

POLICING BOARD

Northern Ireland an effective, efficient,
police service which will secure the
reducing crime and the fear of crime.



ANNUAL REPORT AND ACCOUNTS

For the Period 1 April 2015 - 31 March 2016

**NORTHERN IRELAND POLICING
BOARD
ANNUAL REPORT AND ACCOUNTS
1 APRIL 2015 - 31 MARCH 2016**

NORTHERN IRELAND POLICING BOARD

**ANNUAL REPORT AND ACCOUNTS TOGETHER WITH THE
CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR
GENERAL FOR THE PERIOD 1 APRIL 2015 – 31 MARCH 2016**

**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 30 JUNE 2016**

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1. CHAIR'S FOREWORD



I am very pleased to present the Policing Board's Annual Report for 2015-2016 which highlights the work of the Board over the last financial year. Our job is to ensure that the police service is effective and efficient. This Report details how the Board exercises its oversight role across a wide range of work areas.

Throughout this period, the Board has scrutinised the performance of the police against the targets and measures set in the 2015-16 Policing Plan. This year significant work has been taken forward by the Board to develop new strategic outcomes for policing and a framework for assessing progress in delivery.

These outcomes were developed in partnership with the PSNI and incorporate the findings from an extensive public consultation exercise. They outline what we collectively believe needs to be achieved over the next four years. The resources available for delivery of the policing service are also central to achievement and form a regular focus of Board discussions. We will continue to work closely with the PSNI in the time ahead to make sure that available resources are used to best effect.

Policing with the Community is fundamental to providing an effective police service and this ethos has been central to developing the outcomes for policing. Increasing trust and confidence in policing and improving the level and quality of police engagement with communities underpin all the outcomes set.

As a Board, we believe that the Policing and Community Safety Partnerships (PCSPs) have an important role in local areas through ensuring the policing service responds to particular community concerns. Working with the Department of Justice, a significant programme of work is being taken forward to support the PCSPs in their work. Collaboration across sectors is central to delivery of service and Community Planning,

now in place within local Council structures, will enhance this approach in the time ahead.

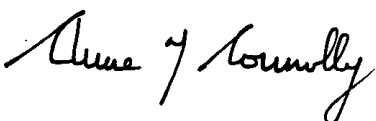
In addition to oversight of day to day policing, legacy matters have been the focus of discussion and scrutiny over the last year. The Chief Constable must balance resources to meet both present day and past policing responsibilities. We know the challenges with this but it is the Board's sincere hope that political progress will soon be made to allow the establishment of the recommended Historical Investigations Unit.

This year a prison officer was sadly murdered by those whose only desire is to return terror to Northern Ireland. There were also a number of attempts to kill our police officers. There is no room in our society for people who are involved in such activity and the recent Fresh Start Panel Report on the Disbandment of Paramilitary Groups provides a framework for moving forward.

The Board would not be successful without the contribution and commitment of many people. It is a central part of the policing architecture in Northern Ireland and its work is as important now as when first established almost 15 years ago. Much has been achieved in policing and many have helped move us to where we are today.

To all those who have supported the Board in its work over the last year, I would like to offer my sincere thanks. I would particularly like to record my appreciation to Board Members and officials for their contributions and support.

The Chief Constable often reminds us that the role of the PSNI is to keep people safe. I would like to thank him and all officers and staff for their efforts in doing that.

A handwritten signature in black ink, appearing to read 'Anne Connolly', written in a cursive style.

Anne Connolly OBE

Board Chair

2.PERFORMANCE REPORT OVERVIEW

Chief Executive's Statement



I am delighted to have been appointed as Chief Executive of the Policing Board.

The Board is now an established part of the policing architecture in Northern Ireland with key statutory duties and responsibilities to deliver against year on year.

As Chief Executive it is my job to support the Board in its work and also to make sure that the organisation is effective and efficient in the conduct of its business. The performance of the Board in terms of delivery against business plan targets and the oversight of the performance of the police are key functions. It is important that a focus is kept on this area, ensuring that the best outcomes are delivered in all aspects of our work.

As Accounting Officer, I am also charged by the Department of Justice to ensure that the operation of the organisation complies with good governance practice and has sound systems of internal control.

I am therefore pleased to receive the Report from the Comptroller and Auditor General verifying this.

A handwritten signature in black ink that reads "Amanda Stewart".

Chief Executive
Amanda Stewart

Statement of the Purpose and Activities of the Organisation

History

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

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

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

The Board complies with the corporate governance and accountability framework arrangements (including *Managing Public Money Northern Ireland*) issued by the Department of Finance (formally the Department of Finance and Personnel (DFP)) and the DOJ.

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

Principal Activities

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

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

- Monitor trends and patterns in complaints against the PSNI;
- Oversee complaints and conduct investigations into complaints against senior officers; and
- To monitor PSNI Human Rights compliance with the Human Rights Act 1998.

The Board continues to seek all opportunities to ensure for all the people of Northern Ireland the delivery of an effective, efficient, impartial, representative and accountable police service which will secure the confidence of the whole community by reducing crime and the fear of crime. Detail of the work of the Board for the current year is included in section 3 of this report.

On 1 April 2012 Policing and Community Safety Partnerships (PCSPs) were established in statute by the enactment of the Justice Act 2011. In line with the restructuring of local council boundaries as a result of Local Government Reform, PCSPs reduced from 26 to 11 and are now coterminous with PSNI Districts as well as local councils. Belfast retained four District Policing and Community Safety Partnerships (DPCSPs). Further information can be found in section 3 of this report.

Social and Community Issues

The Board has specific responsibilities broadly categorised as social and community issues. These are primarily delivered through the work of the Partnership Committee in supporting the work of PCSPs and in developing and implementing a programme of community engagement for the Board.

The Board's work also contributes to the achievement of the Chief Constable's vision for policing by supporting PSNI engagement, partnership working and service delivery to improve public safety and deal with crime and disorder. In holding the Chief Constable to account for the delivery of good policing and supporting the community to work with the police co-developing solutions around local policing issues, the Board is working to build collaboration and trust between the police and the community. The development of good relations between the Board, the police and the community is crucial and requires that commitment and leadership is exercised by the Board.

The work of the Board is taken forward in line with its responsibilities set out in Section 75 of the Northern Ireland Act 1998 to promote equality of opportunity and good relations

between persons of different religious beliefs, political opinions or racial groups from diverse backgrounds and communities.

Policing Board Community Engagement

The Board has a programme of work to support engagement with communities who are more vulnerable to becoming the victim of crime or who traditionally have mistrusted or been disengaged from policing, and in particular the Board places greater emphasis on policing for young people and disadvantaged communities. During 2016 the Board has engaged with a wide range of key stakeholders to identify the issues which have a negative impact on community confidence in policing. The Board wants to see that improvement will be achieved through effective engagement to support community confidence in policing and the public co-operation in preventing crime.

Data Protection Act

The Data Protection Act 1998 (DPA) means individuals have the right to access information held about them by public authorities. The request is known as a 'Subject Access Request' and the public authority must provide the information promptly and no later than 40 calendar days after the request has been received, unless there are grounds for withholding information.

During the period 1 April 2015 - 31 March 2016, the Board has received 26 Subject Access Requests under the DPA 1998. One of the requests has been referred to the Information Commissioner's Office (ICO) by the applicant who has requested a review of how the Board handled the Subject Access Request; and the ICO has also commenced an investigation into how the Board dealt with a Subject Access Request received in 2014.

Environmental Issues

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

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

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

Carbon Reduction Scheme

The Board does not exceed the threshold of 6,000 MWh per year (average consumption is approximately 164 MWh per year) and is therefore not required under law to report on carbon emissions and purchase carbon allowances.

Key Issues and Risks

Key issues

During 2012-13 an Internal Audit Report, Review of Procedures within Police Administration Branch, received limited assurance and the findings were reported to the Audit and Risk Management Committee on 22 March 2013. Due to Information Technology (IT) compatibility issues it has still not been possible for all corrective measures to be implemented. Regular updates on the remedial action taken were provided to the Audit and Risk Management Committee at its meetings during 2015-16 and the recommendations are expected to be fully implemented during the 2016-17 financial year.

Risks

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

Key risks identified:

- Security threat – post 21 November 2009 there remains a threat from dissidents against the Board;
- Resource implications – to ensure adequate resources are available to meet the requirements of the Board and PSNI discharging their statutory duties;
- Reputation – the Board has been identified as co-defendants in a number of legal cases; and

- Information assurance – to ensure the Board implements procedures to safeguard information and comply with Information Assurance (IA) Maturity Model requirements.

Going Concern

The Statement of Financial position as at 31 March 2016 shows net liabilities of £2,288. This reflects the inclusion of liabilities falling due in future years which, to the extent that they are not to be met from the Board's other sources of income, may only be met by future grants or grants-in-aid from the Board's sponsoring Department, the DOJ.

Grants from the Board's sponsor Department for 2015-16 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 NI Assembly, and there is no reason to believe that the department's future sponsorship and future NI Assembly approval will not be forthcoming. It has accordingly been considered appropriate to adopt a going concern basis for the preparation of the financial statements.

Performance Summary

The Board is resourced by funds approved by the NI Assembly through the latest comprehensive spending review. The budget for 2015-16 was £6,294k.

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

The budget and actual expenditure for 2015-16 is shown below:

Expenditure heading	Budget £000	Actual £000
Resource DEL		
Salaries	2,215	2,211
PCSPs	1,906	1,649
Other	1,959	1,780
Cash payment of provisions	214	115
Total Resource DEL	6,294	5,755
Resource AME	86	36
Cash requirement	6,198	5,312
Capital DEL	50	6

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

Basis of Accounts

The Accounts have been prepared in accordance with an Accounts Direction issued by the DOJ on 6 May 2016, requiring the accounts to present a true and fair view and compliance with the Government Financial Reporting Manual (FReM).

