTHERN IRELAND POLICING BOARD

ANNUAL REPORT & ACCOUNTS

1 APRIL 2020 - 31 MARCH 2021



Northern Ireland Policing Board

Annual Report and Accounts Together with
The Assembly Accountability and Audit Report
for the Period 1 April 2020 – 31 March 2021.

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 8 July 2021.

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1. BOARD CHAIR'S REPORT



I am pleased to present our Annual Report and Accounts for the period 1 April 2020-31 March 2021.

This has been an unprecedented year for policing and for the work of the Board. The impacts and effects of the pandemic have been wide ranging across all areas of our work, for policing and particularly for police interaction with the community.

With the public focus on police enforcement of the Covid-19 Regulations the Board's scrutiny has been even more important. The Board commissioned a review by its Independent Human Rights Advisor in May 2020 to be assured that the operational plans put in place by the police to respond to the pandemic and the enforcement of powers conferred have been in accordance with the law and compliant with human rights. This included review of the temporary introduction of spit and bite guards, the suspension of the Independent Custody Visiting Scheme and health and safety issues for both the PSNI and the public.

Publication of the Report in November 2020 highlighted the challenges of policing the pandemic and the fact that many of the issues faced by the PSNI are shared by other policing services. However within Northern Ireland, the Board recognises that particular incidents have caused concern and affected confidence within the community.

In moving forward, there is a lot of work to do to re-establish connections and restore relationships. Twenty years on from the formation of the PSNI and the establishment of the Board is also a time for reflection and re-energising commitments around policing and police service delivery. The Justice Minister has indicated that she will be progressing a stocktake of policing oversight arrangements. Much has changed over the passage of time, but what has not is the continued importance of scrutiny and accountability of the policing service.

Within this report, detail is provided on progress against the Board's Corporate Plan and Annual Business Plan 2020-21. This was the first year of delivery of the new Plan. Despite the challenges of the pandemic, the Board quickly adapted to a new style of working to make sure that oversight and accountability functions were fully met.

This year, the Board has pushed forward on appointments to the PSNI's leadership team with recruitments for Assistant Chief Constables (ACC), a new position of Chief Operating Officer and Director of People and Organisational Development.

Other key appointments progressed during the reporting period included announcement of the appointment of Independent Members of Policing and Community Safety Partnerships (PCSPs) and recruitment of new volunteers to assist the Independent Community Observer Scheme.

This year was also the first year of the Board's oversight of the new Policing Plan 2020-2025 and associated Performance Plan for 2020-21. Analysis of progress is provided in the Performance Report.

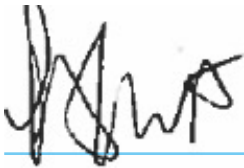
Sadly disorder returned to our streets in August 2020 and more recently across Northern Ireland. Attacks on police officers are unjustified and unjustifiable; and the widespread support voiced for policing and law and order from the NI Executive, political and community representatives across society is welcome.

But words need translated into actions to tackle underlying issues. In this the 20th anniversary of establishment of the PSNI, we all must redouble efforts to build our peace. Our society is still blighted by the threat of paramilitaries bringing harm and misery to the streets through their actions. There also continues those who are intent on killing police officers as we have witnessed in the last number of months. Members of the Police Service should not be subject to threat for simply doing their job and we all have a duty to assist police in dealing with the threat and help bring to justice those who wish to cause harm. There are also unresolved issues around legacy that must be properly gripped.

The Board very much welcomed progress being made to reinvest in local policing and neighbourhood officers. Their work, alongside colleagues across the organisation, is central to building and rebuilding police community relationships. However, it is of undoubted concern to the Board that, despite promises made in political agreements, additional monies to increase police officer numbers and invest in policing have still not been fully secured. The Board has welcomed confirmation of an in-year allocation of £12.3m, £9.8m of which will enable the PSNI to retain its current police numbers of approximately 7000, with £2.5m enabling the recruitment of 100 officers in 2021-22 towards the New Decade New Approach commitment to increase police officer numbers to 7,500.

In his 2020-21 end of year Report to the Board, the Chief Constable highlighted key transformational projects ongoing. He has put a significant focus on opportunities to modernise aspects of police service delivery. The Board welcomes this and has been working with him on plans and associated resourcing implications. We hope these can be fully realised in the year ahead.

In conclusion, I would like to express the Board's thanks to all those whose work helps build safer communities particularly the officers and staff in the policing service, PCSP members and the excellent volunteer Custody Visitors and Community Observers. I would 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 the Board's core vision and values.



Doug Garrett

Policing Board Chair

OUTCOMES OVERVIEW: 1 APRIL 2020 - 31 MARCH 2021



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.



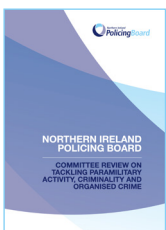
HUMAN RIGHTS ANNUAL REPORT

The Report provides an account of the performance of the PSNI in its compliance with the Human Rights Act 1998 (up to the end of March) and an overview of the monitoring work carried out during the year by the Board. It highlights good policing practice and areas in which practice could be improved with specific recommendations.



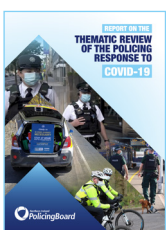
ANNUAL REPORT

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.



TACKLING PARAMILITARY ACTIVITY, CRIMINALITY AND ORGANISED CRIME

Our Partnership Committee reviewed the performance of the PSNI in tackling paramilitarism in the 2019-20 period.



THEMATIC REVIEW ON THE POLICING APPROACH TO COVID-19

This examined how the policing service responded to the COVID-19 pandemic, the Report focuses on the period 23 March – 30 June 2020 and made 18 recommendations.



12 Board Meetings



9 Board Public Accountability Sessions



36 Committee Meetings



47 PSNI Committee Reports/Briefings



248 Oral Questions



118 Publications



27 Written Questions

POLICING BOARD RESOURCES

19 Board Members

46 Members of Staff

4.3m Board Funding

1.4m Board PCSP Funding

5.7m Total Funding

APPOINTMENT PROCESSES

1 Chief Operating Officer

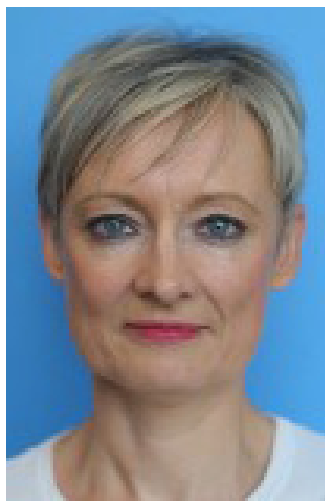
2 Assistant Chief Constables

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



I am the Accounting Officer for the Northern Ireland Policing Board and responsible for the day-to-day management of the organisation. This means ensuring 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 Plans, 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. Over the last year the Board has had to adapt its working practices to respond to the COVID-19 pandemic. Through the Board's Business Continuity Plan assessments and actions were taken to adjust business operations to achieve compliance with the NI Executive's guidelines and to ensure the legislative duties of the Board continued to be delivered. 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 police staff 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 2020 to 31 March 2021, the Board received 57 requests for information. 34 of these requests were responded to outside the required timeframe of 20 working days as a result of revised working practices being introduced as a result of the COVID-19 pandemic and staffing pressures.

Risks and Key Issues

Risks

Risk is managed on an ongoing basis through the Senior Management Team (SMT), Audit & Risk Assurance Committee and the Board. The Board's approach to managing risk complies with Her Majesty's Treasury's Orange Book guidance and integrates with the Board's approach to corporate and business planning. The Corporate Risk Register is managed proactively and all risks are regularly reviewed to ensure that the ratings and content are up-to-date. The Corporate Risk Register was reviewed during the reporting period and a number of risks were updated as required. As will be discussed further below, there are currently six risks on the Corporate Risk Register, with each one managed by a member of the SMT. The Corporate Risk Register also outlines the Board's risk appetite for each risk, the mitigation in place to manage each of the risks the additional actions required to address the issues of concern, and is reviewed regularly by SMT with changes reported to each ARAC meeting.

During 2020-21 the Board spent a considerable period of time reviewing its approach to risk and conducted a review of its Corporate Risk Register including establishing a risk appetite for each risk.

During 2020-21 the following six corporate risks were identified:

- 1. The effect of actions by the PSNI on the Board's reputation** - actions by the PSNI may impact on public confidence in policing, and the Policing Board as the PSNI's accountability body, resulting in a detrimental impact on the reputation of the Board.
- 2. PSNI Human Resources (HR) and Estate responsibilities** – HR and PSNI Estate responsibilities are delegated to the Chief Constable by the Board and there is a risk of legal and other challenges which may result in a loss of public money or a detrimental impact on the reputation of the Board.
- 3. Capacity and Capability** – insufficient resources and capacity and the extent of the work created in fulfilling the Board's statutory responsibilities may result in significant issues not being identified which may cause legal, financial and/or reputational damage to the Board.
- 4. Independent Medical Referee Process** - due to inadequate collaboration between relevant stakeholders there may be irregularities and inconsistency of approach in how the police pension and injury on duty schemes are administered which may result in legal and reputational damage to the Board.

5. Business Continuity – COVID 19 - the emerging and dynamic global situation as a result of the COVID-19 virus may mean that the Board will be unable to conduct normal business which may result in key statutory responsibilities not being met.

6. PCSP Funding - funding given to PCSPs from the Board's Budget may be mismanaged as the Board does not have direct oversight of how the money is spent.

As previously mentioned, during 2020-21 the Board spent considerable time reviewing its approach to risk and this included a meeting with SMT in July 2020 to discuss the identification of the Board's corporate risks. In February 2021, external risk management training was attended by Board Members and during this training Members discussed establishing a risk appetite for each of the Board's risks. The Audit and Risk Assurance Committee (ARAC) had previously met during February 2021 and agreed a risk appetite recommendation to the Board which the Board approved and so a risk appetite has been established for each corporate risk.

The Accounting Officer's Governance Statement also provides an overview of the risk management practices and the internal control system.

Key issues

As at 1 April 2019 there was one outstanding Priority 1 internal audit recommendation in respect of the development of an electronic Case Management System (CMS) within Police Administration Branch. The recommendation had not been completed due to Information Technology (IT) compatibility issues.

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. In March 2020, the Northern Ireland Audit Office Comptroller published a Report "Injury on Duty Schemes for Officers in the PSNI and NIPS" which addressed the outstanding Priority 1 Audit Recommendation, recommending a new Case Management System (CMS) to be taken forward following a fundamental review of the Scheme.

Going Concern

The Statement of Financial Position as at 31 March 2021 shows net liabilities of £2,242k 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, which 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 2020-21 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 2020-21 was £5,809k. The Board's expenditure against budget is reported monthly in the Management Accounts which were scrutinised by the SMT and quarterly by 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 2020-21 is shown below:

Expenditure heading	Budget £000	Actual £000
Resource DEL		
Salaries	2,510	2,542
PCSPs	1,492	1,476
Other	1,747	1,443
Cash payment of provisions	60	31
Total Resource DEL	5,809	5,492
Resource AME	780	62
Cash requirement	5,855	5,663
Capital DEL	96	93

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

COVID-19 Pandemic

Following the outbreak of Covid-19 in Northern Ireland and lockdown of NIPB on 19 March 2020, the NIPB incurred the following additional expenditure.

Budget allocation	Amount £000
IT equipment for remote working	50
PPE supplies	10
Video Conferencing	2
Human Rights additional work	20

NIPB, which has traditionally been an office based organisation, was required to provide additional IT equipment to staff including video conferencing licenses, ensuring continuity of service. During lockdown the Headquarters was kept open to facilitate certain functions and this required the purchase of personal protection equipment to ensure the safety of staff.

The NIPB incurred an additional £20k requesting the Independent Human Rights Advisor to undertake an additional research project in order to form a view on how the PSNI responded to the COVID 19 pandemic. The report focussed on the initial pandemic period of March to June 2020 and was published in November 2020. The report was essential for the Board to report on the PSNI's performance during this period and it gained a lot of media attention when it was released in early November 2020. It allowed the Board to make evidence based comments on the performance of the PSNI in responding to the pandemic situation.

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 Plan 2020-2023 and Business Plan 2020-21

In 2019-20 a new Corporate Plan for 2020-2023 was developed and agreed following an extensive public consultation process with Board Members, Board staff and a number of other contributing key stakeholders. 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. These outcomes are that:

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

The Board's Corporate Plan 2020-23 comprises 4 objectives detailed below:

- 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.

1 APRIL 2020 - 31 MARCH 2023

CORPORATE PLAN

**& BUSINESS PLAN
2020-21**

NIPB BUSINESS PLAN 2020-21

Throughout the 2020-21 year the Board monitored progress against the 13 actions included in the Board's Business Plan 2020-21 which were assigned to Members of the SMT and covered all areas of the Board's work. These actions detailed how progress towards achieving the above four Corporate Plan Objectives would be delivered throughout Year 1 of the monitoring cycle.

As at the end of the 2020-21 year, Business Plan monitoring updates indicates progress was made on all the actions; however a number of actions were partially achieved and will require additional resources or time in order to be completed. For example in relation to Objective B, Action iii - *Implement the Board's action from the Local Policing Review*, while the actions attributed solely to the Board have been completed, a number of the actions in the Implementation Plan are still to be completed.

Also in respect of Objective D, Action i – *Develop and implement revised guidance to our Selected Medical Practitioners and Independent Medical Referees*, whilst it was not possible to bring this document to completion during the 2020-21 reporting period, a draft document has been provided and it is expected that implementation and roll out will commence in the first quarter of the 2021-22 year.

In addition, regarding Objective C Action iv, the application period has been extended to 8 July 2021 for those wishing to make an application to the Police Property Fund Small Grants Scheme.

The actions identified as being partially achieved have been carried forward to the Board's agreed Business Plan 2021-22 through which we will continue to build upon the progress made during this monitoring cycle.

The table below provides a high level summary of our progress against 13 actions detailed on the Board's Annual Business Plan 2020-21 as at 31 March 2021. Of the 13 actions 11 were achieved and 2 were partially achieved.

Readers should note that in terms of progress summary and status:

RED – indicates an Action was not achieved;

AMBER – indicates an Action was partially achieved; and

GREEN – indicates an Action was achieved

CORPORATE PLAN OBJECTIVE A:

To monitor resourcing plans for the PSNI; advocating on issues which support policing, including transformational change and delivery of a representative service.