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 18 of the Accounts.

NIPB Business Plan Review

The Board's KPIs are detailed in its 2015-16 Business Plan. There were 48 Targets in the Board's Business Plan 2015-16:

- 37 were Achieved (77%);
- 8 were Partially Achieved (17%); and
- 3 were Not Achieved (6%).

Further information on the Board's performance against the Business Plan is contained in section 3 of this report.

3.PERFORMANCE ANALYSIS

Performance of the Policing Board as an Organisation

The Board's three year corporate plan was published in 2014. Each year, in support of the objectives set in the plan, the Board agrees an Annual Business Plan. Performance against the plan is monitored by the Board's Chief Executive and Senior Management Team, with reports being presented biannually to the Board.

Set out below are details of performance against the Business Plan targets for the 2015-16 period. More detail on how the Board takes forward aspects of its work and monitors the performance of the PSNI is included in this report.

Policing Board performance against the Corporate Business Plan Targets 2015-16

Objectives	Targets	Fully Achieved	Partially Achieved	Not Achieved
An Effective and Efficient Policing Board	12	9	2	1
An Effective and Efficient PSNI	16	15	1	0
Effective Engagement and Communication	13	8	3	2
Partnership Working	7	5	2	0
Total	48	37	8	3

Details of the targets which were partially achieved or not achieved are set out below along with information on the current position.

Continue to plan and agree an implementation plan with the DOJ and PSNI on the review and the guidance regarding injury on duty and medical retirements issued by the DOJ. This is linked to the draft Injury Award Regulations which were published in April 2015 with policy intent from the DOJ in September 2015. Subject to this input by DOJ to progress implementation of Scofield Review by 31 March 2016. An Action Plan to take forward this target was agreed on 1 May 2015. Eight of the nineteen recommendations have been completed. Of the remaining eleven recommendations, three require legislative change and will be implemented when the new regulations are published by the DOJ. Liaison with DOJ will continue in respect of the remaining recommendations with a view to progressing implementation.

To continue to pursue the installation of a case management system in collaboration with and through a joint business case with the PSNI by 31 March 2016. Procurement of the Case Management System is ongoing with Central Procurement Department. This work remains ongoing and will be carried forward to the 2016-17 financial year.

To approve the PSNI Financial Statements for 2014-15 by 30 September 2015. Due to an unexpected delay PSNI financial statements were presented to Resources Committee at the October 2015 meeting.

To support the work of PCSPs and the inclusion of initiatives and projects in PCSP Action Plans linked to the objectives of the Policing Plan by 31 March 2016. Guidance to PCSPs on development of Action Plans was issued by the Board/DOJ Joint Committee and included joint PSNI/PCSP Policing Plan measures. Delivery was impacted by the delay in PCSP reconstitution and the ability of PCSPs to plan initiatives following cuts to operational budgets.

To deliver by 31 March 2016 at least two public meetings of the Policing Board aimed at raising public confidence in the work of the Board. A public meeting of the Board was held on 17 June 2015 in Craigavon. The launch of the Policing Plan 2016-17 was planned as a public meeting but had to be postponed.

The Board's Performance Committee was required **to monitor and report on the work of the PSNI Legacy Investigations Branch (LIB)** within one month of the publication of the Her Majesty's Inspectorate of Constabulary (HMIC) follow-up inspection report on their work. To progress this, the Performance Committee met with HMIC in June 2015 to discuss the follow-up report. PSNI requested additional time to respond to its findings to allow for a full discussion on the work of the LIB and the implementation of HMIC's recommendations. PSNI briefed the Performance Committee at the January 2016 meeting on:

- Implementation of the outstanding recommendations in the HMIC follow up inspection of Historical Enquiries Team (HET);
- The LIB case sequencing model;
- Review summary reports/family reports; and
- HET/LIB manual of guidance.

Until the Historical Investigations Unit (HIU) is established and becomes fully operational, the Board will continue to monitor the work of the LIB on a six monthly basis.

To finalise a Board Partnership Strategy and review performance against the Strategy by 31 March 2016. A draft Partnership Strategy was considered by the Partnership Committee in March 2016 and the Committee agreed to complete a scoping study to determine appropriate strategic partners.

To appoint Independent Members to PCSPs and DPCSPs by 30 June 2015. Eight of the eleven PCSPs were reconstituted on 25 June 2015. The remaining three were completed in September 2015.

A summary of the targets which were not achieved is set out below.

To reduce the staff absenteeism rate by complying with Board policy and ensuring access to, and awareness of, support services. Staff Absence increased during this reporting year to 13.78 days per employee / 5.64% equivalent. (4.79% in 2014-15 equivalent to 11.89 days per employee). Absence continues to be managed in line with the Board's Absence Policies and Procedures and a new e-learning course on attendance will be rolled out for all staff in the next reporting year.

To increase the percentage of people who think that the Board is working well by 31 March 2016¹. The January 2015 Omnibus figure of 30% is on a par with the 2014 figure of 31%.

To increase the percentage of people who feel that their local PCSP has helped to improve policing in their local area by 31 March 2016². The January 2015 Omnibus figure of 37% is on a par with the 2014 figure of 38%. The Board has established with PCSP Managers a Communications Group to identify opportunities for communications and messaging at a local and NI wide level. All Partnerships are now constituted and developing work plans to include awareness raising activities.

¹ Comparison will be made with the January 2014 Omnibus figure of 31% who think that the Policing Board is working well

² Comparison will be made with the January 2014 Omnibus figure of 38% who feel that their local PCSP has helped to improve policing in their local area

Taking forward the Board's oversight responsibilities

The Policing Board has a unique statutory duty for oversight of the PSNI. This section examines how the Board takes forward its programme of work and holds the PSNI to account for the delivery of the policing service to the community.

Meetings in Public

By law, the Board is required to hold at least eight meetings in public each year. For each Board meeting, the Chief Constable provides a written report on policing activity and Members are able to ask questions about any issue relevant to the delivery of the policing service.

Over 148 questions were raised during the ten public sessions held during 2015-16. In addition, 139 written questions were submitted to the PSNI for answer. Livestreaming of the public session allows people to view the debate and issues raised are tweeted live time through the Board's Twitter Account @NiPolicingBoard. Video recordings of the Board meetings in public are available on the Board's Facebook page at www.facebook.com/policingboard. The Board is keen to ensure that it is open and transparent in how it conducts its business. Details of issues being dealt with are published on the website and in the Board's e-zine, Policing Matters so that the community can find out more.

In addition to meetings in public, the Board also meets in private session to consider other business with 14 meetings held during the reporting period. Although these meetings are not open to the public, the agendas and minutes of Board and Committee meetings are published on the Board's website.

Committee Membership 2015-16

The Board has four Committees to carry out more detailed scrutiny of its legislative duties with an additional Board Business Co-Ordination Group to assist in co-ordinating the processing of business across Committees. A detailed list of each of the Committee's responsibilities can be found in section xx of this report. Within this report information on some key area of work over the last year is included. Committee Membership and number of meetings during the reporting period are as follows.

Audit and Risk Management Committee: Five meetings held	
Membership 1 April 2015- 30 June 2015	Membership 1 July 2015 – 31 March 2016
Mr Ross Hussey (Chairperson) Mr Brian Rowntree (Vice Chairperson) Mr David McIlveen Mrs Joan O'Hagan Mr Gearóid Ó hEára Mrs Brenda Hale Mr Pat Sheehan	Mr Ross Hussey (Chairperson) Ms Deirdre Blakely (Vice-Chairperson) Mr David McIlveen Mrs Brenda Hale Mr Pat Sheehan Mr Ryan Feeney

Partnership Committee: Nine meetings held	
Membership 1 April 2015- 30 June 2015	Membership 1 July 2015 – 31 March 2016
Mrs Dolores Kelly (Chairperson) Ms Debbie Watters (Vice Chairperson) Prof Brice Dickson Mr Ryan Feeney Mr Trevor Lunn Mrs Brenda Hale Mr Robin Newton Mrs Joan O'Hagan Ms Caitríona Ruane Mr Pat Sheehan	Mrs Dolores Kelly (Chairperson) Ms Catherine Pollock (Vice-Chairperson) Ms Wendy Osborne Prof Brice Dickson Mr Ryan Feeney (from 5-11-15) Mr Trevor Lunn Mrs Brenda Hale Mr Robin Newton Ms Caitríona Ruane Mr Pat Sheehan

Performance Committee: Ten meetings held	
Membership 1 April 2015- 30 June 2015	Membership 1 July 2015 – 31 March 2016
Mr Jonathan Craig (Chairperson) Mr Gearóid Ó hEára (Vice Chairperson), Prof Brice Dickson Mr Ryan Feeney Mr Gerry Kelly Mr Trevor Lunn Mr David McIlveen Mr Brian Rea Ms Caitríona Ruane Ms Debbie Watters	Mr Jonathan Craig (Chairperson) Ms Roisin McGlone (Vice-Chairperson) Prof Brice Dickson Ms Catherine Pollock Mr Gerry Kelly Mr Trevor Lunn Mr David McIlveen Ms Caitríona Ruane Mr Paul Nolan Mr Ryan Feeney

Resources Committee: Ten meetings held	
Membership 1 April 2015- 30 June 2015	Membership 1 July 2015 – 31 March 2016
Mr Gerry Kelly (Chairperson) Mr Brian Rea (Vice Chairperson) Mr Jonathan Craig, Mr Ross Hussey Mrs Dolores Kelly Mr Robin Newton Mrs Joan O'Hagan Mr Gearóid Ó hEára Mr Brian Rowntree Mr Pat Sheehan	Mr Gerry Kelly (Chairperson) Ms Wendy Osborne (Vice-Chairperson) Mr Jonathan Craig Mr Ross Hussey Mrs Dolores Kelly Mr Robin Newton Ms Deirdre Blakely Mr Paul Nolan Ms Roisin McGlone Mr Pat Sheehan

Setting policing objectives/monitoring police performance

The primary statutory function of the Board is to hold the Chief Constable to account for the exercise of his functions and those of the police and police staff. The Police (NI) Act 2000 requires the Minister of Justice to determine long term objectives for policing, the Policing Board to set objectives, and the PSNI to develop plans (the Annual Policing Plan) to deliver the objectives. In 2015-16 the Board agreed to develop Strategic Outcomes for Policing for the period 2016-20 as it believed a longer term vision for policing was necessary.

Setting Strategic Outcomes for Policing 2016-20

The Strategic Outcomes for Policing were developed in partnership with the PSNI and outline what the Board and the PSNI collectively believe needs to be achieved by 2020. Five overarching themes were identified as being the areas which will have an impact on successfully delivering the long term objectives for policing and the PSNI vision to build a more confident, safe and peaceful society. The themes are:

- Communication and Engagement;
- Protection of People and Communities;
- Reduction on Offending;
- More Efficient and Effective Delivery of Justice; and
- More Efficient and Effective Policing.

In developing the supporting Strategic Outcomes within these themes the Board has taken a wide range of community views and experiences of policing into account. The Board has also considered a wide range of research and evidence as well as the following documents:

- The Programme for Government;
- The Minister of Justice's long term Policing Priorities;
- Programme for Justice;
- The views of local people and representative groups obtained from the Policing Priorities Consultation;
- The EQIA of the 2015-16 Policing Plan;
- The PSNI strategic assessment of threat, risk and harm; and
- The financial and other resources available for Policing.

Under Section 75 of the Northern Ireland Act 1998³ public authorities in Northern Ireland must meet the statutory requirements to promote equality of opportunity. In April 2015 the Board published an EQIA consultation report on the 2015-16 Policing Plan for a 13 week period. During this time the Board undertook a substantial engagement programme with key Section 75 groups to encourage responses along with an online survey seeking the public's views on policing priorities for the time ahead.

The EQIA process provided the Board with detailed information on the potential impact the Policing Plan 2015-16 had in terms of the promotion of equality of opportunity and good relations and the information gathered as part of the EQIA process fed directly into the development of the Annual Policing Plan 2016-17. This information is published on the Board's website at www.nipolicingboard.org.uk

Section 26 of the Police (NI) Act 2000 requires the Board to publish a Policing Plan before the beginning of each financial year. This Annual Plan sets out targets and measures for achievement towards the 2020 Strategic Outcomes. The Board will continually monitor the PSNI to ensure delivery through a performance framework, working in partnership with a range of organisations over the four year lifespan of the Outcomes.

³ <http://www.legislation.gov.uk/ukpga/1998/47/section/75>

The Annual Policing Plan provides the opportunity to review the strategic outcomes on an annual basis to ensure policing continues to reflect the needs of communities. While, the Policing Plan contains the policing priorities; it does not contain all of the policing matters that the PSNI address daily. There are a number of other key strategies and thematic reviews that the Board and PSNI implement throughout the year and these are available on the Board's website. Local Policing Plans and PCSP action plans will be developed taking account of these high level outcomes. The Annual Policing Plan 2016-17 was published on 31 March 2016.

Monitoring Police Performance

The Board closely monitors performance against the Policing Plan through reports which are scrutinised by the relevant Board Committee and through questions to the Chief Constable at both the private and public meetings of the Board.

During 2015-16 a range of questions were raised with the Chief Constable and the table below provides a summary of the statistics that relate to performance against the 2015-2016 Policing Plan.

Fifteen of the targets were achieved (coloured green on next table) and thirteen were not achieved. Of the thirteen targets that were not achieved, seven showed an improvement on last year's figures but did not meet the target (coloured amber) and six (coloured red) did not meet the target but were also going in wrong direction.

Over the last year the Board has worked to improve the process for oversight of the performance of the PSNI at Board level and also how performance is measured through the work of the PCSPs.

Whilst the results are broadly positive there are some areas that need significant improvement.

Police Performance against the 2015-16 Policing Plan Targets	
Outcome/Indicator	Percentage Change
Increase Confidence (by 3% points). (Jan 14 to Dec 14 compared to Jan15 to Dec 15)	Increased by 1.2%pts ⁴
Decrease Crime prioritised for reduction.	Increased by 0.2%
Increase the overall rate of Outcomes (by 2% points).	Increased by 1.2%pts
Reduce Anti Social Behaviour (ASB) (by 2%).	Reduced by 2.4%
Reduce percentage of people who perceive ASB to be high (Jan 14 to Dec 14 compared to Jan 15 to Dec 15)	Reduced by 1.2%pts ⁵
Reduce Domestic Burglaries and Robberies in which Older People are Victims (by 2%).	Increased by 4.0%
Increase Outcome rate for Domestic Burglary in which Older People are Victims (by 2% points).	Increased by 0.8%pts
Reduce Rural Crime (by 2%).	Reduced by 8.5%
Increase 10 day Victim Updates (by 5% points).	Increased by 35.5%pts
Increase reporting of Domestically Motivated Crime (by 3%).	Increased by 5.4%
Increase the outcome rate for Domestically Motivated Crime (by 5% points).	Increased by 0.1%pts
Increase the outcome rate for Rape Crime (by 2% points).	Increased by 1.5%pts
Increase reporting of Hate Crime (by 3%).	Reduced by 4.9%
<u>Increase Outcome Rates for:</u>	
– Sectarian Hate Crime (by 3% points).	Increased by 0.6%pts
– Homophobic Hate Crime (by 3% points).	Increased by 5.1%pts
– Racist Hate Crime (by 3% points).	Increased by 4.7%pts
– Disability Hate Crime (by 3% points).	Reduced by 6.8%pts
Reduce alcohol related violent crime (by 3%).	Reduced by 4.6%
Reduce non-domestic violent crime involving injury (by 2%).	Increased by 4.2%
Increase Drug Seizures (by 2%).	Increased by 9.7%
Increase the outcome rate for Drugs Offences (by 2% points).	Increased by 4.9%pts
Increase the number of OCGs whose activities have been frustrated, disrupted or dismantled (by 5%).	Increased by 31.9%
Reduce Paramilitary Style Attacks (by 2%).	Reduced by 23.4%
Reduce allegations of Failure in Duty (by 2%).	Reduced by 12.5%
Reduce allegations of Oppressive Behaviour (by 2%).	Reduced by 14.6%
Reduce allegations of Incivility (by 2%).	Reduced by 10.6%
Reduce the AWDL for Police Officers (by 25%).	Reduced by 7.33%
Reduce the AWDL for Police Staff (by 15%).	Increased by 8.18%

Green	Meeting/exceeding target	Amber	Improvement on last year's figures but not meeting target	Red	Not meeting target and going in wrong direction
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⁴ This rise is not statistically significant

⁵ This reduction is not statistically significant

Positive findings

- There were 5,597 drug seizure incidents recorded in 2015-16 representing a 9.7% increase on the 5,104 seizure incidents in 2014/15. **(Policing Plan target met - Increase Drug Seizures by 2%).**
- During 2015-16, 59,502 incidents of ASB were recorded by the police, a decrease of 1,480 (2.4%) on the 60,982 recorded in 2014-15. **(Policing Plan target met - A reduction in the number of antisocial behaviour incidents by 2%).** This is the lowest level of ASB recorded by PSNI in a financial year period since this measure was introduced in April 2006.
- Crime decreased in 2 of the 9 main crime classifications:
 - Robberies were down by 16.8%,
 - Theft offences fell by 3.6%
- Two policing districts recorded a decrease in crime with Causeway Coast & Glens showing the biggest fall of 3.6%.
- Burglaries fell by 1.8%.
- The overall crime outcome rate rose by 1.2% points from 27.5% in 2014-15 to 28.7% in 2015-16 **(Policing Plan target not met - To increase by 2% points the overall rate of crime outcomes achieved using a range of appropriate disposal methods.)**
 - 7 policing districts recorded an increase in crime outcome rates with Lisburn and Castlereagh City showing the biggest increase of 5.1% points
- During 2015-16, there were increases in crime outcome rates across 5 of the 9 main offence groups compared with 2014-15 (violence against the person, robbery, theft offences, drug offences, and miscellaneous crimes against society). These increases ranged from 0.5% points in the crime outcome rate for miscellaneous crimes against society to an increase of 4.9% points in the crime outcome rate for drug offences. **(Policing Plan target met - Increase the outcome rate for Drugs Offences by 2% points)**
- There were 14,073 crimes with a domestic abuse motivation recorded by the PSNI in 2015-16, an increase of 717 (5.4%) on the 13,356 crimes recorded in 2014-15. **(Policing Plan target met - Increase reporting of crimes with a domestic motivation by 3%)**
- Compared with the previous year there were decreases in all but one of the 6 hate incident types:
 - Sectarian incidents fell by 165 (10.9%)

- Racist incidents fell by 135 (10.0%)
- Faith/religion incidents fell by 14 (19.3%)
- 4 less Disability incidents
- 2 less transphobic incidents.
- The crime outcome rate for homophobic crimes was 26.2%, an increase of 5.1% pts on 2014-15 (**Policing Plan target met - Increase of 3% points in outcome rate for Homophobic Hate Crime**).
- The crime outcome rate for racist crimes was 18.9%, an increase of 4.7% pts on 2014-15 (**Policing Plan target met - Increase of 3% points in outcome rate for Racist Hate Crime**).
- There was a decrease in the number of shooting incidents with 36 recorded in 2015-16, 37 less than the 73 recorded in 2014-15.
- Paramilitary Style Attacks fell by 22 (23.4%) (**Policing Plan target met - Reduce Paramilitary Style Attacks by 2%**).