Business Plan Action	Progress Summary and Status
i. Assess and approve PSNI senior leadership staffing requirements and progress appointments to fill vacancies to agreed timescales.	ACHIEVED: An ACC competition was undertaken in May 2020 and resulted in two appointments. These were subsequently ratified by the Board and approved by the Minister of Justice. The revised PSNI Service Executive Team model now has four senior staff positions. The Board successfully carried out an appointment process for the new role of PSNI Chief Operating Officer (COO) and has progressed work towards the appointment of a Director of People & Organisational Development.
ii. Assess police service resourcing requirements, key transformational projects and legacy issues; advocating for PSNI when appropriate.	ACHIEVED: Throughout the year, PSNI have continued to provide regular updates to the Resources Committee on their response to the effects of the COVID-19 pandemic and the impact on resourcing levels. The Committee received a briefing on the PSNI digital strategy and the plans to enhance the use of digital technology to support front line policing which is part of the Chief Constable's Service Modernisation Plan. During this reporting period the Board received updates from Jon Boutcher on Operations Kenova ¹ and Turma ² where the focus was on the engagement with families and governance structures. Resources Committee scrutinised financial reports provided by PSNI at each committee meeting and the Committee continued to advocate on the PSNI's behalf for the provision of funding during the 2021-22 year.
iii. Assess and monitor police service composition levels advocating for the PSNI on initiatives which increase community representativeness.	ACHIEVED: Equality Monitoring of all Chief Officer Recruitment competitions continued throughout the reporting period as part of the Board's statutory responsibilities in relation to recruitment and selection. The Resources Committee also monitored how the PSNI actively analysed any initiatives undertaken by them to increase its community representativeness. Throughout this year the Resources Committee considered information on PSNI composition levels which included details of a leadership programme to enhance female representativeness, engaged with the PSNI extensively on their draft PSNI People Strategy 2020-25 and draft PSNI People Strategy Annual People Action Plan 2021-22, a key principle of which is Being Representative and Inclusive. In addition Members received a briefing on the Policing Plan Measure on representativeness, including socio-economic status, gender and religious background, intersectionality and inclusion initiatives.

1 Investigation a range of offences in relation to the activities of an alleged former agent commonly referred to as 'Stakeknife'.

2 Investigation into the murder of three police officers in an explosion at Kinnego Embankment near Lurgan on 27 October 1982

CORPORATE PLAN OBJECTIVE B:

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 focussed policing

Business Plan Action	Progress Summary and Status
<p>i. Deliver the 2020-21 Performance Plan in line with the 2020-2025 Northern Ireland Policing Plan.</p>	<p>ACHIEVED: A Performance Monitoring Timetable was developed and approved by the Board on 2 July 2020. Reporting to the Board's Committees commenced from September 2020. Reports to Committees were provided by the Performance Team in the new OBA (Outcomes Based Accountability) reporting format. Throughout the reporting period all 11 Measures in the Policing Plan were monitored by 3 Committees (Performance, Partnership and Resources) and the 2020-21 Performance Plan in line with the 2020-25 Northern Ireland Policing Plan was successfully delivered. In addition, work was undertaken with the Policing Plan Review Working Group (PPRWG), whose role is to lead on the review of the Northern Ireland Policing Plan 2020-25 and Performance Plan 2020-21 in line with the Board's statutory functions under Sections 25 and 26 of the Police (Northern Ireland) Act 2000. The PPRWG's recommendations will be considered by the Board in 2021-22.</p>
<p>ii. Develop and implement a framework to assess PSNI's compliance with the Human Rights Act (1998).</p>	<p>PARTIALLY ACHIEVED: Throughout the reporting period the draft Human Rights Annual Report for 2019-20 was considered by the Performance Committee and agreed for publication on 1 October 2020. The Board also agreed a review should take place of PSNI's response to COVID-19. This report in relation to the PSNI's Response to COVID-19 was considered and subsequently agreed by the Board in November 2020. The report contained 18 recommendations and attracted major media attention. In addition, the Board's Human Rights Advisor provided significant input into live issues during this period particularly in relation to the temporary introduction of spit and bite guards by the PSNI due to the COVID-19 pandemic. During the year the Board also successfully published an Annual Report on PSNI's compliance with the Human Rights Act, considered the Police Ombudsman's report on the protests which took place in June 2020 and the Report by the Independent Reviewer of National Security. Engagement continues on the Human Rights Monitoring Framework which has been developed and will be considered by the Committee in early 2021-22.</p>
<p>iii. Implement the Board's action from the Local Policing Review.</p>	<p>ACHIEVED: Partnership Committee were provided with updates on 2 occasions in 2020-21 regarding <i>the progress of the implementation of actions contained in the Local Policing Review. Action 6.6 in the Local Policing Review, to Develop and implement an organisational Engagement Strategy</i>, was of the sole action which was assigned to the Board to progress. This Action has been completed and the Board's Engagement Strategy has been published and placed on the Board's website. While the majority of the actions in the Local Policing Review are still to be completed, progress has been made, meaning that a number of actions have been noted as complete. Due to the impact which the <i>pandemic has had on progressing a number of actions, the Local Policing Review remains as a measure within the Policing Plan Annual Performance Plan for 2021-22</i>, with two additional Measures having been included. These will assist in assessing performance against those LPR actions which remain open.</p>

CORPORATE PLAN OBJECTIVE B:

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 focussed policing

Business Plan Action**Progress Summary and Status**

iv. Deliver and report on the work of the Board and its Committees.

ACHIEVED: Throughout the 2020-21 reporting period the Board met on 12 occasions and, in line with our statutory duty to hold at least 8 meetings in public, this year the Board held 9 meetings in public. In terms of the Board's Committees, throughout the year:

- Performance Committee held 9 meetings.
- Resources Committee held 11 meetings.
- Partnership Committee held 9 meetings.
- Audit and Risk Assurance Committee (ARAC) held 7 meetings.

The work of the Board has been delivered pursuant to our responsibilities detailed in Appendix A of the Board's Standing Orders, **Policing Board Standing Orders | Northern Ireland Policing Board (nipolicingboard.org.uk)** The work of the Board's Committees have been progressed in line with the *Terms of Reference for the Standing Committees of the Board*.

Terms of Reference of the Standing Committees of the Board | Northern Ireland Policing Board (nipolicingboard.org.uk)

As outlined above, during the year all 11 Measures in the Northern Ireland Policing Plan 2020-25 were monitored by 3 of the Board Committees (Performance, Partnership and Resources) and additionally each of the Board's Committees have taken forward and reported throughout the year on the Business Plan 2020-21 actions relevant to the respective Committees. Further details on the work of each Committee can be found in a composite report on the Board's website.

Throughout the year ARAC supported the work of the Board by *inter alia*, recommending the Board approve the Annual Report and Financial Statements for the year ended 31 March 2020, considering a new Corporate Governance Framework, monitoring the updates provided on internal audit recommendations and giving detailed consideration to the Board's Corporate Risk Register including the Board's risk appetite.

CORPORATE PLAN OBJECTIVE C:

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

Business Plan Action	Progress Summary and Status
<p>i. Support the delivery of the PCSP Action Plans which contribute to increased community safety and confidence in policing.</p>	<p>ACHIEVED: The 2020-21 PCSP Action Plans were approved for all PCSPs during the first quarter of 2020-21. Board Officials continued to support PCSPs with the implementation of their Action Plans in the ongoing challenging COVID-19 environment. Meetings were facilitated virtually and alternative delivery mechanisms for projects were agreed where possible. PCSPs have throughout the year adapted their Action Plans to deliver against the challenging and changing delivery environment. All change controls to maximise expenditure were processed by the deadline of 14 February and Board officials were advised of any potentially substantial underspend prior to year-end. Activity in quarter 4 significantly increased with support and advice from Officials.</p>
<p>ii. Deliver a Communications Action Plan.</p>	<p>ACHIEVED: Throughout the year a programme of communications activity against the Communications Action Plan was delivered. This included reactive and proactive social media posting which resulted in increases in the Board's followers across all online forums, a review of the Board's website to assess compliance with new accessibility standards, work on the production of the Board's Annual Report, development and implementation of a Communications Plan in support of publication of the Board's review of PSNI's response to COVID-19 and the development of a new brand to support the recruitment of Independent Community Observers. Other work included bespoke Communications plans developed in support of the PSNI Chief Operating Officer position and the roll out of the Police Property Fund Scheme and the publication of material including the latest Human Rights Report, the Committee Review on Tackling Paramilitarism and the Impartial Assessors Report in addition to Board minutes and FOI responses.</p>
<p>iii. Develop and deliver an Engagement Strategy to support the Board's outcomes.</p>	<p>ACHIEVED: Throughout the 2020-21 reporting period a draft Engagement Strategy was considered and subsequently agreed by Partnership Committee with work being delivered through the 2020-21 Annual Programme of Work. During the year the Board Chair progressed a series of engagements with representatives of key stakeholder groups and strategic partners and regularly reported on the outcome of engagements at the monthly Board meetings. A range of webinar and engagement opportunities were facilitated during the year including the Board Chair and CEO meeting with African Caribbean Society of Northern Ireland (ACSONI) and the Northern Ireland Commissioner for Children and Young People (NICCY). Several previously delayed actions involving the Volunteer Schemes were completed including being re-awarded the IIV UK Standard for another 3 years.</p>

CORPORATE PLAN OBJECTIVE C:

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

Business Plan Action	Progress Summary and Status
<p>iv. Deliver a funding programme to support and increase community engagement with policing.</p>	<p>ACHIEVED: The implementation arrangements for the Police Property Fund were approved by the Board at its meeting on 5 March 2020, however, the restrictions resulting from the COVID-19 crisis delayed the original proposed launch date of 1 May 2020. Work to publicise the Fund on the Board's website continued with initial high level information being made available to generate interest ahead of the formal launch of the Fund. Throughout the year processes for the delivery and administration were developed in consultation with Partnership Committee. These included development of the necessary paperwork and a webinar recorded as an instructional tool for applicants. The Police Property Fund Small Grants Scheme was launched on 18 March 2021 with 160 participants attending the launch webinar. The application period will extend until 8 July 2021 with 11 applications having been received as at year end. Officials continue to provide advice and support to a high number of potential applicants. As agreed by the Board, the Small Grants Scheme will have multi-calls for applications and the Large Grants Scheme will open later in the year.</p>

CORPORATE PLAN OBJECTIVE D:

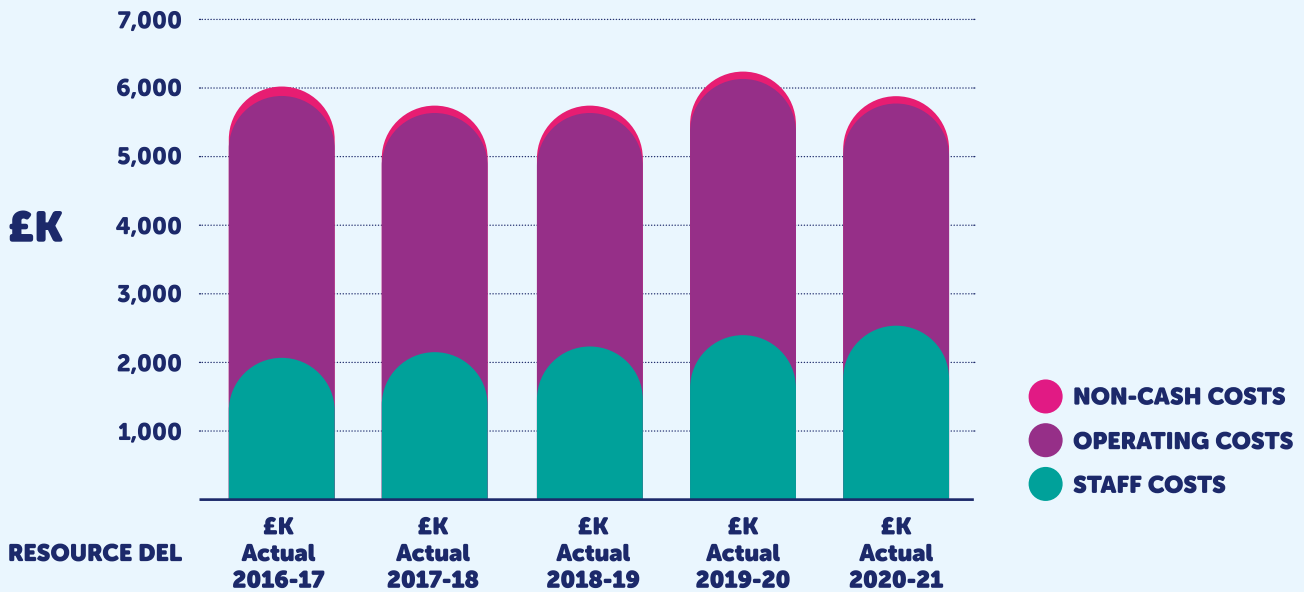
To deliver independent, fair and transparent processes for former and serving officers in line with Police Pension, Injury Benefit and Appeal legislation

Business Plan Action	Progress Summary and Status
<p>i. Develop and implement revised guidance to our Selected Medical Practitioners and Independent Medical Referees.</p>	<p>PARTIALLY ACHIEVED: Board Officials met with the Crown Solicitor's Office in relation to the production of revised guidance for Selected Medical Practitioners and Independent Medical Referees. The Board subsequently agreed to engage both Senior and Junior Counsel to assist with expediting development of the revised Joint Guidance document. Throughout the reporting period there has been some slippage in expected timescales. However, a first draft of the revised Joint Guidance has now been shared with Board Officials and whilst it has not been possible to finalise this document prior to completion of the 2020-21 reporting period, the draft will now be reviewed and finessed by Board Officials, brought forward for consideration by Board's Injury on Duty Sub Group, the Board and its medical advisors following which it is expected that the revised Joint Guidance will be implemented and rolled out for use by all stakeholders in the first quarter of the 2021-22.</p>
<p>ii. Progress any recommendations made by the Northern Ireland Audit Office (NIAO) from their reporting on the Northern Ireland Injury Benefit Scheme.</p>	<p>ACHIEVED: Following the publication of the NIAO report on Northern Ireland Injury Benefit Schemes which included the PSNI Injury on Duty (IOD) Award scheme, a Steering and Sub-group were set up to progress the recommendations relating the PSNI IOD Award Scheme. Terms of Reference were agreed and throughout the year meetings have been ongoing to progress the NIAO recommendations. Key stakeholders within the Steering and Sub Groups have been working through their agreed actions plans and all preliminary/foundational discussions have now completed with a view to the consultation portion of this work commencing in Summer 2021.</p>

Long Term Expenditure Trends

Performance Budget

Chart 1 shows the final budget allocation for each of the years 2016-17 to 2020-21, and how this budget was split.