Areas for concern

- There were 105,023 recorded crimes during 2015-16, compared with 103,176 in 2014-15, an increase of 1,847 (1.8%). Crime has increased in each of the last three years.
- 9 Districts recorded an increase in crime, with Lisburn & Castlereagh City showing the largest rise of 11.1%.
- Crime increased in 7 of the 9 main crime classifications:
 - Offences of violence against the person increased by 4.2%;
 - Sexual offences increased by 11.3%;
 - Criminal damage offences increased by 3.5%;
 - Drug offences rose by 10.5%;
 - Possession of weapons offences were up by 19.6%;
 - Public Order Offences were up by 1.6%; and
 - Miscellaneous Crimes against Society rose by 4.8%.
- During 2015-16, there were decreases in crime outcome rates across 4 of the main offence groups compared with 2014-15 (sexual offences, criminal damage offences, possession of weapons offences and public order offences). These decreases ranged from a drop of 0.1% point in the crime outcome rate for criminal damage to a decrease of 2.2% points in the crime outcome rate for possession of weapons offences.

- During 2015-16, the outcome rate for Rape Crime was 11.8%, a 1.5% point increase from the 10.3% in 2014-15 **(Policing Plan target not met - An increase of 2% point in the outcome rate for Rape Crime)**.
- The domestic abuse crime outcome rate increased by 0.1% point to 31.4% in 2015-16. **(Policing Plan target not met - Increase of 5% points in outcome rates for crimes with a domestic motivation)**.
- During 2015-16, the outcome rate for sectarian crimes was 14.6%, a 0.6% point increase. **(Policing Plan target not met - Increase of 3% points in outcome rate for Sectarian Hate Crime)**.
- During 2015-16, the outcome rate for disability hate crimes was 5.4%, a 6.8% point decrease. **(Policing Plan target not met - Increase of 3% points in outcome rate for Disability Hate Crime)** It must be noted that the outcome rate is based on a relatively small number.
- During 2015-16 the number of hate crimes fell from 2,281 in 2014-15 to 2,169, a 4.9% decrease **(Policing Plan target not met - Increase reporting of Hate Crime by 3%)**
- There was an increase in the number of bombing incidents with 52 recorded in 2015-16, 16 more than the 36 recorded in 2014-15. There were 3 security related death recorded during 2015-16, the same as in the previous year.
- Homophobic incidents were up by 9 (2.7%).

District Variations

- Recorded crime is up in 9 of the 11 Districts.
- Lisburn & Castlereagh City Policing District has seen the highest percentage increase in recorded crime (up 11.8%) and Causeway Coast and Glens Policing District has seen the biggest percentage reduction in recorded crime (down 3.6%);
- Outcome rates are up in 7 of the 11 of the Policing Districts.
- Lisburn & Castlereagh City Policing District has seen the highest increase in crime outcome rates (up 5.1% points) and Newry, Mourne and Down Policing District has seen the biggest reduction in crime outcome rates (down 0.6% points).

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

This section examines how the Board has taken forward its business plan objectives in respect of community engagement and the work of PCSPs. This area of work is overseen by the Board's Partnership Committee.

PCSPs are statutory bodies which were reconstituted during Summer 2015 following the Local Government reforms which were effective from 1 April 2015. There are now 11 PCSPs one for each of the new council areas in Northern Ireland. Belfast has one overarching PCSP and four District Policing and Community Safety Partnerships (DPCSPs), one for the North, South, East and West areas.

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

- Eight, nine or ten political members (Councillors) nominated by the council;
- Seven, eight or nine independent members appointed by the Board; and
- Seven designated bodies as approved by the PCSP (Designated Organisations)

Order NI in February 2013. The Order requires all PCSPs to have representation from the following organisations:

Police Service of Northern Ireland	Northern Ireland Housing Executive
Northern Ireland Fire and Rescue Service	Probation Board for Northern Ireland
Education Authority	Youth Justice Agency of Northern Ireland
Health and Social Care Trusts	

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

PCSP Joint Committee

Under the Justice Act (NI) 2011, a Joint Committee is responsible for overseeing the work of the PCSPs and DPCSPs for Belfast. It consists of three representatives of the DOJ and the Board. The overall aim of the Joint Committee is to enable the PCSPs to operate effectively and in carrying out this function provide strategic direction to the partnerships. It

is also responsible for monitoring PCSP effectiveness, assessing public satisfaction and supporting the PCSPs where assistance is required.

The Joint Committee also agrees the funding given to each council for the running of the PCSP. Prior to agreeing this funding each PCSP must submit an Action Plan to the Joint Committee detailing the work to be carried out during the year. These plans must reflect the strategic objectives and any other priorities as identified by the Joint Committee.

The Joint Committee approved all PCSP plans for 2015-16. PCSPs received funding from the Board and DOJ through the Joint Committee of approximately £4.3m split between administration and programme funding.

Appointment of Independent Members to PCSPs and DPCSPs

The Board is responsible for the process of appointment for PCSP Independent Members. In making these appointments, the Board is required to seek, as far as practicable, to ensure that the overall membership of each PCSP (and DPCSP) is representative of the community in the Council area.

Between November 2014 and August 2015 the Board took forward a programme of work to appoint independent members to the new PCSPs. The process was conducted in line with a Code of Practice issued by the DOJ. To assist the Board, an independent service provider was appointed to carry out the Human Resources elements of the recruitment process for each Council area.

Appointment panels, comprising Board Members and one Independent Member from a list provided by the Commissioner of Public Appointments Northern Ireland (CPANI). The Board appointed 118 Independent Members to the 11 PCSPs and 4 DPCSPs.

Each stage of the recruitment process was scrutinised and monitored by an Impartial Assessor. The report concluded that *'the process to appoint independent members to the PCSPs and DPCSPs has been conducted in a manner that is fair, robust, open and transparent and complies with the Code of Practice issued by the DOJ in March 2015.'* A number of recommendations for future recruitment campaigns were made, all of which were accepted by the Board.

An Independent Complaints Monitor was appointed by the Board to deal with any complaints by candidates regarding the appointment process. Out of 500 applications received there were five complaints made, one of which was upheld and has since been resolved.

Supporting PCSPs

This reporting period proved a challenging time with the appointment of new members and the transition arising from Local Government Reform. To assist the new members a package of guidance, training and information briefings was developed to support the PCSPs and their Members. This included:

- The provision of a PCSP Members Handbook;
- Induction training for all new PCSP Members;
- Briefings for PCSP Chairs and Vice Chairs;
- Effectiveness training workshops;
- Briefing session on the role of the Policing Committee; and
- Briefing sessions on Public Protection issues and the PSNI 'Get Home Safe' Campaign.

The Board and the DOJ will continue to work with and support the PCSPs, particularly in light of the introduction of Community Planning.

Engagement with the Community

Throughout 2015-16 the Board has continued to build upon its engagement work. The Board has engaged with numerous organisations representing a wide range of sectors including young people, LGB & T, ethnic minority, hate crime, older person, women's, business and disability. This ongoing process has enabled the Board to develop and build relationships with specific groups in order to determine the views and experiences of communities towards policing so that the Annual Policing Plan 2016-17 is reflective of the needs of the community.

The Board continues to consult with stakeholders throughout Northern Ireland to assist in identifying key issues affecting specific community groups in relation to policing. This engagement also assists the Board and the PSNI in the development of the Policing Plan

2016-17, EQIA report and the Strategic Outcomes for Policing 2016-20 document. This comprehensive engagement included meeting the following organisations to gain views.

The Rainbow Project	Age Sector Platform
Linking Generations	Include Youth
Commissioner for Older People for Northern Ireland (COPNI)	Northern Ireland Commissioner for Children and Young People (NICCY)
Public Achievement	Disability Action
Children's Law Centre	Leonard Cheshire Disability
Mencap	Northern Ireland Community of Refugees and Asylum Seekers (NICRAS)
African and Caribbean Support NI (ASCONI)	Polish Educational and Cultural Association NI (PECA-NI)
Northern Ireland Council for Ethnic Minorities (NICEM)	Northern Ireland Independent Retail Trade Association (NIIRTA)
Chinese Welfare Association	Belfast City Centre Management
NI Chamber of Commerce and Industry	Ulster Farmers Union
Hospitality Ulster (formally Pubs of Ulster)	Federation of Small Business
Wineflair	Ulster Bank
Women's Aid	Focus Identity Trust
Barnardo's	Cara Friend
NIPSA LGB&T Groups	TALK Programme participants

The Board also attends a number of quarterly Departmental delivery groups established by the Department to assist delivery of the Community Safety Strategy. One of these groups is the Older Persons Delivery Group through which, earlier this year, the Board provided funding for a number of 'Tru Call' devices. These devices block incoming scam calls from coming through, thereby preventing individuals from becoming a victim of this type of crime.

Strategic Consultation Group

In early 2013 the Board reviewed how it engaged with a number of sectors with the aim of improving how it seeks communities' views and identifies policing priorities. The result of the review was the establishment of a Strategic Consultation Group. This group has been

established to assist the Board and the PSNI in achieving a better policing experience for all by improving service delivery and increasing confidence in policing.

Members of the group work in partnership to:

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

The group consists of representatives from the youth, older persons, LGB & T, ethnic minority, women's and disability sectors.

Public Meetings / Events

The Board held a public meeting on 17 June 2015 in Craigavon to gather views on policing priorities which has assisted in the development of the Policing Plan 2016-17 and the Strategic Outcomes for Policing 2016-20 document. Members also attended a number of events throughout the year to provide opportunities for public engagement on policing issues. These included two events held by Leonard Cheshire Disability specifically on policing priorities for the disabled community; LGB & T Awareness Week; Belfast MELA; the Balmoral Show and Belfast PRIDE.