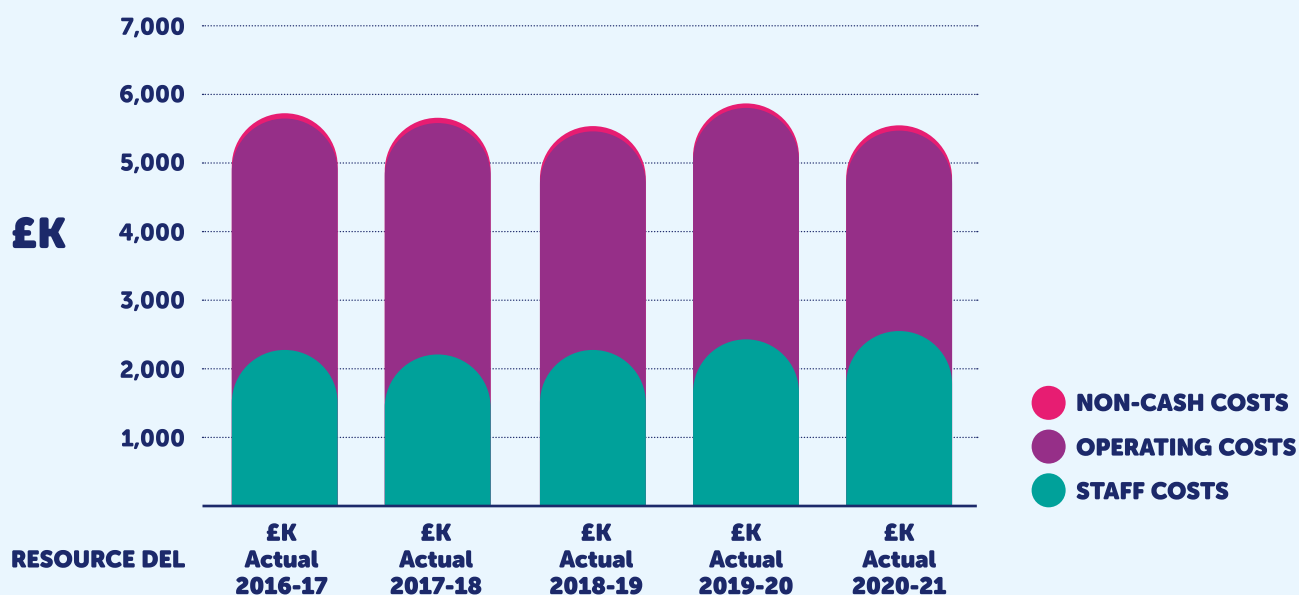


The budgets for the periods 2016-17 to 2020-21 were one year allocations. Over the three year period 2016-17 to 2018-19 in-year budget cuts (£126k 2016-17, £247k 2017-18, £84k 2018-19) were imposed on the organisation. However, during 2019-20 additional funding of £375k was obtained to accommodate the PCSP recruitment and the increase to employer pension contributions. In 2020-21 additional funding of £116k was allocated to assist with inflationary pressures.

Performance Expenditure

The chart below show details of NIPB expenditure patterns across the period 2016-17 to 2020-21:

Chart 2: Resource DEL Expenditure 2016-17 to 2020-21



Results for the 2020-21 Financial Year

The Statement of Comprehensive Expenditure is set out on page 92 and shows a deficit for the year of £5.6m. The Total Resource DEL budget allocation available for 2020-21 was £6.1m. The Board declared an easement of £0.1m as part of the October 2020 monitoring round and a further £0.2m as part of the January 2020 monitoring round reducing the budget to £5.8m with DEL expenditure against this budget during the financial year of £5.5m, resulting in a reported underspend of under £0.3m.

2021-22 Financial Year

Following a funding allocation for Northern Ireland Departments issued by DoF on 18 January 2021, DoJ wrote to the Chief Executive outlining the Board's draft Resource DEL budget for the financial year 2021-22. The Resource DEL budget allocation is based on the opening baseline allocation to the Board for the 2020-21 year and this and the Capital DEL budget has since been confirmed by the DoJ.

The financial year 2021-22 will be challenging for the Board to deliver normal statutory responsibilities within a flat line budget, in addition to the additional pressures arising from the NIPB moving headquarters from Waterside Tower in Clarendon Dock to James House, located within the Gas Works area of Belfast. Areas of work planned for the next 12 months include an ACC appointment process and the progression of other Senior Police Staff appointment processes.

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 dedication to high customer service standards and our ethos of continuous improvement, the Board's Complaints Policy was reviewed, updated and subsequently agreed by the Board on 6 November 2019 and is consistent with best practice complaints handling across the Public Sector in Northern Ireland.

The Complaints Policy facilitates the submission of a complaint by a third party who has expressed dissatisfaction with any aspect of the service provided by the Policing Board. The policy provides specific timescales for the handling of complaints and outlines a clear two stage approach for seeking resolution in respect of any complaint received. The policy advises that there is no financial recompense available and outlines the three possible outcomes of a complaint:

- There is no case to answer and the complaint is not upheld;
- That the complaint is partially upheld; or,
- The complaint is upheld.

If the complainant is not satisfied with the outcome following Stage two of the process they may refer their complaint to the Northern Ireland Public Services Ombudsman. In order that the Board can ensure we are learning from complaints and addressing any failures identified, pursuant to Section 12 of the Policy which states that, '*The Policing Board's Audit and Risk Assurance Committee are provided with a quarterly update on the number of complaints received and the outcome of each complaint*', details of complaints received are reported regularly to the Board's ARAC Committee.

During the 2020-21 year the Board received 10 complaints which were processed under the Complaints Policy. Of these complaints, none were upheld, two were not accepted as formal complaints under the policy due to the erroneous information the complaints were based on and none were escalated to Stage 2 of the complaints process.

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



THE NORTHERN IRELAND POLICING PLAN 2020-2025

**& ANNUAL
PERFORMANCE
PLAN
2020-21**

THE NORTHERN IRELAND POLICING PLAN

The Northern Ireland Policing Plan 2020-2025 and Annual Performance Plan 2020-21

was agreed by the Board at its meeting of 5 March 2020. The Policing Plan outlines three Outcomes that the Board want policing to deliver for the people of Northern Ireland:



1

**WE HAVE
A SAFE
COMMUNITY**



2

**WE HAVE
CONFIDENCE
IN POLICING**



3

**WE HAVE ENGAGED
AND SUPPORTIVE
COMMUNITIES**

The Annual Performance Plan 2020-21 includes nine indicators and eleven measures which were used to quantify the progress towards achieving the outcomes.

By virtue of the Police (NI) Act 2000 and the Annual Performance Plan, the Board is required to prepare and publish for each financial year a summary (its 'performance summary') of the Board's Assessment. To deliver on this statutory requirement each measure within the 2020-21 Performance Plan has been considered. Prior to each Committee, Members were provided with a Paper that included the PSNI OBA (Outcomes Based Accountability) Report Card for each measure/s and Board official's analysis, which encompassed a summary of Key Issues and Key Opportunities. At each applicable Committee meeting, the responsible PSNI ACC was present and Members engaged in scrutiny, monitoring and evaluation of each measure.

All eleven Measures within the Performance Plan 2020-21 were presented to Members through either the Performance, Partnership or Resources Committee between September 2020 and March 2021. This approach has enabled the compilation of an evidence based Annual Assessment which takes cognisance of Members' views. Therefore, the purpose of this section of the Annual Report and Accounts is to provide an Assessment of the PSNI's performance as reflected through the monitoring and scrutiny provided by Members. It centres on the available evidence base and includes areas where the PSNI either achieved or failed to achieve their targets.

NORTHERN IRELAND POLICING PLAN 2020-25 AND PERFORMANCE PLAN 2020-21

OUTCOME 1: WE HAVE A SAFE COMMUNITY

INDICATOR	MEASURES 2020-21
1.1 FEWER REPEAT VICTIMS OF CRIME	1.1.1 Repeat victimisation rate and report on initiatives to support repeat victims with a focus on victims of (i) Domestic Abuse, (ii) Child Sexual Abuse and Exploitation (CSAE) and (iii) Hate Crime in 2020/21.
1.2 FEWER REPEAT OFFENDERS OF CRIME	1.2.1 Repeat offending rate and report on initiatives to reduce repeat offenders with a focus on Domestic Abuse in 2020/21. 1.2.2 Repeat offending of Organised Crime Groups (OCGs) and paramilitary organisations.
1.3 PEOPLE IN ALL COMMUNITIES FEEL SAFE	1.3.1 Number of people in Northern Ireland who feel safe in their; local area, local high street or town centre and own home. 1.3.2 Rate of places repeatedly victimised.
1.4 CRIME RATES AND TRENDS SHOWCASE AN EFFECTIVE POLICE RESPONSE	1.4.1 Benchmark PSNI crime rates against previous PSNI levels and other most similar police services.

OUTCOME 2: WE HAVE CONFIDENCE IN POLICING

INDICATOR	MEASURES 2020-21
2.1 THE LEVEL OF PUBLIC CONFIDENCE IN POLICING	2.1.1 Number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused.
2.2 THE LEVEL OF SATISFACTION WITH THE SERVICE RECEIVED	2.2.1 Number of victims who are satisfied with the service they have received.
2.3 THE REPRESENTATIVENESS OF THE POLICE SERVICE	2.3.1 Improve representativeness of the service across ranks, grades and departments by gender and community and socio-economic background.
2.4 DELIVERY OF EFFECTIVE CRIME OUTCOMES	2.4.1 Levels of crime outcomes to identify and respond to areas of concern in outcomes statistics, with a particular focus on domestic abuse in 2020/21.

OUTCOME 3: WE HAVE ENGAGED AND SUPPORTIVE COMMUNITIES

INDICATOR	MEASURES 2020-21
3.1 POLICE, IN PARTNERSHIP WITH LOCAL COMMUNITIES, INCLUDING PCSPS, IDENTIFY AND DELIVER LOCAL SOLUTIONS TO LOCAL PROBLEMS.	3.1.1 In collaboration with the community deliver the commitments outlined in the Local Policing Review.

OUTCOME 1: WE HAVE A SAFE COMMUNITY

INDICATOR 1.1:

Fewer repeat victims of crime

MEASURE 1.1.1:

Repeat victimisation rate and report on initiatives to support repeat victims with a focus on victims of (i) Domestic Abuse

ASSESSMENT OF PERFORMANCE

Performance Committee: 10 September 2020

PSNI OBA Report cards: M 1.1.1, M 1.2.1 & M 2.4.1

Domestic Violence and Abuse (DV/A) is an ongoing, long-term issue which accounts for a significant and increasing proportion of overall crime across Northern Ireland. The PSNI reported an increase in domestic abuse incidents, in the period, from July 2019 to June 2020, compared to the previous 12 months and this was the highest 12 month period recorded since 2005. Additionally, they reported that during March 2020 to June 2020, calls for service in domestic abuse increased by 25%. Members sought clarity on numerous issues from the PSNI, specifically concerning the introduction of an advocacy service for victims of domestic and sexual abuse. Members were encouraged by the possible introduction and recognised the merit in the service, most notably to support victims as they go through the criminal justice system. Members wrote to the Justice Minister highlighting their support of the advocacy service and noted that applying it across Northern Ireland, regardless of the level of risk, age, gender or location of a victim, would signal a positive and encouraging step to further assist victims of DV/A.

A key issue highlighted through police performance monitoring was the introduction of the Domestic Abuse and Family Proceedings Bill 2020. While Members welcomed the introduction of the Bill, through discussion with the PSNI, they identified a possible legislative gap. This was in regards to the Bill not including Domestic Abuse Protection Notices (DAPNs) or Domestic Abuse Protection Orders (DAPOs). These Notices and Orders, through benchmarking with England and Wales, have been shown to carry considerable merit. If introduced in Northern Ireland this could positively impact on the PSNI's ability to further protect victims. Members requested clarity on this legislative gap from the Justice Committee. In response, they were provided with assurances that the Justice Committee supported the introduction of DAPNs and DAPOs in Northern Ireland and that they agreed to bring forward an amendment to the Domestic Abuse and Family Proceedings Bill at Consideration Stage to place a duty on the Justice Minister to provide for a scheme within 24 months of commencement of this legislation, with the aim of ensuring appropriate progress is made in this area.

In reporting on support for repeat victims, the PSNI outlined a range of positive initiatives such as the Repeat Victims approach³, the introduction of the Repeat Victim (Domestic Violence and Abuse) Strategy⁴, the introduction of the Victim Call Back Scheme⁵ and improvements in the Domestic Abuse, Stalking and Harassment and Honour-based violence and risk identification, assessment and management model (DASH) with the PSNI adopting an electronic system⁶. These are initiatives which Members expect future reporting to include clear information on what difference they have made in respect of repeat victims.

MEASURE 1.1.1:

Repeat victimisation rate and report on initiatives to support repeat victims with a focus on victims of (ii) Child Sexual Abuse and Exploitation

ASSESSMENT OF PERFORMANCE

Performance Committee: 8 October 2020

Child Sexual Abuse and Exploitation (CSAE) has seen a significant rise over the last 20 years with the number of crimes committed against children increasing and the types of crimes that children are victims of becoming more harmful. PSNI reporting demonstrated a steady increase in the reporting of rape, sexual grooming and other sexual offences involving children over the last three years. This also identified links between children and increased instances of CSAE including children in care, flagged at risk of CSAE, suffering mental ill-health and those undertaking risk-taking activities (such as children reported missing, illicit drugs and/or substance misuse).

Members sought clarity on multiple key issues, including the quality of the PSNI training in this area. The PSNI provided assurances that the Public Protection Branch (PPB) had created a new e-learning package for front line officers, including response police, call handlers, detectives and custody staff, to raise awareness and signpost officers. The PSNI outlined that e-learning had enhanced the operational practice of almost 500 officers that had completed the training at the time of reporting.

Members further scrutinised police performance regarding collaboration with stakeholders and the role of partners, especially schools and further education colleges, in safeguarding children. In response, the PSNI provided detailed information regarding the new internal

3 PSNI consider how close together incidents occurred, how many times and the seriousness.

4 The strategy aims to compliment the core DV/A work already undertaken to engage and seek to protect victims considered to be at greatest risk of DV/A, standardise the high level of service and engage with those highest-volume repeat victims of DV/A.