Transformation, Advocacy, Leadership, Knowledge (TALK) programme

During 2015-16 the Board supported the Transformation, Advocacy, Leadership, Knowledge (TALK) program which aims to support emerging young leaders from a variety of communities throughout Northern Ireland. With the help of a number of partners, the year-long initiative focused on developing skills in negotiation, conflict resolution, and civic leadership. The young leaders from across Northern Ireland visited the United States as part of the development programme and attended the United States Institute of Peace (USIP) where they took part in training designed to develop their skills. The initiative was developed and funded in partnership with the US Consulate, the Board, the Irish

Department of Foreign Affairs and the PSNI.

Youth Advisory Panel (YAP)

The Board's Youth Advisory Panel was established in 2010 and includes representatives from key children and young people's organisations across Northern Ireland, such as, Children's Law Centre, Include Youth, NICCY, Alternatives, Linking Generations, Ulster University, EANI, PSNI, DOJ, Mind Wise, NI Youth Forum, Barnardo's, Rural Community network, Education Authority NI, Princes Trust and Youth Action. The YAP has assisted and participated in research on Young People's confidence in policing conducted by Perceptive Insights and Queen's University Belfast. The YAP has also assisted the Board in its engagement with young people as part of the overall consultation on the Policing Plan, EQIA and Strategic Outcomes for Policing.

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

The Board is required by section 3(3)(b)(ii) of the Police (NI) Act 2000 to monitor the performance of the PSNI in complying with the Human Rights Act 1998. In order to assist it with fulfilling this duty, the Board appointed Human Rights Advisors in 2003 to devise a framework detailing the standards against which the performance of the police in complying with the Human Rights Act 1998 would be monitored. The framework has been expanded upon and covers PSNI Human Rights Programme of Action; Training; Policy; Operations; Complaints, Discipline and the Code of Ethics; Public Order; Use of Force; Covert Policing; Victims; Treatment of Suspects; Policing with the Community and Human Rights Awareness; Privacy, Data Protection and Freedom of Information; and, Children and Young People. The Board's Performance Committee, with the assistance of the Human Rights Advisor, is responsible for implementing the monitoring framework. This work has been reported upon by way of a Human Rights Annual Report every year since 2005.

The 2015 Report, published on 31 March 2016, is the eleventh such report and it provides an account of PSNI performance with regard to PSNI's compliance with the Human Rights Act 1998. The Report serves a number of key functions, namely in assisting the Board in holding the PSNI to account for their compliance and is in this respect a reflection of the work undertaken by the Board, particularly through the Performance Committee, in holding PSNI to account. The Report is also an open and public commentary on police

performance and of the Board's monitoring work.

PSNI has now implemented over 200 recommendations made in ten previous Annual Reports across a range of issues such as domestic abuse, hate crime, children and young people, public order, use of force, stop and search, covert policing, complaints and discipline and many more. As well as Annual Reports, the Board and Human Rights Advisor monitor and report on PSNI's human rights compliance through thematic reviews. These reviews provide a means of undertaking detailed examinations of specific areas of police policy and practice from a human rights perspective, using the community's experience of policing to inform the evidence base against which compliance with human rights principles can be evaluated. The thematic reviews and associated follow-up reviews have made a combined total of 73 recommendations and have examined the police response to domestic abuse; children and young people; policing with and for lesbian, gay and bisexual individuals and transgender individuals; and police powers to stop and search and stop and question under the Terrorism Act 2000 and the Justice and Security (NI) Act 2007. The Board's Human Rights Advisor is currently finalising a thematic review of the PSNI response to race hate crime, the findings of which will be published during 2016.

The importance of the Board's approach, through the publication of annual reports and thematic reviews, is reflected in the sheer breadth of work undertaken by the Board and by the Human Rights Advisor. The challenges facing PSNI are ever changing and evolving and it requires the Board to be proactive in identifying issues which will pose new and complex challenges for PSNI in keeping people safe.

Human Rights Annual Report 2015

The Human Rights Annual Report 2015 was published on 31 March 2016, ensuring that target 2.6.1 of the Board's Business Plan 2015-16 has been achieved.

The 2015 Annual Report contains 14 recommendations for PSNI relating to human rights training; improved partnership working with the Public Prosecution Service; policy and guidance in relation to Domestic Violence Protection Notices; complaints in relation to PSNI response to reports of domestic abuse; provision of statistics on outcome rates for domestic motivated crime; complaints and misconduct matters arising in relation to police civilian staff; the operation of the Youth Diversion Scheme; the deployment of Small

Unmanned Aircraft (SUA); the service of non-molestation orders; file-quality and timeliness of police files to the PPS; and police detention. Monitoring the implementation of the recommendations outlined in the 2015 annual report will be taken forward by the Performance Committee, with the assistance of the Board's Human Rights Advisor, and will be reported upon in the 2016 report.

The commitment of the Chief Constable and PSNI to ensuring a human rights based approach to policing is demonstrated by their acceptance and implementation of the recommendations made in previous Human Rights Annual Reports and thematic reviews. The 2015 Annual Report notes that nine recommendations from previous years were implemented during 2015. In implementing these recommendations, PSNI reported to the Performance Committee throughout 2015 on a range of issues including child sexual exploitation; the service of ex-parte non-molestation orders and occupation orders; training, policy and practices for responding to disability hate crime; terrorism detainees; healthcare within custody; and Youth Engagement Clinics. The Board will continue to monitor and report upon PSNI's performance in ensuring a human rights compliant service.

Monitoring police complaints and disciplinary proceedings

By virtue of section 3(3)(c)(i) of the Police (NI) Act 2000, the Board has a duty to keep itself informed as to the workings of the system in place to deal with complaints against the PSNI and subsequent disciplinary proceedings arising as a result of Police Ombudsman investigations. The Board also has a duty to monitor trends and patterns in complaints. This work is taken forward by the Performance Committee.

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

The Board also considers individual investigation reports produced by OPONI. Under section 62 of the Police (NI) Act 1998 the Police Ombudsman may make public statements following major investigations. Decisions as to when to publish such reports and what material to include in them are taken at the discretion of the Police Ombudsman. At the 22

December 2015 Board meeting, Members considered the public statement regarding information passed to police prior to the bomb attack on Constable Peadar Heffron in January 2015. As a result of that meeting the Board asked the Human Rights Advisor to conduct a review of the report to identify failings and lessons learnt. This review will be provided to the Board in due course. The Board also considers Regulation 20 reports as and when they are published by OPONI. A Regulation 20 report is produced by the Police Ombudsman following an investigation into a specific matter instigated at the Ombudsman's own volition or referred to him/her under section 55 of the Police (NI) Act 1998 by the Board, the DOJ, the Secretary of State, the Director of Public Prosecutions or the Chief Constable. A Regulation 20 report will be carried out into all circumstances where police used firearms, Taser or Attenuating Energy Projectile (AEP), where there has been a fatal road traffic collision involving police or where there is some other cause for concern with respect to police action. Examples of such reports considered by the Performance Committee in 2015-16 included a review of police actions regarding the death of Kevin McDaid in Coleraine in May 2009, and the circumstances of a fatal road collision in Claudy in December 2011.

The Board also monitors PSNI internal disciplinary procedures to ensure that lessons are learned and that best practice is promoted across the organisation. Alongside representatives from OPONI, the Performance Committee meets formally with officers from PSNI Service Improvement Department (SID)⁶ twice a year to discuss professional standards issues. PSNI SID is responsible for providing guidance to Districts and Departments in respect of disciplinary matters and must ensure that consistent standards are applied. The Department decides on disciplinary recommendations arising from OPONI investigations, delegating each recommendation to the appropriate District or Department to progress or referring the matter to a formal misconduct hearing. The Department can also initiate its own misconduct investigations.

In order for the Board to effectively fulfil its statutory duties, a Professional Standards Monitoring Framework, devised by the Board's Professional Standards Advisor, provides the Board with a formal structure to undertake its monitoring function and to address broader concerns, such as quality of service, accountability and evidence of learning. In accordance with the Monitoring Framework, PSNI and OPONI provide the Board with

⁶ Service Improvement Department was replaced by the Legacy and Justice Department in February 2016. The Committee will continue to meet with the Legacy and Justice Department on the same basis as it did with Service Improvement Department.

statistical information on a periodic basis. The information is used to challenge performance and to seek further information from the police or OPONI on any areas of concern.

The Board Professional Standards Advisor previously carried out a review of the Professional Standards Monitoring Framework in 2014-15 and a revised document was agreed by the Board in October 2014. In accordance with target 1.6.3 of the Board's Business Plan 2015-16, the Professional Standards Advisor carried out an assessment on the implementation of the revised Framework. Board officials are currently consulting with officials in PONI and PSNI on the findings of that report and will use it as a means of strengthening the Board's monitoring functions.

During 2015-16 the Committee met with senior officials from PSNI and OPONI on two occasions. An annual report against the Professional Standards Monitoring Framework was received by the Committee in June 2015.

During 2013-14 OPONI received 3,738 complaints which was the highest number of complaints since the Office opened in November 2000. The number fell to 3,367 in 2014-15, a reduction of 9.9%. However the overall annual complaints figure was still higher than 2012-13 (3,272), 2011-12 (3,344) and 2010-11 (3,335). All PSNI Districts had a reduction in complaints except for H District which witnessed an increase of 4.7%. A and B Districts experienced the greatest decrease in complaints with an 18.4% and 20.8% reduction respectively. Where sufficient information is available, OPONI records the main factor underlying each complaint received, or the main situation giving rise to the complaint. Criminal Investigation is the most common factor underlying complaints in 2014-15 and has been the most common factor underlying complaints over the past five years, followed by arrest, with the exception of 2013-2014 in which arrest accounted for 24% of all complaints overtaking Criminal Investigation as the most common factor in that year. Search, Traffic Enquiries, Domestic Incident, Police Enquiries (no investigation), Historic Investigation and Parade/Demonstration are also common factors behind complaints. It should be noted that in 2014-15 there were notable decreases in complaints in relation to parades (82.6%), arrests (29.5%), searches (20.7%) and police enquiries (15.3%). The highest increase related to historic investigations (29.4%).