5 The call back scheme was launched at the start of lockdown for all victims of DV/A in order to provide victims with necessary support.

6 At the time of reporting PSNI stated that it was, '...anticipated this would be operational in 6 months'.

structures that had been initiated to enhance collaborative partnerships with Health and Social Care (HSC), Education Authority (EA) and Safeguarding Board for Northern Ireland (SBNI). They advised that these aim to improve the service provision for child victims and encourage engagement with the criminal justice system to improve outcomes. While specific impacts of this collaboration was not outlined in reporting, it is anticipated that this will feature in future reporting.

Reporting also noted ‘Collectively Preventing Harm’⁷ of which the PSNI led on collaborative multi-agency meetings and discussions. These were undertaken over the COVID-19 lockdown period and proved vital in identifying and addressing the needs, issues and concerns of the most vulnerable and allowed for effective, efficient and successful solutions over the lockdown period. Additionally and in line with vulnerability, Members’ expressed their concern with regard to the decrease in child abuse referrals during the COVID-19 lockdown period compared to previous years.

A surge in online CSAE was also a key issue for Members, specifically where it related to the PSNI’s work in educating parents of the dangers of online abuse/grooming of children. The PSNI provided assurance by demonstrating initiatives, including collaboration with SBNI which produced a media campaign highlighting risks to children over the COVID-19 lockdown period. They also highlighted an expectation that possible advances in technology will enable the Child Internet Protection Team (CIPT)⁸ to carry out checks of electronic devices during searches of properties which should lead to improved efficiency. Members furthermore declared support in compelling all internet service providers and social media platforms to sign up with UK Legislation for ‘Duty of Care’ online protection⁹ and as the legislation progresses it was agreed that the Performance Committee will revisit.

7 PSNI led a multi-agency meeting on Collectively Preventing Harm, attended by: PSNI, DOJ, NIPB, DfC, EA and HSCT; and Safeguarding Board NI. More information on the Collectively Preventing Harm meetings in NIPB *‘Thematic Review of Policing Response to COVID-19’*, Available online at: <https://www.nipolicingboard.org.uk/sites/nipb/files/publications/report-on-the-thematic-review-of-the-policing-responser-to-covid-19.PDF>

8 The Child Internet Protection Team (CIPT) receive referrals from the NCA and this had led to multiple arrests relating to Indecent Images of Children (IIOC) in 2020-21.

9 Online Harms White Paper, April 2019, Available online at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/793360/Online_Harms_White_Paper.pdf

MEASURE 1.1.1:

Repeat victimisation rate and report on initiatives to support repeat victims with a focus on victims of (iii) Hate Crime in 20/21 and repeat victims overall

ASSESSMENT OF PERFORMANCE

Performance Committee: 12 November 2020

Hate Crime is an ongoing issue which causes harm to the community. It is traditionally under-reported, so the number of crimes recorded does not convey the full picture. In respect of overall repeat victims, one of the most pivotal roles the PSNI has is to support and protect the victims of crime within our communities. The PSNI aim to ensure that all victims, in particular repeat victims¹⁰, are supported in a way that meets their individual needs and circumstances which is paramount to supporting a safe community.

The PSNI reported increases in the recorded levels of hate abuse and noted that this should be viewed positively given the trend of under-reporting. The PSNI outlined that repeat victimisation is more prevalent among victims of hate crime, with 35% of victims experiencing more than one crime or incident in a twelve month period, at least one of which was hate motivated. They stated that on average, 7 hate incidents were reported per day in Northern Ireland, resulting in 4.6 crimes per day.

It was highlighted that the highest rate of repeat victimisation was of transphobic motivation with 32.2% of repeat victimisation and 42% of all transphobic hate experienced by just ten individuals. Members scrutinised the statistics provided and probed the PSNI on their engagement with the community in respect of hate crime. They also probed the PSNI on their engagement with the LGBTQ+ community. In response the PSNI noted that they have undertaken a good level of engagement. They noted how they had also established relationships with statutory and non-statutory agencies at District level, in order to fully understand the nature and level of hate crime among this community, to effectively deal with hate crime in this regard.

Members noted that given the significant extent of activities undertaken by the PSNI the impact on addressing hate crime and repeat victimisation was not significant. They reinforced this point by noting their expectation that future reporting on activities must include what difference is made through the demonstration of clear impacts.

¹⁰ A repeat victim is "a person who has been a victim of a crime on more than one occasion in a 12 month period. The repeat victimisation rate is the percentage of all victims who are repeat victims".

Finally, a key opportunity identified in monitoring PSNI performance this year was the possible enhancement of legislative tools to enable the PSNI to effectively carry out and improve responsibilities the Service has to safeguard victims of hate crime, through the publication of the Hate Crime Legislation Review¹¹. At the time of reporting on this Measure, 12 November 2020, the review was not published. However the PSNI acknowledged that going forward, while they are awaiting the recommendations from the Review, they are exploring with stakeholders the possible introduction of disposal outcomes including Community Resolution Notices (CRNs) or Fixed Penalty Notices (FPNs) for some of the lower categorisation of crimes.

INDICATOR 1.2:

Fewer repeat offenders of crime.

MEASURE 1.2.1:

Repeat offending rate and report on initiatives to reduce repeat offenders with a focus on Domestic Abuse in 2020-21.

ASSESSMENT OF PERFORMANCE

Performance Committee: 10 December 2020

Repeat offenders¹² represent a small proportion of the population in Northern Ireland. However, from this small proportion, over 60% of offenders had committed previous offences with repeat offenders posing a significant risk to individuals and communities. In order to address this behaviour the PSNI, in partnership with others, play a crucial role in concentrating their efforts on repeat offenders with the aim of reducing crime. The PSNI reported that the majority of repeat offenders have complex chaotic lives with 76% having mental health and addiction struggles. They evidenced an overlap in the relationship between repeat offenders and victims of crime, with 48% of repeat offenders being a victim of crime at some stage.

Members questioned the status of Mental Health Courts and requested, both verbally and in writing, further information on deferring sentences for those repeat offenders identified as having a mental health issue. In response, the PSNI provided written assurance that this is a Problem Solving Justice pilot¹³ and that COVID-19 has delayed the initiative. They advised that work was underway to progress the scoping study with delivery partners and stated

11 The Review is led by Judge Desmond Marrinan to consider whether, ‘...existing hate crime legislation represents the most effective approach for the justice system to deal with criminal conduct motivated by hatred, malice, ill-will or prejudice, including hate crime and abuse which takes place online.’ The review was published on 1 December 2020, Available online at: <https://www.justice-ni.gov.uk/sites/default/files/publications/justice/hate-crime-review.pdf>

12 Repeat offenders are defined as “offenders [who] committed a proven re-offence within the year following release from custody, receiving a non-custodial court disposal or a diversionary disposal”

13 Undertaken by The Department of Justice, in collaboration with the Department of Health, Health Trusts, the NI Courts and Tribunals Service and the Probation Board NI

that a further update will be provided when the scoping study is at a more advanced stage. Members expressed the importance of the effectiveness of mental health courts and their intent to actively scrutinise.

In line with the assessment of other Measures, Members again raised the issue of lack of 'impact' within PSNI reporting. They specifically highlighted the need for the PSNI to report on what difference and added value the initiatives outlined in their reporting demonstrated to reduce repeat offenders. In response, the PSNI provided assurance that they were undertaking a review of the numerous mechanisms for managing offenders including the Reducing Offender Units (ROUs), Offender Management Units (OMUs) and Public Protection Team (PPT) under Public Protection Arrangements for Northern Ireland (PPANI) and this could support the reporting of impact.

MEASURE 1.2.2:

Repeat offending of Organised Crime Groups (OCGs) and paramilitary organisations.

ASSESSMENT OF PERFORMANCE

Partnership Committee: 18 February 2021

There are overlaps between Organised Crime Groups (OCGs) and paramilitarism, including paramilitary style attacks, extortion, intimidation, drug dealing and money laundering. OCGs and paramilitary organisations exercise considerable influence on local communities through fear, intimidation and control. Such activities cause significant economic and social harm to communities, in particular those most vulnerable.

A key issue raised by Members was the significant increase in the value of drug seizures this Financial Year To Date (FYTD) compared to the Previous Financial Year To Date (PFYTD). Approximately 44% of drug seizures in 2020-21 to date resulted in arrests. Members queried this statistic with the PSNI responding that while an arrest is a positive outcome of a seizure, in some circumstances an arrest may not be possible.

Members also focussed on the changing nature of criminality, with technological advancements and the increasing use of the internet leading to more online crimes and harms. The Board noted that there was a significant amount of examination and input by the cybercrime centre¹⁴ against the organised crime investigation, Operation VENETIC¹⁵. In turn, the PSNI outlined that criminal activity is being driven by technology and encryption.

14 The Cybercrime Centre was established 18 June 2019 as a state of the art centre providing a base for all digital forensic services across all of the PSNI. Ranging from providing support to officers during a large scale investigation, to leading on complex specialist cyber investigations on a global scale.

15 Operation VENETIC, the UK's response to the infiltration of an Encrochat server (a server assessed as having no lawful purpose) by European law enforcement, has resulted in an enhanced understanding of the use of criminally dedicated secure communications (CDSC) devices.

Members probed the PSNI on the topic of encrypted messages. The PSNI outlined the opportunities for law enforcement to gain evidence from encrypted messages, including working with other agencies. However, when support is sought from social media companies to provide evidence the PSNI advised of the challenges this presents.

Finally, a key opportunity outlined in the analysis of PSNI performance monitoring was the development and the finalisation of the Organised Crime Strategy (2021-24)¹⁶. The Strategy aims to consolidate and enhance the response to existing organised crime threats due to the level of collaboration and partnership needed to develop and ultimately effectively deal with OCGs and paramilitary groups. The Strategy will feature in future reporting with the impact/s with the aim of enhancing the response to OCGs and paramilitary groups monitored and scrutinised by Members.

INDICATOR 1.3:

People in all communities feel safe.

MEASURE 1.3.1:

Number of people in Northern Ireland who feel safe in their; local area, local high street or town centre and own home.

MEASURE 1.3.2:

Rate of places repeatedly victimised.

ASSESSMENT OF PERFORMANCE

Partnership Committee: 17 December 2020

With regard to community safety, the PSNI's understanding of locations where people feel unsafe, and identifying demographical trends, is pivotal in addressing underlying issues to enable bespoke interventions. Furthermore, not all places experience the same level and type of criminality. Therefore, maintaining a specific focus on places¹⁷ which experience a disproportionate volume of crime is crucial for the application of appropriate interventions.

Members discussed the increase in Anti-Social Behaviour (ASB) in Northern Ireland and similar trends evidenced by other UK Services. Members questioned the level of criminality in certain areas reported by the PSNI.

¹⁶ The strategy is set in the broader context of wider government outcomes and DoJ priorities. The overarching aim will be delivered through a set of strategic objectives that are grouped under key themes. These are: pursuing offenders through investigation, disruption and prosecution; preparing and protecting individuals, communities, systems and businesses to mitigate vulnerability and impact; and preventing, deterring and diverting people from engaging and re-engaging in organised crime.

¹⁷ Places, Streets and Neighbourhoods.

The PSNI advised that while crime has generally been within ‘normal trends’, with the exception of ASB, it was difficult to identify repeat places experiencing sustained levels of criminality. The PSNI clarified that Local Districts discuss trends at daily and monthly meetings and this information is then fed through to the Support Hub in each area to ensure a multi-agency approach. The PSNI also assured Members that with almost 400 officers in Neighbourhood Policing Teams (NPTs), the PSNI’s focus is on the development of an effective shift pattern to ensure visibility in neighbourhoods to address any issues which arise. The PSNI also highlighted the correlation between ASB, drugs and alcohol misuse and outlined how NPTs are best placed to identify key factors such as suppliers and runners and the importance of identifying local solutions to local problems.

While Members welcomed improvements in reporting of the range of positive initiatives and activities, they highlighted the lack of strategic ‘impacts’ provided to adequately address the Measures. The PSNI acknowledged the report lacked data to draw out key strategic issues and assured Members that they would aim to demonstrate impact in future reporting.

INDICATOR 1.4:

Crime rates and trends showcase an effective police response.

MEASURE 1.4.1:

Benchmark PSNI crime rates against previous PSNI levels and other most similar police services.

ASSESSMENT OF PERFORMANCE

Performance Committee: 14 January 2021

Monitoring crime rates and trends is necessary to ensure the PSNI respond effectively to existing and emerging crime problems and in turn ensure a safe community.

Members sought clarity on the usefulness of crime rates for monitoring police performance. The PSNI noted the necessity of crime figures to fully understand crime rates and trends in order to apply an effective policing response. Members also stated the difficulty in assessing the report card’s statistical evidence and how this affects police practice. The PSNI advised that reporting on this measure is still in a developmental stage. They highlighted that the recorded data would be used as a baseline to identify long term trends to plan, move forward and benchmark.

As benchmarking and learning from most similar Police Services is pivotal in addressing this measure, Members questioned what learning, activity and collaboration the PSNI had undertaken to adopt best practice from those most similar Police Services.

In response, PSNI outlined a range of learning best practice examples, specifically through their attendance at National Working Groups, working closely with other UK Services to gain support to address high level criminality and ongoing work with the National Crime Agency (NCA). Members welcomed the assurances given by the PSNI.

The PSNI provided an update on the continued decrease in incidents of overall crime rates, but also outlined an increase in the proportion of harmful crimes in reporting. Members discussed a range of additional key issues, including querying PSNI performance against a broad range of crime types which had decreased¹⁸ or increased¹⁹ throughout the reporting year.

18 The proportion of crime incidents in robbery, burglary, theft and criminal damage have decreased.

19 The proportion of harmful crimes including violence against the person, sexual offences and domestic abuse have increased.

OUTCOME 2: WE HAVE CONFIDENCE IN POLICING

INDICATOR 2.1:

The level of public confidence in policing.

MEASURE 2.1.1:

The number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused.

ASSESSMENT OF PERFORMANCE

Partnership Committee: 17 September 2020

Communities where people feel safe and have confidence in the PSNI can encourage essential co-operation with the police in the provision of vital information and reporting of crime. Improving the trust within some communities, in particular those which have lower confidence in the police, is vital in tackling a range of criminal activity. It is therefore essential that everyone sees the positive impact of policing in their communities, with victims supported, less repeated criminality, crimes solved and offenders brought to justice.

Members focussed on the complaints trends evidenced by the Office of the Police Ombudsman Northern Ireland (OPONI). The PSNI noted that complaint trends are almost at an all-time low and they attributed this, in part, to Body Worn Video (BWV) usage and the increased scrutiny by the Board on Use of Force.

Members questioned the PSNI further on the need to ensure a balance of existing resources in conjunction with the roll out of 400 NPT officers. The PSNI agreed the importance of balancing resources in order to deliver effective responses to emergency calls, while also ensuring local police are dealing effectively with local issues.

A key issue highlighted was the lack of data available to accurately measure confidence in policing. Notably the latest statistics available at the time of reporting were collected in 2018. Therefore, the data predated the Performance Plan, meaning Members were provided with minimal survey information to effectively consider elements of this Measure. This gap will be addressed over the course of the Policing Plan by establishing a new and bespoke survey to inform multiple areas with the aim of including '*public perceptions and confidence in policing*' data. At the time of reporting, Board Officials had commenced scoping work on this area, and this will be a particular area of focus and development in future performance monitoring.

INDICATOR 2.2:

The level of satisfaction with the service received.

MEASURE 2.2.1:

Number of victims who are satisfied with the service they have received.

ASSESSMENT OF PERFORMANCE

Partnership Committee: 19 November 2020

Ensuring that the PSNI provide a high quality service to victims of crime is essential in maintaining and building confidence in policing. To date victim satisfaction feedback is gathered by text message service, which is sent to the victim.

Based on the victim satisfaction survey information, Members discussed and challenged the PSNI on the low response rate from 18-25 year olds. The PSNI accepted that further work would be required to fully understand whether the low response rate in young people is due to the communication medium. They discussed how engagement with key stakeholders, including Policing and Community Safety Partnerships (PSCPs), could be utilised to take this forward and provided assurances that the SBNI, of which the PSNI has representation on, has secured funding to develop a risk assessment tool to look at 'at risk' young people. In addition, a redeveloped PSNI victim satisfaction survey was launched in 2020.

Finally, a key issue highlighted through analysis of PSNI performance was the core questions asked within victim satisfaction surveys for Police Services in England and Wales and how this differs to that asked by the PSNI. While understanding that there are no direct comparisons with the PSNI victim satisfaction survey and those available in England and Wales, Members did consider that those Police Services in England and Wales are required by the Home Office to carry out victim satisfaction in relation to domestic abuse. In response the PSNI advised Members that while vulnerable individuals, such as victims of domestic violence or sexual offences, are not contacted by text, work had started to look at other ways of gathering victim satisfaction information from these individuals.

INDICATOR 2.3:

The representativeness of the police service.

MEASURE 2.3.1:

Improve representativeness of the service across ranks, grades and departments by gender and community and socio-economic background.

ASSESSMENT OF PERFORMANCE

Resources Committee: 14 October 2020

This Measure centres on representativeness within the PSNI, in respect of officers and staff, with a focus on gender, community background and socio-economic background. Achieving a more representative police Service will enable police officers and staff to understand the communities they serve. In turn local people can identify with the PSNI, resulting in effective engagement for all and securing confidence in policing.

Members considered the PSNI People Strategy 2020-2025 that is built around five people principles²⁰ and sets out an ambition to be truly representative and inclusive. The PSNI noted that through the Strategy, representativeness needs to be mirrored in police staff recruitment, promotion and selection in development across all roles, grades and ranks in the organisation. Analysis of PSNI performance in this area provided the opportunity to ensure that the PSNI improve representation of the Service through their People Action Plan which will be an area of focus in 2021-22 police performance monitoring.

The PSNI provided a range of examples on initiatives and resources to recruit under-represented groups, in particular in respect of community background. However, a key issue identified by Members was that figures provided in the PSNI report, which offered a comparison of the last two recruitment campaigns²¹, showed that the numerous initiatives and activities undertaken had failed to make a significant impact.

In addition to this, the PSNI did not address 'impact' i.e. *'what difference has been made'* in order to evidence improvement in representativeness. While the PSNI provided assurances that representativeness was an area of focus of their People Strategy and Action Plan (as outlined above) they did not provide further detail on this issue. The PSNI did however outline that they were undertaking an overview of outreach initiatives, as part of the PSNI Officer Recruitment Campaign, in early 2020. In respect of the upcoming Police Staff Recruitment Campaign, they detailed a planned focus to reach those in working class communities. They stated that work was underway with their Recruitment Partner to identify an Academic Partner to work on this. Members also stressed that the Measure is not only about recruitment but also about representativeness across ranks, grades and departments.

20 (i) Being representative and inclusive; (ii) Resourcing for the future; (iii) Leading together; (iv) Serving with professionalism; and (v) Valuing health and wellbeing.

21 In 2018 31% of applicants were Catholic compared to 30.8% in 2020.

INDICATOR 2.4:

Delivery of effective crime outcomes.

MEASURE 2.4.1:

Levels of crime outcomes to identify and respond to areas of concern in outcome statistics, with a particular focus on Domestic Abuse in 2020-21.

ASSESSMENT OF PERFORMANCE

Performance Committee: 11 March 2021

Confidence in policing is built in part through appropriate and timely criminal justice outcomes. It is imperative that the PSNI and the wider criminal justice system work within their respective powers to ensure that victims receive the outcome they deserve. In order to ensure the PSNI provide a victim focussed service, it is important to understand what victims want as a result of reporting the crime. For example, an effective crime outcome for a victim may not necessarily be a court disposal, it could be a restorative justice approach such as a caution or penalty notice.

The PSNI advised Members that while there is room for improvement with regards to crime outcomes, generally the overall picture was encouraging, positive and going in the right direction. They highlighted the negative effect COVID-19 has had on the justice system, particularly the challenge of assessing if levels of crime outcomes are trends or a result of COVID-19 and noted that work was being completed nationally on this issue.

In respect of the justice system, the PSNI noted that victim attrition and evidential difficulties were of specific concern to them. They advised Members that they had been working in partnership with the Public Prosecution Service (PPS) and the Department of Justice (DoJ) to address these concerns and other areas that require improvement. This was notably through the establishment of the Victim and Witness Steering Group. The PSNI also assured Members that they had been working on addressing how the Service can keep victims and witnesses engaged throughout the process. They elaborated on the vital role of the family liaison officers and how remote evidence had supported victims and witnesses and endeavour to improve the securing of justice outcomes.

Members sought clarity on the levels of crime outcomes in regards to crimes against older people. They further discussed crime outcomes and the ability to benchmark with other Police Services. The PSNI advised that there were some areas of crime outcomes that are not comparable with similar Police Services, due to a variety of reasons including the recording of crime and legislation. For example, the PSNI are the only service that records crime outcomes for over 60's. Therefore, outcome rates among older people will continue to be monitored through future reporting.

OUTCOME 3: WE HAVE CONFIDENCE IN POLICING

INDICATOR 3.1:

Police in partnership with local communities, including PCSPs, identify and deliver local solutions to local problems.

MEASURE 3.1.1:

In collaboration with the community deliver on the commitments outlined in the Local Policing Review.

ASSESSMENT OF PERFORMANCE

Partnership Committee: 15 October 2020

The PSNI recognise and value the voice of the community. Following consultation, a comprehensive programme of work was identified and published in the Local Policing Review (LPR) response²² to change local policing. This was to be delivered through the six identified headline actions²³ with community empowerment playing a vital role in successfully achieving this Outcome.

Members discussed progress on the implementation of the LPR Action Plan with the PSNI, updating Members of progress. PSNI highlighted that COVID-19 had significantly impacted on the delivery of a number of Actions within the Plan. They confirmed that their focus was to put in place an additional 400 Neighbourhood Policing Team (NPT) Officers and this was on track to be delivered. In doing this, they highlighted the multiple associated challenges, such as training, that was required to fill gaps left in moving officers to other roles. Again, PSNI highlighted the impact of COVID-19 restrictions which makes training difficult to deliver. They noted that while there was a suspension in non-essential training, there had been a marked increase in virtual training provision. PSNI assured Members that 1,200 officers had completed Open University Modules and training in Problem Solving had been provided.

Members also outlined the importance of Neighbourhood Policing reaching all people and not just those already engaged with the PSNI. They provided assurance and expressed their recognition that there is a lot more to Neighbourhood Policing than being visible, emphasising the importance of effective problem solving and intelligence of local issues. PSNI provided further detail on the 'visibility' of NPTs noting they had increased liveried vehicles, 'accessibility' whereby NPT details were available online and on social media platforms. 'Responsiveness' continues to be emphasised in training programmes.

22 At the latter end of 2018 the Board and PSNI undertook one of the largest consultations on policing in recent years. Thousands of individuals, and a number of representative groups, engaged with the process and provided a wealth of information to shape the future of local policing in Northern Ireland.

23 Visibility; Neighbourhood Policing; Vulnerability and Mental Health; Call Handling; Collaboration and Multi-Agency Working; and Competing Policing Demand.

Members noted that there was an evident lack of ‘impact’ provided within actions coming from the PSNI’s LPR Action Plan. The PSNI accepted the Action Plan lacked focus on impacts. They advised that 15 of the 45 actions within the LPR were completed or ‘business as usual’. However, Members queried whether all of the 15 Actions were ‘business as usual’ and therefore a focus should remain on monitoring progress against these Actions.

2020-21 IMPACTS AND OPPORTUNITIES

This section provides an overview and summary of the Impacts and Opportunities identified through analysis and reporting on the first year of the 2020-25 Policing Plan. The biggest challenge faced by the PSNI in this year, as highlighted throughout the Annual Assessment 2020-21 was COVID-19. As with every individual, organisation and indeed society as a whole, the pandemic has had a significant impact. Therefore, reporting on the impact of policing in Northern Ireland during 2020-21 needs to be set against this context.

COVID-19 posed significant challenges for all Police Services across the UK and Ireland. Indeed the Board examined in detail the impact for the PSNI in its report **A Thematic Review of the Policing Response to COVID 19** published in November 2020.

The PSNI were given the difficult task of policing the evolving and ever changing Health Regulations as the response to the pandemic moved through various stages of lockdown throughout the year. There is no doubt that this provided major challenges for the PSNI and resulted in both positive and negative impacts during 2020-21.

It was anticipated that the reporting of the Performance Plan 2020-21 would enable the PSNI to put in place baselines that would provide opportunities for evidencing impact in future years through tracking and comparatives across the lifespan of the five year Policing Plan. It was also accepted that there would have been more positive and effective impacts demonstrated of policing were it not for the challenging policing environment the COVID-19 pandemic created.

In contrast, the direct impact of COVID-19 on policing provided the PSNI with opportunities to demonstrate positive impacts across the Outcomes of the Policing Plan, including:

OUTCOME ONE

The PSNI successfully led on multi-agency work delivered as a reaction to the pandemic through **Collectively Preventing Harm**. In partnership with the PSNI and the Board, this collaboration involved the Department of Justice, the Department for Communities, Education Authority, Health and Social Care Trust and Safeguarding Board NI reacting proactively to keep communities safe during the COVID-19 lockdown period. Delivering a safe community was also evidenced within the 2020-21 Assessment through the enhancement of **Hate Crime Legislation** which could support the PSNI in effectively carrying out and improving their responsibilities to safeguard victims of hate crime. It is anticipated that the development and the finalisation of the **Organised Crime Strategy 2021-2024** will further support a safe community. The strategy is set in the broader context of wider government outcomes and DoJ priorities with the overarching aim to be delivered through a set of strategic objectives that are grouped under key themes.

OUTCOME TWO

2020-21 has been a challenging year for Police Services in the UK due to the pandemic and the policing of the Health Regulations. This will have impacted on confidence in policing levels across Northern Ireland. However, even with these challenges, an opportunity has been identified to develop a **new and bespoke Policing Plan survey**. It is anticipated that this will provide essential survey data and inform multiple areas of the Policing Plan 2020-25 centering on the pivotal area of confidence in policing.

OUTCOME THREE

During 2020-21 the PSNI made a significant investment in an **additional 400 Neighbourhood Policing Team officers**. While the impact of this investment is yet to be evidenced, it is anticipated they will strengthen engaged and supportive communities through the PSNI's contribution to addressing and tackling local issues and enabling the assessment and evaluation of the impact of partnerships. These areas have been identified through Outcome Three reporting to the Board and the supporting work of the Policing Plan Review Working Group.

While recognising this was the first year of reporting on a five year plan, which was impacted upon considerably by COVID-19, Members asked for more focus to be brought by the PSNI to the identification of impacts and the difference being made within each Measure. There is, therefore, an expectation from Board Members that considerable improvements will be made in the 2021-22 reporting of impacts and opportunities.



Amanda Stewart

Chief Executive

Date: 17 June 2021

3. ACCOUNTABILITY 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
Mrs D Thornton	-	Director of Partnership
Mr A McNamee	-	Director of Performance
Ms J Passmore	-	Director of Resources
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 SMT 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. **The NI Assembly was restored on 12 January 2020 and the Minister of Justice confirmed the appointment of new independent members with effect from 1 April 2020.** From 1 April 2020 – 31 March 2021 Board membership comprised:



- | | |
|---|--|
| 1. Michael Atkinson (I) Independent Member | 11. Dolores Kelly MLA (I) Political Member SDLP |
| 2. John Blair MLA (I) Political Member Alliance | 12. Gerry Kelly MLA (I) Political Member Sinn Féin |
| 3. Tom Buchanan MLA (I) Political Member DUP | 13. Liz Kimmins MLA (I) Political Member Sinn Féin |
| 4. Joanne Bunting MLA (I) Political Member DUP | 14. Seán Lynch MLA (I) Political Member Sinn Féin |
| 5. Alan Chambers MLA (II) Political Member UUP | 15. Colm McKenna (IV) Independent Member |
| 6. Trevor Clarke MLA (I) Political Member DUP | 16. Carmel McKinney OBE (I) Independent Member |
| 7. Tom Frawley (Vice Chair) (IV) Independent Member | 17. Frank McManus (I) Independent Member |
| 8. Doug Garrett (Chair) (IV) Independent Member | 18. Mike Nesbitt MLA (III) Political Member UUP |
| 9. Dr Janet Gray MBE (I) Independent Member | 19. Mervyn Storey MLA (I) Political Member DUP |
| 10. Edgar Jardine CB (I) Independent Member | 20. Deirdre Toner (I) Independent Member |

Periods of Appointment

(I) 01/04/19 – 31/03/21 (II) 01/04/19 – 30/06/20 (III) 02/07/19 – 31/03/21 (IV) 01/12/18 – 30/11/21

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 meetings are also attended by one specialist accountant advisor, Internal and External Audit and the DoJ representatives.