Complaints made in relation to Parade/Demonstration peaked during the period December 2012 and March 2014 when OPONI received 280 complaints, around half of which were attributable to the 'flag protest' street demonstrations that took place across Northern Ireland, but particularly in Belfast. A possible rationale behind the increase in the number of complaints relating to historic investigations is the increase in media reporting of historic sexual abuse cases such as those considered by the Historic Abuse Inquiry. The evidence to suggest this is anecdotal and the Committee will further interrogate the 2015-16 statistics in June 2016 to determine whether this increase marks an emerging pattern or trend.

In relation to complaints denoted as Domestic Incidents the Committee sought further detail on the nature of such complaints from PSNI and PONI. Members were informed that the term did not solely refer to cases involving domestic abuse and also included complaints relating to police conduct at the complainant's property, complaints involving neighbourhood disputes and complaints relating to telephone calls. Concern was expressed that, following the thematic review and follow-up review by the Board's Human Rights Advisor in 2009 and 2011 it may prove difficult to determine the extent to which improvements in police practice have led to a reduction of complaints relating to domestic abuse incidents. As a result the Human Rights Advisor recommended in the Human Rights Report 2015 that PSNI should, in co-operation with PONI, identify complaints which relate specifically to the police response to reports of domestic abuse and disaggregate those complaints in the presentation of its six-monthly reports. The Committee will see these statistics during the June 2016 meeting.

In 2014-15 the number of allegations⁷ fell from 6,171 in 2013-14 to 5,587, a reduction of 9.5%. This figure is lower than 2010-11 (6,331), 2011-12 (6,007) and 2013-14 (6,171). All PSNI districts had a reduction in allegations except for F District where there was an increase of 1.7%. The number of failure in duty allegations marked the highest increase with 103 additional allegations between 2013-14 and 2014-15 (4.5% increase). The Committee noted that failure in duty allegations accounted for 42.6% of all allegations and, as a result, a target was inserted in the Policing Plan 2015-16 to reduce failure in duty allegations by 2%.

⁷ Each complaint received by PONI may consist of one or more allegations.

In contrast oppressive behaviour allegations⁸ fell from 1,991 in 2013-14 to 1,440 in 2014-15, a reduction of 27.8%.⁹ PSNI explained to Members that this reduction was due to having put in place a reassurance strategy to ensure consistent recording in custody suites. This reduction can be set against the Policing Plan 2014-2017 target of a 10% reduction in this allegation type. In the same period the number of allegations of Incivility¹⁰ decreased by 23.5% from 550 allegations in 2013-14 to 421 allegations in 2014-15. As with Failure in Duty and Oppressive Behaviour allegations, PSNI performance against the target of an 1% reduction in the Policing Plan was exceeded.

The Committee received a six monthly update on the Professional Standards Monitoring Framework in November 2015 relating to the period 1 April 2015 to 30 September 2015. During that period there were 1,589 complaints which is a reduction of 260 from the 1,849 received in the same period in 2014. This equates to a reduction of 14.1%, and is the lowest number of complaints received in the first six months of a reporting year when compared to the previous four years' data. The number of complaints received during the first six months of 2015-16 also fell in every PSNI District when compared to the same period in the 2014-15 year. It should be noted however that complaints relating to Parade/Demonstration increased from 19 in the first six months of 2014-15 to 37 in the 2015-16 period, a 94.7% increase.

During meetings with OPONI and PSNI in 2015-16, the Committee discussed the resolution of complaints by informal resolution and local resolution. Both mechanisms allow for less serious complaints to be dealt with by local police officers rather than through a formal Police Ombudsman investigation.¹¹ The informal and local resolution processes are largely similar, with high complainant satisfaction rates for both. During 2014-15 there were 477 complaints deemed suitable for informal resolution out of 3,306 total complaints received against the PSNI, compared to 478 in 2013-14. Of the 200 complaints resolved by Informal Resolution, 166 were deemed successful, 34 were deemed to have failed and 0 were withdrawn. However there are some differences between the two processes. Informal resolution is provided for by the Police (NI) Act 1998

⁸ These relate to allegations of physical aggression such as being pushed, grabbed, struck by a baton, handcuffs too tight or twisted etc.; non-physical conduct which is seen as being aggressive or threatening; and harassment (allegations of this type frequently relate to stop and search).

⁹ This figure includes police officers and police staff.

¹⁰ Examples of incivility may include inappropriate comments, foul language, lack of courtesy, or abrupt, disinterested, dismissive or insensitive behaviour.

¹¹ A successful resolution would be where the officer about whom the complaint has been made is spoken to by a supervisor and has appreciated the nature of the complaint; and the complainant has had a speedy resolution to the complaint, confident that it has been taken into account by the individual officer and PSNI.

and is available as a means of resolving less serious complaints across all police Districts. With informal resolution OPONI refers appropriate complaints to PSNI Service Improvement Department which then appoints an officer of the rank of Inspector or above to speak to the complainant and the officer who is the subject of the complaint with a view to reaching a satisfactory resolution. With local resolution, OPONI passes suitable complaints directly to Local Resolution Officers in D District to resolve. Local Resolution Officers are of Inspector and Sergeant rank. With both informal and local resolution, OPONI retains a supervisory or guardianship role. Local resolution is not on a statutory footing and has instead operated as a pilot in D District (Antrim, Carrickfergus, Lisburn and Newtownabbey) since 2010 on the basis of an agreement with the DOJ and the Police Ombudsman. As complaints for local resolution are not referred through Service Improvement Department, and instead go directly to Local Resolution Officers, the average processing time for local resolution is 3 times shorter than informal resolution (30 days as opposed to 104 days). The Performance Committee is therefore keen to see an increased use of local resolution which Members believe will impact positively on community confidence and will provide for greater engagement between local communities and police.

During 2014-15 the Performance Committee asked PSNI to consider whether the local resolution pilot could and should be extended to all Districts by agreement with the DOJ and OPONI in the absence of legislative provision. PSNI advised the Board that the package of legislative reforms which included legislation to enable full roll-out of local resolution was no longer being progressed by the DOJ. As a result, a meeting had been arranged with the OPONI to discuss what aspects of local resolution can be rolled out to the Service in the absence of legislation. The Committee therefore encouraged PSNI to consider whether the informal resolution process could and should be modified to permit OPONI to refer appropriate complaints to District directly rather than to Service Improvement Department as a means of speeding up the process and providing greater and speedier satisfaction to complainants. Service Improvement Department could still have a continuing role in quality assuring the handling of complaints. The PSNI wrote to the Board in March 2016 advising that amendments to the informal resolution process would be informed by the local resolution pilot which could not be extended without legislative amendment by the Assembly. Proposed changes include that:

- Sergeants rather than just Inspectors will be able to be appointed to resolve complaints. PSNI have stated that that this would provide supervisors with more

information about their teams and provide greater opportunity to quickly address complaints from members of the public;

- If a supervisor is recording a complaints from a member of the public they may discuss the possibility of progressing by means of Informal Resolution with the complainant rather than waiting for a referral from the OPONI; and
- Complaints can be sent directly to local districts by OPONI rather than through Discipline Branch. Discipline Branch would continue their oversight of all informal resolutions to assure quality assurance of the process.

With these changes in mind Local Resolution will be discontinued. PSNI and OPONI will discuss this issue in more detail in the next reporting period.

Board officials also attend the Policy Evaluation Group (PEG) which was established by PSNI comprising of officials from OPONI, HMIC, CJINI and the Board to consider recommendations made by OPONI which aim to improve police policy and practice.¹² The PEG reviews recommendations to identify whether there are recurring recommendations and whether any can denoted as strategic, operational or areas for minor improvement in nature. The PEG will also identify those recommendations which may not have been accepted by PSNI. When and where appropriate the PEG will also consider the evaluation of the effectiveness of policy recommendations. The PEG produced its second annual report to the Committee in June 2015, stating that 66 policy recommendations, arising from 33 complaints, were received in 2014-15. Of those 66 recommendations 24 were denoted as strategic recommendations, 30 were operational recommendations and 12 were areas for minor improvement. The recommendations are divided according to theme which enables trends to be quickly and easily identified. Of the 66 recommendations made in 2014-15, 20 related to custody, 7 related to disputes and harassment and 26 were categorised as 'other' meaning they did not fit within any identified theme.

Body Worn Video

In the Board's 2009 human rights thematic review of domestic abuse policing, it was recommended that the use of Body Worn Video by PSNI when responding to domestic abuse incidents could contribute to an increase in the outcome rate for domestic abuse crimes as the video evidence captured at the scene could assist with prosecuting the

¹² The PEG was established as a result of recommendation 9 of the Board's Human Rights Annual Report 2013.

offender. The Board's recommendation was echoed by CJINI in its 2010 inspection on domestic abuse.

The Board pressed PSNI for some time to introduce Body Worn Video for that purpose and PSNI initiated a pilot of Body Worn Video in G District (Foyle, Limavady, Magherafelt and Strabane) for a period of six months commencing 1 June 2014. The pilot was extended to 31 March 2015 to allow more data to be gathered. The purpose of the pilot was to assess whether Body Worn Video was delivering improvements in the policing of domestic abuse. The use of the technology was not however confined to domestic abuse incidents. The pilot also considered: Oppressive Behaviour (by police officers); officers' confidence and protection; and, impact on officer visibility (i.e. keeping police on the street by allowing more efficient capture of 'evidence').