The role of the Resources Committee is to support the Board in its responsibilities for all issues related to Finance, HR (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.

Each of the Committee's produces a Report detailing its activities during the year and a summary of the Committee activities during 2020-21 will be discussed later in the Report.

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

As part of the Department of Finance project on the Reform of Property Management the NIPB is preparing to move premises to James House in Belfast in January 2022 and significant work is underway to ensure the smooth transition to the new premises.

The Minister of Justice informed the Board of her intention to carry out a stocktake of the arrangements for policing oversight and accountability. The stocktake will consider the relationship and interfaces between the bodies and focus on making improvements to the functioning of the existing structures.

The Northern Ireland Audit Office (NIAO) published its report entitled “*Injury on duty schemes for officers in the PSNI and the Northern Ireland Prison Service*” in March 2020. Since this date, Board Officials have been working with various stakeholders on sub and steering groups convened to action the recommendations within this report. Work has been ongoing and it is envisaged that legislative amendments will be made to the scheme in 2022 following a public consultation period to be scheduled in late 2021.

Northern Ireland Policing Plan 2020-2025

The Northern Ireland Policing Plan 2020-2025 was launched on 31 March 2020. The supporting Annual Performance Plan 2020-21 was reported on between September 2020 and March 2021. The Board’s Annual Assessment of the PSNI’s Performance within the period of April 2020 - March 2021 is available on pages 28 - 47.

In line with legislation the Plans were reviewed and agreed by the Board, with the Outcomes, that the Board want policing to deliver for the people of Northern Ireland, remaining the same:

- Outcome 1 - We have a safe community
- Outcome 2 - We have confidence in policing; and
- Outcome 3 - We have engaged and supportive communities.

The Annual Performance Plan 2020-21 included nine Indicators and eleven Measures which were used to quantify the progress towards achieving the above Outcomes. Following the review the Indicators have remained the same but there are two additional new Measures for the Performance Plan 2021-22. They are both within Outcome 3 and are included below:

Measure 3.1.2: Identify and report on the Neighbourhood Policing Team (NPT) initiatives to address local problems and tackle local issues, including through co-designed solutions, in line with Neighbourhood Policing Guidelines.

Measure 3.1.3: Assess and evaluate the impact of partnership working with local communities, including but not exclusively, in areas of high deprivation and areas that have been repeatedly victimised.

The Northern Ireland Policing Plan 2020-2025 and Performance Plan 2021-22 was published on 1 April 2021 and is available at www.nipolicingboard.org.uk.

Charitable Donations

No charitable donations were made in the year (2019-20: £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 99.76% (2019-20: 99.89%) of all properly rendered invoices within ten days and no interest or penalties were incurred.

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 2020-21 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 86 - 91.

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 £16,750 (2019 -20: £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 2020-21.

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 DoJ, 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.

At the commencement of this reporting period the EU General Data Protection Regulation (GDPR or the Regulation) which came into effect on 25 May 2018 applied to any organisation, including those outside the European Union (EU) that controlled or processed an EU resident's data. The EU GDPR was tailored in the UK by the Data Protection Act 2018.

On the 1 January 2021 following the UK's departure from Europe the EU GDPR was adopted into UK law as the UK GDPR tailored by the Data Protection Act 2018.

Both the former EU regulation and the current UK GDPR 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 2020 – 31 March 2021 the Board received 55 Subject Access Requests.

Security / Data incident management is a critical activity for the Board. Under Data Protection legislation 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 2020 – 31 March 2021 the Board did not have cause to report any security / data incidents to the ICO.

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 FReM 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 2020-21

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 primarily from the Police (NI) Act 2000 and 2003 and the Justice Act (NI) 2011. Members of the Board are responsible for overseeing policing in Northern Ireland and holding the 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 of performance 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 2021 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. It is intended to develop a Partnership Agreement between the Policing Board and DoJ to replace the MSFM however the impact of COVID-19 has delayed this process.

(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. I work closely with the Chair 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;
- 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 interest 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 12 occasions between 1 April 2020 and 31 March 2021. Each of these Board meetings held during 2020-21 were quorate with an overall attendance record of 94%. The table on page 60 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.

(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. I attend PSNI's ARAC on behalf of the Board as an observer and provide feedback to the Board's ARAC on relevant matters discussed.

The Committee met seven times during the reporting year, in May, June, July, September, December 2020 and February and March 2021. 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 2020 and 2021, risk management and a number of governance matters, including NIPB's Complaints update and the NIPB Corporate Governance Framework. Members of the Committee also received a report and papers from the PSNI ARAC meetings held during the year and in March 2021 a joint meeting was held with the PSNI's ARAC and the Board's ARAC to discuss the risk interdependences of both organisations.

(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 nine 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 representativeness, Pensions and Injury on Duty Awards), Land and Property, Information Technology and Equality in the PSNI. The Committee met 11 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 nine times during the year.

(vii) Special Purposes Committee

The role of the Special Purposes Committee is to receive confidential briefings for the purpose of monitoring the PSNI in accordance with the statutory functions of the Board set out in Sections 59²⁴ and 60²⁵ of the Police (Northern Ireland) Act 2000. 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 2020 to 31 March 2021.

24 <https://www.legislation.gov.uk/ukpga/2000/32/section/59>

25 <https://www.legislation.gov.uk/ukpga/2000/32/section/60>

Members	Board Attendance	Audit and Risk Assurance Committee Attendance	Partnership Committee Attendance	Performance Committee Attendance	Resources Committee Attendance
Michael Atkinson	11/12	7/7	9/9		
John Blair MLA	12/12		1/9		9/11
Tom Buchanan MLA	10/12		9/9		10/11
Joanne Bunting MLA	10/12	6/7	7/9	8/9	
Trevor Clarke MLA	12/12			9/9	9/11
Tom Frawley	12/12				
Doug Garrett	12/12				
Janet Gray	12/12		8/9		10/11
Edgar Jardine	12/12	7/7		9/9	
Dolores Kelly MLA	12/12		9/9	9/9	
Gerry Kelly MLA	12/12	6/7		9/9	11/11
Liz Kimmins MLA	10/12		9/9	9/9	
Seán Lynch MLA	12/12		9/9		10/11
Carmel McKinney	12/12		7/9	7/9	
Colm McKenna	11/12	7/7			8/11
Frank Mc Manus	12/12	7/7			10/11
Mervyn Storey MLA	12/12		9/9	9/9	
Deirdre Toner	10/12			9/9	11/11
Mike Nesbitt MLA (1)	7/8		7/7	7/7	
Alan Chambers MLA (2)	2/4			0/2	0/2

(1) Mr Mike Nesbitt MLA was appointed to the Policing Board on 2 July 2020

(2) Mr Alan Chambers MLA resigned from the Policing Board on 1 July 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. The ARAC, 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 2020-21 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
Procurement and Contract Management (this internal audit commenced during 2019-20 but was paused due to the impact of COVID-19)	Satisfactory	0	0	1
Freedom of Information and General Data Protection Regulation	Satisfactory	0	2	0
NIPB Human Resources Recruitment	Satisfactory	No Priority 1, 2 or 3 Recommendations were made as a result of this audit. Internal Audit made one Best Practice Recommendation.		
Financial Management and Budgetary Control	Satisfactory	No Priority 1, 2 or 3 Recommendations were made as a result of this audit.		
Business Continuity Planning	Satisfactory	0	1	3
Belfast Policing and Community and Safety Partnership	Desktop Review – Assurance Rating not provided	Desktop Review – Risk Based Priority Recommendations not provided.		
Consultancy Review of Police Property Fund Procedures	Consultancy Review – Assurance Rating not provided	Consultancy Review – Risk Based Priority Recommendations not provided.		

(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, the Orange Book, 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 (CRR) is consistent with the Policing Board's 2020-2023 Corporate Plan and the 2019-20 and 2020-21 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 CRR 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 CRR is reviewed and discussed at each of the Board's quarterly ARAC meetings, with Directorate red risks being reported to the Committee by exception.

During 2020-21 the Board spent a considerable period of time reviewing its approach to risk and conducted a review of its Corporate Risk Register (CRR) including establishing a risk appetite for each risk.

During 2020-21 the following six corporate risks were identified on the CRR and their agreed risk appetite is also detailed below

- 1. The effect of actions by the PSNI on the Board's reputation** - actions by the PSNI may impact on public confidence in policing, and the Policing Board as the PSNI's accountability body, resulting in a detrimental impact on the reputation of the Board. Risk Appetite – Minimal.
- 2. PSNI Human Resources (HR) and Estate responsibilities** - HR and PSNI Estate responsibilities are delegated to the Chief Constable by the Board and there is a risk of legal and other challenges which may result in a loss of public money or detrimental impact on the reputation of the Board. Risk Appetite – Moderate.
- 3. Capacity and Capability** - insufficient resources and capacity and the extent of the work created in fulfilling the Board's statutory responsibilities may result in significant issues not being identified which may cause legal, financial and/or reputational damage to the Board. Risk Appetite – Minimal.
- 4. Independent Medical Referee Process** - due to inadequate collaboration between relevant stakeholders there may be irregularities and inconsistency of approach in how the police pension and injury on duty schemes are administered which may result in legal and reputational damage to the Board. Risk Appetite – Minimal.

5. Business Continuity – COVID 19 - the emerging and dynamic global situation as a result of the COVID-19 virus may mean that the Board will be unable to conduct normal business which may result in key statutory responsibilities not being met. Risk Appetite – Moderate.

6. PCSP Funding - funding given to PCSPs from the Board's Budget may be mismanaged as the Board does not have direct oversight of how the money is spent. Risk Appetite – High.

As previously mentioned, during 2020-21 the Board spent considerable time reviewing its approach to risk and this included a meeting with SMT in July 2020 to discuss the identification of the Board's corporate risks. In February 2021, external risk management training was provided for all Board Members and during this training Members discussed establishing a risk appetite for each of the Board's risks. The ARAC had previously met during February 2021 and agreed a risk appetite recommendation to the Board which the Board approved and so a risk appetite has been established for each corporate risk.

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 CRR and normal risk management arrangements will remain in place with risks escalated, as required.

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 to Members and SMT.

(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 2020-21;

- The Appointment of Assistant Chief Constables and a Chief Operating Officer for the PSNI.
- Thematic Review of the PSNI's Response to COVID-19.
- Appointment of Independent Members of PCSPs and PCSP Annual Effectiveness Review.
- NIPB Engagement Strategy 2020-23.
- Submission to the Police Remuneration and Review Body.
- NIPB Human Rights Annual Report 2019-20.
- Briefings from the NCA Director General and the NCA Annual Plan 2021-22.
- HMICFRS PEEL Inspection Report of the PSNI.
- PSNI and NIPB Budgets 2020-21.
- 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) Assurance Received from the Chief Constable

In accordance with the Police (Northern Ireland) Act 2000, specified functions and responsibilities are delegated to the Chief Constable and are performed by him, in the name of, and on behalf of the Board. The specified functions and responsibilities are:

1. Directing and controlling senior and other employees, and all other powers and duties of the Board as an employer, other than the power to appoint and dismiss senior employees.
2. Providing and maintaining buildings and equipment for police purposes.
3. Keeping proper accounts and related records.
4. Preparing and submitting an annual statement of accounts in relation to amounts put at the Chief Constable's disposal.

The Chief Constable completed an Annual Assurance Statement, and submitted it to me as Accounting Officer, for the year ended 31 March 2021. In the Assurance Statement, he acknowledged his personal responsibility in performing the above responsibilities on behalf of the Board and confirmed the delegated functions and responsibilities were carried out during the financial year ending 31 March 2021.

(vi) 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 2019-20. 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. The Board envisages the C&AG's report for 2019-20 will be completed by Summer 2021.

(vii) 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'.

A new Board was constituted on 1 April 2020 and the impact of COVID-19 meant that the newly appointed Members were unable to complete an Induction Programme and there has been limited engagement between Members as virtual meetings were facilitated. During 2021-22 and as COVID-19 restrictions are relaxed induction of Members will be completed and the Board also intends to facilitate a strategic planning day in 2021-22.

During 2020-21 work progressed to take forward the main areas recommended for development identified during the 2019 Effectiveness Review. These relate to the development of an Engagement Strategy for the Board; a review of the Board's committee structure and effectiveness and agreeing a risk appetite for each corporate risk; as discussed above the Board did agree a risk appetite for each corporate risk. Each of the Board's main committees also agreed a programme of work aligned to the Corporate Plan and completed an annual report on the work of the committees including key outcomes.

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:

As at 1 April 2019 there was one outstanding Priority 1 internal audit recommendation in respect of the development of an electronic case management system within Police Administration Branch. The recommendations had not been completed due to a combination of factors including funding and Information Technology (IT) compatibility issues.

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. In March 2020, the Northern Ireland Audit Office Comptroller and Auditor General published a Report “Injury on Duty Schemes for Officers in the PSNI and NIPS” which addressed the outstanding Priority 1 Audit Recommendation, recommending a new case management system to be taken forward following a fundamental review of the Scheme.

Ministerial Directions

During 2020-21 no Ministerial directions were sought or given.

Accounting Officer Statement on Assurance

The 2020-21 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 2020-21 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 2020-21 Internal Audit Annual Assurance Statement and the external audit Report To Those Charged With Governance, I am satisfied that the NIPB has maintained a sound system of internal control during the financial year 2020-21.

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 remit for the Northern Ireland (NI) public sector, including senior civil servants (SCS), is approved by the Minister of Finance. The Minister has set the 2020-21 NI public sector pay policy (September 2020) in line with the overarching HMT parameters. Annual NICS pay awards are made in the context of the wider public sector pay policy. The pay award for NICS staff, including SCS, for 2020-21 has not yet been finalised.

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

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 £17,481 (2019-20: £20,109).

Remuneration for Independent Board Members is set out below:

Audited Information	2020-21			2019-20		
	Salary	Benefit In Kind	Total	Salary	Benefit In Kind	Total
Name and Title	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Michael Atkinson	15	-	15	-	-	-
Deirdre Toner	15	2	17	-	-	-
John Blair MLA	-	-	-	-	-	-
Keith Buchanan MLA	-	-	-	-	3	3
Tom Buchanan MLA	-	2	2	-	-	-
Joanne Bunting MLA	-	-	-	-	-	-
Trevor Clarke MLA	-	-	-	-	-	-
Anne Connolly	-	1	1	50	3	53
Brice Dickson	-	-	-	15	-	15
Linda Dillon MLA	-	1	1	-	2	2
Tom Frawley (Vice Chair)	30	2	32	15	3	18
Doug Garrett (Chair)	50	1	51	15	1	16
Dr Janet Gray, MBE	15	1	16	-	-	-
Edgar Jardine, CB	15	-	15	-	-	-
Dolores Kelly MLA	-	1	1	-	1	1
Gerry Kelly MLA	-	-	-	-	-	-
Seán Lynch MLA	-	3	3	-	-	-
Philip McGuigan MLA	-	-	-	-	1	1
Colm McKenna	15	-	15	15	-	15
Liz Kimmins MLA	-	1	1	-	-	-
Carmel McKinney, OBE	15	-	15	-	-	-
Frank McManus	15	-	15	-	-	-
Gary Middleton MLA	-	1	1	-	1	1
Mike Nesbitt MLA	-	-	-	-	-	-
Paul Nolan	-	-	-	15	-	15
Wendy Osborne	-	-	-	15	2	17
Mervyn Storey MLA	-	1	1	-	3	3
Deborah Watters	-	-	-	30	-	30

From April 2020 to December 2020 both Board and Committee meetings operated on a hybrid basis i.e. members could attend in person or via video conference.

During 2020-21 there were a number of additional Committee or Board meetings and a number of PSNI senior officer police staff recruitment competitions.

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)	
	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20
Mrs Amanda Stewart, Chief Executive	80-85	70-75	-	-	59	22	140-145	90-95
Mrs Dympna Thornton (From 22 June 2020)	35-40 (50-55 full year equivalent)	-	-	-	7	-	45-50 (55-60 full year equivalent)	-
Mr Tim Logan, Director of Support Services (From 2 July 2018 to 31 March 2020) **	-	50-55	-	-	-	20	-	70-75
Ms Aislinn McGuckin, Acting Director of Police Administration (From 8 February 2019 to 30 June 2019 and from 21 October 2019)	50-55	30-35 (45-50 full year equivalent)	-	-	20	19	50-55	50-55 (65-70 full year equivalent)
Ms Jenny Passmore, Director of Performance	50-55	50-55	-	-	35	28	85-90	80-85
Mr Adrian McNamee Director of Partnership	50-55	50-55	-	-	28	25	80-85	75-80

* 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 and 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 at which stage 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 2020-21 relate to performance in 2019-20 and the comparative bonuses reported for 2019-20 relate to performance in the 2018-19 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.

	2020-21	2019-20
Band of Highest Paid Director's Total Remuneration * (£000)	75-80	70-75
Median Total remuneration (£)	31,331	30,877
Ratio	2.5	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 2020-21 was £75,000 - £80,000 (2019-20, £70,000 - £75,000). This was 2.5 times (2019-20, 2.3) the median remuneration of the workforce, which was £31,331 (2019-20, £30,877). Remuneration ranged from £22,000 to £76,000 (2019-20, £22,000 to £72,000).

In 2020-21, and in 2019-20, 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 31/03/21 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/03/21	CETV at 31/03/20	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 55.0 - 60.0	2.5 - 5.0 Plus lump sum of 2.5 - 5.0	463	408	37	-
Mrs Dympna Thornton, Director of Partnership (From 22 June 2020)	20.0 - 25.0	0.0 - 2.5	422	-	2	-
Ms Aislinn McGuckin, Temporary 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	25	15	6	-
Ms Jenny Passmore, Director of Resources	20.0 - 25.0 Plus lump sum of 45.0 - 50.0	0.0 - 2.5 Plus lump sum of 0.0 - 2.5	415	376	25	-
Mr Adrian McNamee, Director of Performance	20.0 - 25.0	0 - 2.5	275	247	16	-

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%.

Discrimination identified by the courts in the way that the 2015 pension reforms were introduced must be removed by the Department of Finance. It is expected that, in due course, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period. The different pension benefits relates to the different schemes eg classic, alpha etc and is not the monetary benefits received. This is known as the 'McCloud Remedy' and will impact many aspects of the Civil Service Pensions schemes including the scheme valuation outcomes. Further information on this will be included in the NICS pension scheme accounts which are available at <https://www.finance-ni.gov.uk/publications/dof-resource-accounts>.

Currently new entrants joining can choose between membership of alpha or joining a '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.

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).

Active members of the pension scheme will receive an Annual Benefit Statement.

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.

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 2020 was 0.5% and HM Treasury has announced that public service pensions will be increased accordingly from April 2021.

Employee contribution rates for all members for the period covering 1 April 2021 – 31 March 2022 are as follows:

Annualised Rate of Pensionable Earnings (Salary Bands)		Contribution rates – All members
From	To	From 01 April 2021 to 31 March 2022
£0	£24,199.99	4.6%
£24,200.00	£55,799.99	5.45%
£55,800.00	£153,299.99	7.35%
£153,300.00 and above		8.05%

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 (2019-20: 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:

Staff costs comprise:	2020-21	2019-20
	£000	£000
Permanently employed staff		
Wages and salaries	1,535	1,516
Social security costs	156	151
Other pension costs	401	401
Total permanent staff costs	2,092	2,068
Secondments	239	239
Agency costs	211	108
Total staff costs	2,542	2,415

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 Public Service Pensions Act (NI) 2014 provides the legal framework for regular actuarial valuations of the public service pension schemes to measure the costs of the benefits being provided. These valuations inform the future contribution rates to be paid into the schemes by employers every four years following the scheme valuation. The Act also provides for the establishment of an employer cost cap mechanism to ensure that the costs of the pension schemes remain sustainable in future.

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 2023.

The 2016 Scheme Valuation requires adjustment as a result of the 'McCloud remedy'. The Department of Finance have also commissioned a consultation in relation to the Cost Cap Valuation which will close on 25 June 2021. By taking into account the increased value of public service pensions, as a result of the 'McCloud remedy', scheme cost control valuation outcomes will show greater costs than otherwise would have been expected. On completion of the consultation the 2016 Valuation will be completed and the final cost cap results will be determined.

For 2020-21, employers' contributions of £400,839 were payable to the NICS pension arrangements (2019-20, £400,406) at one of three rates in the range 28.7% to 34.2% of pensionable pay, based on salary bands.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £Nil (2019-20, £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% (2019-20, 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% (2019-20 £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 (2019-20: 0 persons) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £Nil (2019-20: £Nil).

Average number of persons employed (Audited Information)

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

	2020-21	2019-20
	Number	Number
Senior management	4	4
Other directly employed staff	30	31
Total permanent staff numbers	34	35
Secondments/agency	12	10
Total number of employees	46	45

The average number of Board Members during the year was 9 (2019-20: 8).

Staff numbers

Staffing at 31 March 2021 comprised of 18 staff seconded from the NICS and PSNI, 20 direct recruits appointed following public advertisement (1 of which is aligned with the Senior Civil Service (SCS) and 6 agency staff.

The breakdown by gender:

	2020-21		2019-20	
	Male	Female	Male	Female
Senior civil service equivalent	-	1	-	1
Directors	1	3	2	2
Staff	14	25	13	25
Total	15	29	15	28

Staff turnover

Details of staff turnover for the financial year is outlined below:

	2020-21	2019-20
	%	%
Staff turnover percentage	36.6	42.1

Staff Engagement

The NIPB as an NDPB does not participate in the Civil Service People Survey. Due to the nature and size of the organisation, it is not possible to supply engagement indicators, however the NIPB engages extensively with staff, as noted below, in staff policies and other employee matters.

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 2020-21 year (Nil, 2019-20).

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 Northern Ireland Civil Service 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 members of NICS recruitment panels. Unconscious bias training is available to all staff.

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

The NICS has a wide and active network of Diversity Champions and one of its' Deputy Secretaries is the NICS Diversity Lead for Disability. The NICS has a Disability Working Group and is a lead partner with Employers for Disability Northern Ireland. During 2020-21 the NICS established a Disability Staff Network. This Network plays a key role in promoting disability equality and inclusion across the NICS.

The NICS is committed to working towards creating a truly inclusive workplace where all colleagues feel valued. The NICS promotes a number of schemes for disabled people, 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

In the NICS, we are committed to building an inclusive workplace culture where diversity is truly valued at all levels, where you are valued for who you are and where you can bring your true self to work. We want to make use of all the talent that exists across the NICS to ensure we are a well-led, high performing, outcome-focused Service and a Service that is a great place to work.

The **NICS People Strategy** includes a range of actions that will help accelerate our ambition of a truly inclusive NICS, which reflects the society we serve.

As a key element of the People Strategy, our ambitious diversity and inclusion programme of work is delivered through the implementation of an annual NICS Diversity Action Plan, and overseen by the leadership of the NICS Board, the NICS Diversity Champions Network, Departmental Diversity Champions and Thematic Diversity Champions, NICS colleague networks and NICS HR, as well as through partnership working with stakeholder organisations.

The NICS Diversity Action Plan sets out our priorities for action by diversity and inclusion theme, cross-cutting priorities, departmental priorities and includes supporting plans on communications and outreach.

Equality is a cornerstone consideration in the development and review of all HR policies which determine how staff are recruited and appointed, their terms and conditions, how they are managed and developed, assessed, recognised and rewarded. The NICS' commitment to equality of opportunity is outlined in its **Equality, Diversity and Inclusion Policy**.

As part of the NICS' efforts to ensure equality of opportunity, the NICS continually conducts comprehensive reviews into the composition of its workforce and recruitment activity, publishing a wide range of **NICS human resource statistics**.

The annual “Equality Statistics for the Northern Ireland Civil Service” reports work force composition and trends over time and, where appropriate, makes comparisons with the wider labour market and the Civil Service in Great Britain.

The NICS continues to meet its statutory obligations under the Fair Employment & Treatment (NI) Order 1998, which includes submission of an annual Fair Employment Monitoring Return and a tri-annual Article 55 Review to the Equality Commission for NI (ECNI), both of which assess the composition of the NICS workforce and the composition of applicants and appointees. In addition, the NICS conducts a similar formal review of the gender profile of its workforce. The findings are published in the NICS **Article 55 and Gender Reviews**,

The NICS uses the findings of all the equality monitoring and analysis to inform its programme of targeted outreach activity to address any areas of under-representation.

As a public authority, the NICS has due regard to the need to promote equality of opportunity and regard to the desirability of promoting good relations across a range of categories outlined in the Section 75 of the Northern Ireland Act 1998 in carrying out its functions. Further information on the Board’s equality scheme is available at <https://www.nipolicingboard.org.uk/sites/nipb/files/publications/equality-action-plan-april-2019-march-2023.pdf>

Learning and Development

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

Development and delivery of generic staff training is centralised in NICS HR. Training is delivered using a variety of learning delivery channels (including on-line, webinars), providing flexible access to learning. Coherent learning pathways are aligned to both corporate need and the NICS Competency Framework.

Talent management is a key theme of the NICS People Strategy and this year the focus was on improving the quality of the development conversation between managers and staff, with the introduction of a talent management toolkit.

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.

Employee Consultation and Trade Union Relationships

The Department of Finance is responsible for the NICS Industrial Relations Policy. 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 2.07 up to 31 March 2021 (2019-20: 12.69). This low sickness absence rate could be attributed to staff working at home during the pandemic in line with the NI Executive guidance.

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 than £245 per day. All off-payroll engagement arrangements are now assessed in line with IR35 requirements.

Table 1: All temporary off-payroll workers engaged at any point during the year ended 31 March 2021

	2020-21
Number of off-payroll workers engaged during the year ended 31 March 2021	1
Of Which:	
Number determined as out-of-scope of IR35	1
Number determined as in-scope of IR35	-
Number of engagements reassessed for compliance or assurance purposes during the year	-
Of which: Number of engagements that saw a change to IR35 status following review	-
Number of engagements where the status was disputed under provisions in the off-payroll legislation	-
Of which: Number of engagements that saw a change to IR35 status following review	-

Consultancy costs (Audited Information)

Details of all consultancy costs are outlined below:

	2020-21	2019-20
	£	£
Consultancy costs	8,638	57,079

ASSEMBLY ACCOUNTABILITY AND AUDIT REPORT

Losses and Special Payments (Audited Information)

Losses and special payments over £250,000 - £Nil (2019-20: £Nil).

Remote Contingent Liabilities (Audited Information)

NIPB has no remote contingent liabilities (2019-20: none).



Amanda Stewart

Chief Executive

Date: 17 June 2021

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 2021 under the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003, as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010. The financial statements comprise: the Statements of Comprehensive Net Expenditure; Financial Position; Cash Flow; 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. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRS) as adopted by the European Union and interpreted by the Government Financial Reporting Manual.

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 2021 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 for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law 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 the Northern Ireland Policing Board in accordance with the ethical requirements of the Financial Reporting Council's Revised Ethical Standard 2019, 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

In auditing the financial statements, I have concluded that Northern Ireland Policing Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Northern Ireland Policing Board's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

The going concern basis of accounting for the Northern Ireland Policing Board is adopted in consideration of the requirements set out in the Government Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

My responsibilities and the responsibilities of the Board and the Accounting Officer with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the annual report other than the financial statements, the parts of the Accountability Report described in that report as having been audited, and my audit certificate and report. The Board and the Accounting Officer are responsible for the other information included in the annual report. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my report I do not express any form of assurance conclusion thereon.

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 I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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, based on the work undertaken in the course of the audit:

- 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.

Matters on which I report by exception

In the light of the knowledge and understanding of the Northern Ireland Policing Board and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report. 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 Accountability Report to be audited are not in agreement with the accounting records; or
- certain disclosures of remuneration specified by the Government Financial Reporting Manual are not made; 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.

Responsibilities of the Northern Ireland Policing Board Members and Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer Responsibilities, the Northern Ireland Policing Board Members and the Accounting Officer are responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- such internal controls as the Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; and

- assessing the Northern Ireland Policing Board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by Northern Ireland Policing Board will not continue to be provided in the future.

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 reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. 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.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the Northern Ireland Policing Board through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included 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;
- making enquires of management and those charged with governance on the Northern Ireland Policing Board's compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;

- completing risk assessment procedures to assess the susceptibility of Northern Ireland Policing Board's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the following areas: management override of controls through the posting of unusual journals and the extent of management bias within accounting estimates;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate;
- addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business.