The Performance Committee met with the PSNI in March 2015 to discuss the findings of the pilot. During the meeting police officers involved in the pilot gave Members a demonstration of the video equipment. The Committee was advised that there has been a high level of positive feedback in relation to the pilot, including from officers using the technology and also Criminal Justice partners in relation to the quality of footage gathered that has been made available for cases going forward to court for prosecution. The cases have been for a range of offences, including domestic abuse and public order. The equipment was also reported to have diffused confrontations between police and members of the public.

PSNI advised that there have been some technical challenges during the pilot, learning from which will be taken into account by PSNI moving forwards, for example, they have established that they would need to make a significant investment in their computer network capability before rolling out Body Worn Video.

The Committee has not yet been presented with PSNI evaluation of the pilot and are presently awaiting documented evidence of the success of the equipment and whether technical difficulties had been overcome. The Board's Resources Committee will also monitor the progress being made by PSNI in its procurement and future roll out.

Stop and search and stop and question powers

A specific area for the consideration of the Performance Committee continues to be the PSNI's use of powers to stop and search and stop and question under the Terrorism Act 2000 (TACT) and the Justice and Security (NI) Act 2007 (JSA). The Committee received a briefing from PSNI on 17 September 2015 on the use of the powers and is provided with quarterly statistics which show use according to geographic area, gender, ethnicity, age, power used and subsequent arrest. While quarterly statistical reports are also available for the public on the PSNI website, these reports contain slightly less information than the reports provided to the Committee as a result of statistical reporting rules. Further information can be found in the Board's Human Rights Annual Report 2015.¹³

The Committee had its annual meeting with the Independent Reviewer of Terrorism Legislation and with the Independent Reviewer of the JSA in September 2015. Issues discussed during these meetings included the authorisation processes, arrest rates, the operational need for the powers, community impact of use of the powers and monitoring the community background of persons stopped and searched or stopped and questioned.

The Board's Human Rights Advisor also reviews the PSNI's use of the powers, observes training, reviews policy and procedures and meets regularly with relevant officers. The Human Rights Advisor produced a thematic review report in October 2013¹⁴ in relation to the use of powers under TACT and JSA. An update to that report will be published in 2016-17.

The Performance Committee has particularly pressed PSNI in relation to Recommendation 7 which required PSNI to consider how to include within its recording form the community background of persons stopped and searched and stopped and questioned. The Committee met with the lead ACC in April 2015 to discuss the options considered by PSNI for the recording of community background of persons stopped and searched or stopped and questioned under the Terrorism Act 2000 (TACT) and Justice and Security Act (NI) Act 2007 (JSA). Members went on to discuss the potential for a pilot scheme and suggested that, as the pilot scheme for the use of Body Worn Video took place in G

¹³ Human Rights Annual Report 2015, pp. 42 to 54 http://www.nipolicingboard.org.uk/final_pdf_-_human_right_annual_report_2015.pdf

¹⁴ Human Rights Thematic Review on the Police use of Powers to Stop and Search and Stop and Question under the Terrorism Act 2000 and the Justice and Security (NI) Act 2007, NI Policing Board, October 2013. The report can be accessed at: http://www.nipolicingboard.org.uk/stop_and_search_thematic_review_final_draft_15

District, (now Derry City and Strabane District) it may be productive to carry out a time-bound pilot scheme in this area

An evaluation of the pilot study will be provided to the Committee in 2016 and will report in both the update to the thematic review and the Human Rights Annual Report 2016.

Small Unmanned Aircraft (SUAs)

PSNI purchased a small number of SUAs in June 2013 which were first put in operational use during the G8 Summit in the same month. They are primarily used to provide overt support to policing operations. As a condition of approval for the expenditure on SUAs, the Board required PSNI to carry out a review of their use, including the technical operation of the systems and their effectiveness; value for money; legal compliance in deployment and oversight by the Chief Surveillance Commissioner. A further recommendation was also made in the Human Rights Annual Report 2013 requiring PSNI to report on the extent to which the SUAs had been used for surveillance purposes together with a detailed explanation of the framework within which the PSNI used SUAs for overt surveillance and for surveillance which did not relate to a specific operation or investigation. PSNI submitted this report and it was considered during the February Performance Committee meeting.

The perceived increase in use of SUAs, commonly referred to as 'drones', is of increasing public concern and has received greater press coverage in 2015-16. The Board's primary concern is to ensure that PSNI use SUAs lawfully, particularly within the context of compliance with the Human Rights Act 1998. To that end the Board's Human Rights Advisor sought and received a comprehensive briefing from PSNI's Air Support Unit and subsequently provided advice to the Performance Committee on the operational context, the legal and regulatory frameworks and use of SUAs. Further detail on these points is included in the Board's Human Rights Annual Report 2015.¹⁵

PSNI have also agreed to report to the Performance Committee in writing every six months on its continued operational use of SUA. The first six monthly report covering the period 1 January 2015 – 30 June 2015 was considered during the 17 September 2015 meeting. As per that report, PSNI did not operationally deploy SUA during the period 1

¹⁵ Human Rights Annual Report 2015, pp. 128-139, http://www.nipolicingboard.org.uk/final_pdf_-_human_right_annual_report_2015.pdf.

January 2015 – 30 June 2015 for technical and operational reasons which PSNI are trying to resolve. Members raised a number of concerns with the PSNI about the procurement and assessment of the use of SUAs which are being considered and will be the subject of further monitoring and report.

Legacy Inquests

Chiefly through the Performance Committee, the Board has consistently sought to hold the PSNI to account in respect of their responsibility to disclose material to the Coroner in support of Coronial Inquests into a number of legacy cases, particularly those referred to as the Stalker Sampson cases.¹⁶ The inquests were officially opened in 2007, but a protracted legal dispute over the PSNI's disclosure of material caused significant delay. The legal proceedings concluded in 2010 and the PSNI are now involved in a disclosure process which involves the provision of relevant material to the inquests, subject to redaction of sensitive information.¹⁷ The Performance Committee have sought further information on a number of issues relating to these inquests, specifically with regard to the employment of former Special Branch and intelligence officers in the disclosure process, the failure to meet disclosure submission dates, and public criticism emanating from the Senior Coroner and a number of senior judicial figures during judicial review proceedings.¹⁸

The Board has continued to express its concern at the continued delays in the provision of material by PSNI Legacy Support Unit to the Coroner and the impact that this has had on the commencement of a number of Legacy Inquests.¹⁹ Not only does this impact directly on the families concerned, it considerably impacts on public confidence in the police and has potentially wider ramifications for community confidence in the criminal justice system. The Committee has restated the importance of adequate resources being made available to ensure that any further delay is avoided.

¹⁶ The Stalker Sampson reports relate to alleged shoot-to-kill cases involving the security forces in Lurgan and Armagh in 1982. The six victims involved were Gervais McKerr, Eugene Toman, Sean Burns, Michael Tighe, Seamus Grew and Roddy Carroll. The Coroner will also examine the deaths of three Royal Ulster Constabulary officers who died in a bomb blast weeks earlier to the first killings - Sergeant John McQuinn; Constable Alan McCloy; Constable Paul Hamilton.

¹⁷ The Senior Coroner is provided with all material in an unredacted form.

¹⁸ See for example Justice Stephens judgment in relation to the Pearse Jordan inquest in which he stated '*There has been delay. The Article 2 requirement of promptness and reasonable expedition has not been met. The question is whether one or other or both of the notice parties is responsible.*' Justice Stephens exonerated the Coroner but made an adverse finding against the PSNI as regards delay. He stated, '*I am content that the PSNI have both created obstacles and difficulties which have prevented progress in the inquest and have also not reacted appropriately to other obstacles and difficulties.*' *Jordan's Applications (13/002996/1), (13/002223/1) (13/037869/1) [2014] NIQB 11.*

¹⁹ This compasses a total of 56 cases involving 97 deaths.

While the Board has welcomed the fact that the Stormont House Agreement, published on 23 December 2014, committed the Executive to improve the way in which Legacy Inquests are conducted and ensuring they are fully Article 2 compliant, the review undertaken by Lord Justice Weir in January 2016 reaffirmed that it may be some time before relevant statutory changes and sufficient resources are put in place. In the interim, the Board has continued to meet with PSNI to monitor how their duties to the Coroner are fulfilled. On 12 March 2015 the Board wrote to the Justice Minister to ask him to consider commissioning HMIC to undertake an independent review of the PSNI Legacy Support Unit's systems and processes in disclosing relevant information to the Coroner for Legacy Inquests in order to ensure those systems and processes are fit for purpose. The Performance Committee has written to all key stakeholders, including the Lord Chief Justice and the Minister of Justice to raise its concern in relation to the role of the PSNI as it impacts directly on the Coroner's Service in undertaking Legacy Inquests in line with Article 2 ECHR.

The Criminal Justice Inspection Northern Ireland (CJINI) has now been commissioned to carry out an inspection of the arrangements in place in the PSNI to manage and disclose information in support of the Coronial process in Northern Ireland. The Performance Committee were briefed on the proposed terms of reference for the inspection during the January 2016 Committee meeting. Members, having advocated a dedicated inspection, expressed their support and noted how the terms of reference closely mirrored those drafted by the Board for the proposed HMIC inspection.

CJINI's inspection will not review individual legacy cases and will instead focus on the effectiveness and efficiency of current arrangements by assessing current PSNI policy, practice and procedures with regard to disclosure of information in support of the Coroner in undertaking legacy inquests; examining the statutory obligations of the PSNI in disclosing information in support of the Coroner; evaluating whether current arrangements for managing and disclosing information are effective and efficient while fulfilling statutory obligations; and, providing comparative analysis with current, relevant best practice models. The Policing Board will consider the inspection's findings once complete.