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. 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.

Report

I have no observations to make on these financial statements.

A handwritten signature in black ink, reading "K J Donnelly". The signature is written in a cursive style and is positioned above a horizontal blue line.

K J Donnelly
Comptroller and Auditor General
Northern Ireland Audit Office
1 Bradford Court
Galwally
BELFAST
BT8 6RB

6 July 2021

4. FINANCIAL STATEMENTS

Statement of Comprehensive Net Expenditure for the year ended 31 March 2021


	Note	2020-21 £000	2019-20 £000
Other Operating Income	5	(145)	(128)
Total Operating Income		(145)	(128)
Staff costs	3	2,542	2,415
Depreciation	6 & 7	28	39
Provision Expense	4	93	355
Other Operating Expenditure	4	3,036	3,399
Total Operating Expenditure		5,699	6,208
Net Operating Expenditure		5,554	6,080
Net Expenditure for the year		5,554	6,080
Other Comprehensive Net Expenditure			
Items that will not be reclassified to net operating costs:			
Net (gain) on revaluation of Property Plant and Equipment	6	(2)	(1)
Net (gain) on revaluation of Intangibles	7	(1)	-
Comprehensive Net Expenditure for the year		5,551	6,079

The notes on pages 96 - 112 form part of these accounts.

Statement of Financial Position as at 31 March 2021

	Note	2021 £000	2020 £000
Non-current assets:			
Property, plant and equipment	6	141	69
Intangible assets	7	20	24
Total non-current assets		161	93
Current assets:			
Trade and other receivables	9	107	109
Cash and cash equivalents	10	278	136
Total current assets		385	245
Total assets		546	338
Current liabilities:			
Trade and other payables	11	(1,630)	(1,596)
Provisions	12	(990)	(714)
Total current liabilities		(2,620)	(2,310)
Total assets less current liabilities		(2,074)	(1,972)
Non-current liabilities			
Provisions	12	(168)	(382)
Total non-current liabilities		(168)	(382)
Total assets less total liabilities		(2,242)	(2,354)
Taxpayers' equity and other reserves			
Revaluation reserve		63	60
General reserve		(2,305)	(2,414)
Total Equity		(2,242)	(2,354)

The financial statements on pages 96 - 112 were approved and authorised by NIPB on 17 June 2021 and were signed on its behalf by:



Amanda Stewart

Chief Executive

Date: 17 June 2021

The notes on pages 96 - 112 form part of these accounts.

Statement of Cash Flows for the year ended 31 March 2021

		2020-21	2019-20
Cash flows from operating activities	Note	£000	£000
Net Operating Expenditure		(5,551)	(6,079)
Adjustment for non-cash transactions	4,6 & 7	137	374
Decrease (Increase) in trade and other receivables	9	2	(10)
Increase (Decrease) in trade and other payables	11	34	(336)
Use of provisions	12	(31)	(115)
Net cash outflow from operating activities		(5,409)	(6,166)
Cash flows from investing activities			
Purchase of property, plant and equipment	6	(105)	(3)
Purchase of intangible assets	7	(7)	-
Net cash outflow from investing activities		(112)	(3)
Cash flows from financing activities			
Grants from sponsoring department		5,663	6,286
Net financing		5,663	6,286
Net increase in cash and cash equivalents in the period	10	142	117
Cash and cash equivalents at the beginning of the period	10	136	19
Cash and cash equivalents at the end of the period	10	278	136

The notes on pages 96 - 112 form part of these accounts.

Statement of Changes in Taxpayers' Equity for the year ended 31 March 2021

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

Changes in Taxpayers' Equity for 2020-21			
Grants from Sponsoring department	5,663	-	5,663
Comprehensive net expenditure for the year	(5,551)	-	(5,551)
Transfers between reserves	(3)	3	-
Balance at 31 March 2021	<u>(2,305)</u>	<u>63</u>	<u>(2,242)</u>

The notes on pages 96 - 112 form part of these accounts.

Notes to the Accounts

1. Statement of accounting policies

These financial statements have been prepared in accordance with the 2020-21 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 buildings²⁶. All property, plant and equipment is valued annually in accordance with the Office for National Statistics indices as published by the Stationery Office. Surpluses on revaluation are taken to the revaluation reserve. Deficits on revaluation are charged to the Statement of Comprehensive Net Expenditure to the extent that the loss exceeds the amount held in the revaluation reserve for the same asset.

1.3 Depreciation

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

26 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.

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.

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 2020-21 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 2020 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

Standard	IFRS 16 - Leases (replaces IAS 17 Leases and related interpretations)
Effective date	January 2019 (EU endorsed 31 October 2017)
FReM application	2022-23
Description of revision	<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>
Comments	IFRS 16 Leases replaces IAS 17 Leases and is effective with EU adoption from 1 January 2019. In line with the requirements of the FReM, IFRS 16 will be implemented, as interpreted and adapted for the public sector, with effect from 1 April 2022.

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 2021 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 2021 are as follows:

	NIPB	PCSPs	Total
	£000	£000	£000
Gross expenditure	4,223	1,476	5,699
Income	(145)	-	(145)
Net Expenditure	4,078	1,476	5,554

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

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

3. Staff costs

Staff costs comprise:	2020-21	2019-20
	£000	£000
Permanently employed staff		
Wages and salaries	1,535	1,516
Social security costs	156	151
Other pension costs	401	401
Total permanent staff costs	2,092	2,068
Secondments/agency costs	450	347
Total cost	2,542	2,415

4. Other operating expenditure and Provision expense

		2020-21	2019-20
		£000	£000
Other operating expenditure	Note		
Grants to PCSPs		1,474	1,591
PCSP Recruitment costs		-	232
PCSP Training costs		2	1
Running costs		392	499
Accommodation costs		329	369
Rentals under operating leases		417	370
Press and public relations		42	78
Information technology		171	130
Human rights monitoring		92	58
Pension medical services and appeals		100	54
External audit fees		17	17
Total Other operating Expenditure		3,036	3,399
Provision income (expense)			
Provisions provided for in year	12	205	434
Provisions released in year not required	12	(112)	(79)
Total Provision income (expense)		93	355

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

		2020-21	2019-20
		£000	£000
Income source		145	128
Reimbursement of payroll costs for secondments			
Total income		145	128

6. Property, plant and equipment

2020-21	Information Technology	Furniture & Fittings	Total
	£000	£000	£000
Cost or valuation			
At 1 April 2020	144	339	483
Additions	93	-	93
Disposals	-	-	-
Revaluations	1	2	3
At 31 March 2021	238	341	579
Depreciation			
At 1 April 2020	98	316	414
Charged in year	14	9	23
Disposals	-	-	-
Revaluations	-	1	1
At 31 March 2021	112	326	438
Carrying amount at 31 March 2020	46	23	69
Carrying amount at 31 March 2021	126	15	141
Asset financing:			
Owned	126	15	141
Carrying amount at 31 March 2021	126	15	141

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

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

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

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

7. Intangible Assets

	Software Licences
2020-21	£000
Cost or valuation	
At 1 April 2020	35
Additions	-
Disposals	-
Revaluations	1
At 31 March 2021	36
Amortisation	
At 1 April 2020	11
Charged in year	5
Disposals	-
Revaluations	-
At 31 March 2021	16
Carrying amount at 31 March 2020	24
Carrying amount at 31 March 2021	20
Asset financing:	
Owned	20
Carrying amount at 31 March 2021	20

7. Intangible Assets (cont'd.)

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

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

	2020-21 £000	2019-20 £000
Amounts falling due within one year:		
VAT	44	49
Trade receivables	14	15
Prepayments and accrued income	49	45
Total receivables at 31 March	107	109

10. Cash and cash equivalents

Commercial banks and cash in hand	2020-21 £000	2019-20 £000
Balance at 1 April	136	19
Net change in cash and cash equivalent balances	142	117
Balance at 31 March	278	136

11. Trade payables and other current liabilities

	2020-21 £000	2019-20 £000
Amounts falling due within one year:		
Other taxation and social security	-	-
Trade payables	90	163
Balances due to PCSPs	840	806
Accruals	700	627
Total payables at 31 March	1,630	1,596

12. Provisions for liabilities and charges

2020-21	Medical Appeals	IOD Cases	Legal Cases	Total
	£000	£000	£000	£000
Balance at 1 April 2020	39	907	150	1096
Provided in the year	29	176	-	205
Provisions not required written back	(5)	(107)	-	(112)
Provisions utilised in the year	(8)	(23)	-	(31)
At 31 March 2021	55	953	150	1158

Analysis of expected timing of discounted flows.

	Medical Appeals	IOD Cases	Legal Cases	Total
	£000	£000	£000	£000
Not later than one year	55	785	150	990
Later than one year and not later than five years	-	168	-	168
At 31 March 2021	55	953	150	1158

2019-20	Medical Appeals	IOD Cases	Legal Cases	Total
	£000	£000	£000	£000
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)
At 31 March 2020	39	907	150	1096

Analysis of expected timing of discounted flows.

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

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:

	2020-21	2019-20
	£000	£000
Premises		
Not later than one year	399	154
Later than one year and not later than five years	-	-
	399	154

15. Contingent liabilities disclosed under IAS 37

At the end of the current lease in February 2022, the NIPB has a requirement to return its leasehold building at Waterside Tower to its original pre-let state. The NIPB has not made provision for this in the financial statements as a reliable estimate of this cost cannot be made at this time. The assistance of a qualified building surveyor will be sought during the financial year 2021-22 to determine the cost.

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 who retired as of 31 March 2020 was employed by NI Alternatives, a company limited by guarantee which has charitable status. The organisation was in receipt of grant funding from DOJ, PSNI and PCSPs during the financial year 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	
		2020-21	2019-20	2020-21	2019-20
		£000	£000	£000	£000
NI Alternatives	Grant funding	-	81	-	-

17. Events after the reporting period

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

Date of authorisation for issue

The Accounting Officer authorised these financial statements for issue on 6 July 2021.

5. GLOSSARY

ACC	Assistant Chief Constable
AME	Annual Managed Expenditure
ARAC	Audit and Risk Assurance Committee
ASB	Anti-Social Behaviour
AWDL	Average Working Days Lost
BWV	Body Worn Video
CAD	Central Actuary's Department
CARE	Career Average Re-valued Earnings
C&AG	Comptroller and Auditor General
CENI	Community Evacuation Northern Ireland
CETV	Cash Equivalent Transfer Value
CI	Continuous Improvement
CIPT	Child Internet Protection Team
CJINI	Criminal Justice Inspection NI
CMS	Case Management System
CPI	Consumer Prices Index
CRN	Community Resolution Notices
CSAE	Child Sexual Abuse and Exploitation
CSP	Civil Service Pensions
DAPN	Domestic Abuse Protection Notice
DAPO	Domestic Abuse Protection Order
DASH	Domestic Abuse, Stalking and Honour Based Violence and Risk Identification, Assessment and Management Model
DCC	Deputy Chief Constable
DfC	Department for Communities
DoF	Department of Finance
DoH	Department of Health
DoJ	Department of Justice
DPA	Data Protection Act
DPCSPs	District Policing and Community Safety Partnerships
DV/A	Domestic Violence and Abuse
EA	Education Authority
ECHR	European Convention on Human Rights
EU	European Union
FOIA	Freedom of Information Act
FPN	Fixed Penalty Notice

FREM	Financial Reporting Manual
FYTD	Financial Year to Date
GDPR	General Data Protection Regulations
HSCT	Health and Social Care Trust
HMICFRS	Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services
HMRC	Her Majesty's Revenue and Customs
HR	Human Resources
IA	Information Assurance
IAO	Information Asset Owner
IHR	Ill Health Retirement
IFRS	International Financial Reporting Standards
IIP	Investors in People
iiv	Investing in Volunteers
IOD	Injury on Duty
IMR	Independent Medical Referee
IPR	Individual Performance Review
IRC	Independent Reporting Commission
IROC	Information Risk Owners Council
IT	Information Technology
JATF	Joint Agency Task Force
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer (and Questioning)
LIB	Legacy Investigations Branch
LPR	Local Policing Review
MARAC	Multi-Agency Risk Assessment Centre
MLA	Member of the Legislative Assembly
MSFM	Management Statement and Financial Memorandum
NCA	National Crime Agency
OCU	Organised Crime Unit
OMU	Offender Management Unit
NCA	National Crime Agency
NDPB	Non Departmental Public Body
NI	Northern Ireland
NIA	Northern Ireland Assembly
NIAO	Northern Ireland Audit Office
NICS	Northern Ireland Civil Service
NICS	Northern Ireland Crime Survey
NIO	Northern Ireland Office
NIPB	Northern Ireland Policing Board
NIPS	Northern Ireland Prison Service

NIPSA	Northern Ireland Public Services Alliance
NPM	National Preventative Measure
NPT	Neighbourhood Policing Team
OBA	Outcomes Based Accountability
OCG	Organised Crime Group
OCTF	Organised Crime Task Force
OHU	Occupational Health and Welfare
OPONI	Office of the Police Ombudsman NI
PACE	Police and Criminal Evidence Order
PAT	Police Appeals Tribunals
PBR	Priority Based Resourcing
PBTs	Preliminary Breath Tests
PCSP	Policing and Community Safety Partnership
PCSPS(NI)	Principal Civil Service Pension Scheme
PCTF	Paramilitary Crime Task Force
PEEL	Police Effectiveness Efficiency and Legitimacy
PFYTD	Previous Financial Year to Date
PND	Penalty Notice Disorder
PPANI	Public Protection Arrangements for Northern Ireland
PPB	Public Protection Branch
PPS	Public Prosecution Service
PSNI	Police Service of Northern Ireland
PSMF	Professional Standards Monitoring Framework
PwC	Policing with the Community
ROP	Reducing Offending in Partnership
ROU	Reducing Offender Unit
RPI	Retail Prices Index
SBNI	Safeguarding Board for Northern Ireland
SCS	Senior Civil Service
SIRO	Senior Information Risk Owner
SLA	Service Level Agreement
SMP	Selected Medical Practitioner
SMT	Senior Management Team
TACT	Terrorism Act
THRIVE	Threat Harm Risk Investigation Vulnerability Engagement
UNCRC	United Nations Convention on the Rights of the Child
VAT	Value Added Tax

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DOCUMENT TITLE

Annual Report and Accounts
For the Period 1 April 2020 – 31 March 2021

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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