The Committee will continue to tackle the issues in legacy cases. Members agreed that a dedicated review and published report is required in order to bring focus to this complex issue. The Board will report separately on this issue in 2016-17.

Legacy Investigation Branch (LIB)

Following an unfavourable inspection carried out by Her Majesty's Inspectorate of Constabulary (HMIC) on the Historical Enquiries Team (HET) in 2013, the Board established the HET Working Group to take forward and oversee the implementation by the PSNI of the recommendations contained in the HMIC report. Recommendation 1 of the HET Working Group's final report, published on the Board's website in December 2014, outlined that the Board agreed that the HET going forward, under whatever guise, should comply with the obligations under Article 2 of the European Convention on Human Rights to investigate deaths in which there may have been some involvement by State forces. The Performance Committee therefore noted with some concern the report by the UK parliamentary Joint Committee on Human Rights (JCHR), published on 21 March 2015, which expressed concern that it may be at least two years before the establishment of the Historical Investigations Unit (HIU) and that in the interim, the LIB would fill the investigative void with fewer resources than the HET. The JCHR stated that the LIB 'cannot itself satisfy the requirements of Article 2 ECHR because of its lack of independence from the police service'.

In line with target 3.7.2 in the Board's Business Plan 2015-16, the Performance Committee was required to monitor and report on the work of PSNI Legacy Investigation Branch within one month of the publication of the HMIC follow up report and thereafter at six monthly intervals. This target is considered to be partially achieved. The Committee initially met with HMIC on 18 June 2015 to discuss the follow-up inspection report. Members noted that of the 20 recommendations made in July 2013 ten had been fully implemented; five had not been implemented; two had been partially implemented; and, three were no longer directly relevant because the LIB has absorbed the work of the HET.

In particular Members noted a lack of progress in respect of two recommendations from the initial 2013 inspection of HET: Recommendation 11 which HMIC suggested that an independent audit process be undertaken to verify that the HET had the benefit of all appropriate intelligence material held by the PSNI; and, Recommendation 20 which sought to manage potential conflicts of interest in HET staff allocated to certain cases.

PSNI requested additional time to respond to the findings of HMIC's follow-up inspection in order to allow for a full discussion on the work of the LIB and the implementation of HMIC's

recommendations. PSNI briefed the Performance Committee at the December 2015 and January 2016 meetings on a range of issues relating to the LIB, in particular:

- The implementation of the outstanding recommendations in the HMIC follow up inspection of HET;
- The LIB case sequencing model;
- Review summary reports/family reports; and
- The HET/LIB manual of guidance.

Until the HIU is established and becomes fully operational, the Board will continue to monitor the work of the LIB on a six monthly basis.

Monitoring public order policing

While the planning and implementation of public order operations are the responsibility of the Chief Constable, the Board is obliged to consider the human rights implications of public order policing and associated community confidence issues. This may include issues relating to training, policing tactics, public order strategies, the use of force, criminal justice strategies and outcomes, management of parade notifications, officer welfare, the use of mutual aid, resource implications and community engagement.

The Board's Human Rights Advisor is briefed regularly by PSNI on its public order strategy, the planning of public order events and any operational decisions made. Every year the Board's Human Rights Advisor also attends the pre-planning meetings and observes from the Silver Command Room the policing operation for the annual 12 July parade (and associated protests) in Belfast.

The Performance Committee regularly discusses issues arising in the public order context and considers six monthly statistical reports on police use of force. These reports provide details of any correlation between high incidence of use of force by the police and public disorder incidents. Furthermore, District Commanders are required to submit a written record of major public disorder incidents to the Board, including whether force was used, injuries sustained by police officers or members of the public, and damage caused to property.

In June 2015, a report by OPONI criticised the PSNI for failing to protect the Orange Order as it marched through Belfast in 2013.²⁰ The report was considered by the Policing Board and discussed with the Chief Constable. The Chief Constable accepted the findings in the report and apologised for the PSNI's failure to plan for the subsequent disorder and the inability to deploy sufficient resources in time to prevent the disorder.

The National Crime Agency (NCA)

On 3 February 2015 the Assembly consented to the making of the Crime and Courts Act 2013 (National Crime Agency and Proceeds of Crime)(NI) Order 2015. This permitted the National Crime Agency (NCA) to become fully operational in Northern Ireland with the powers to tackle serious, organised and complex crime, including strengthening border defences, accelerating efforts against economic crime, tackling the sexual abuse and exploitation of children, and confronting cyber-crime.

The key responsibilities of the Board as they relate to oversight of the NCA are outlined in Schedule 2, clauses 2-9 of the 2015 Order which amend Section 3 of the Police (NI) Act 2000. These obligations are reflected in a range of Memorandums of Understanding (MOUs) which set out the operating principles which govern the relationship between the Board, NCA, PSNI, Justice Minister, DOJ, Home Secretary, and the Home Office. A sub-group of the Performance Committee was established in April 2015 to consider the MoUs and the Board agreed to them at the February 2016 Board meeting.

The Board is primarily tasked with:

- monitoring the NCA's performance in carrying out its Annual Plan in Northern Ireland; and
- making arrangements for obtaining the co-operation of the public with the NCA in the prevention of organised crime and serious crime.

Clause 6 of the 2015 Order amends Section 57 of the Police (NI) Act 2000 to require the Board to report on these matters and an assessment of the level of public satisfaction with the performance of the NCA in exercising its functions in Northern Ireland not later than six months after the end of each financial year.²¹

²⁰ The Board's Human Rights Advisor reported previously to the Committee that the PSNI had not on that occasion envisaged the disorder that subsequently ensued and the number or locations of officers that needed to be deployed.

²¹ Section 3A(b) of the Police (Northern Ireland) Act 2000, inserted by the Crime and Courts Act 2013 (National Crime Agency and Proceeds of Crime)(Northern Ireland) Order 2015, proposes placing an obligation on the Board to assess

In line with target 3.8.1 in the Board's Business Plan 2015-16, a performance monitoring framework which provides Members with information relating to the performance of the NCA in Northern Ireland has been agreed. As part of the performance monitoring framework, the Board are provided with quarterly narrative reports which capture the NCA's performance with regard to operations tackling Organised Crime, Child Sexual Exploitation, Civil Recovery, Cybercrime, Organised Immigration Crime, Money Laundering and Drugs and Firearms.

Target 3.8.2 of the Board's Business Plan 2015-16 required the Board to establish the efficacy of, and monitor the working relationship between, the PSNI and NCA at six monthly intervals. As part of the MoU between the Board and the NCA, the NCA Director General should attend meetings with the Board on a biannual basis to discuss the NCA's Annual Plan so far as it relates to the NCA's exercise of functions in Northern Ireland and to discuss performance issues. The scheduled meeting with the Director General in October 2015 did not take place as a result of heavy fog which prevented him from travelling. The meeting was attended by other NCA officials based in Northern Ireland who discussed NCA performance in Northern Ireland, including disruption activity against high priority and priority criminal groups; support provided to partner agencies in Northern Ireland; and significant partnership or community activity undertaken in Northern Ireland.

The Board met with Lynne Owens, appointed as Director General in January 2016, during the March 2016 meeting. This provided an opportunity for Members to ask the Director General how she planned to take account of the Northern Ireland Policing Plan in preparing the NCA Annual Plan 2016-17, with particular regard to how she intends that NCA functions will be exercised in Northern Ireland.²² The Board held both public and

the level of public satisfaction with the performance of the NCA in exercising functions in Northern Ireland. However schedule 2, paragraph 2(2) of the 2015 Order states that if the repeal of section 3(3)(d)(ii) of the Police (Northern Ireland) Act 2000 (through the Justice Act (Northern Ireland) 2011) comes into force, paragraph (b) of subsection 3A of the 2000 Act is also repealed. Section 3(3)(d)(ii) of the 2000 Act has already been repealed through Schedule 8, Part 2 of the Justice Act (NI) 2011, which came into operation through the Justice (2011 Act) (Commencement No. 3) Order (Northern Ireland) 2012 on 1 April 2012.

²² In preparing the NCA's Annual Plan, the Director General will have regard to the Policing Plan in so far as the NCA's Annual Plan will set out how the Director General intends NCA functions will be exercised in Northern Ireland during the next financial year. The Director General will submit a draft of the NCA's annual plan to the Board in good time prior to the first scheduled annual meeting for the Board to consider in so far as it relates to the NCA's activities in Northern Ireland. The Board may recommend any amendments to the NCA's draft annual plan as it relates to the NCA's activities in Northern Ireland. The Director General will consider any amendments proposed by the Board to the NCA's draft annual plan. Before issuing the NCA's annual plan, the Director General will obtain the consent of the Board and the Department of Justice to the NCA's annual plan in so far as it relates to the NCA's activities in Northern Ireland.

private sessions with the Director General of the NCA and the Chief Constable of the PSNI, ensuring that the Board and the public are provided with further detail on ongoing operations and the working relationship between the two organisations.

Cybercrime

During 2014-15, the Performance Committee prioritised its focus on the PSNI response to tackling cybercrime. Detailed policy research was completed by Board officials which considered the impact of the cyber-enabled and cyber-dependent crime on vulnerable people. Target 1.6.1 of the Board's Business Plan 2015-16 required further research on cyber-enabled crime and relevant emerging issues to be brought to the Performance Committee every six months.

PSNI were invited to brief the Performance Committee in April 2015 in relation to a number of emerging issues with regard to PSNI's approach tackling cybercrime, including the OCTF Cybercrime Tactical Assessment, PSNI's newly established Cyber Crime Centre and, capacity building and training. In response to a question from a Member regarding the PSNI priorities in respect of cybercrime, PSNI advised that the prevention of child abuse online remains their top priority. PSNI advised that while Child Sexual Exploitation accounts for 50% of their cases, 75% of time is spent investigating and managing these cases.

The Performance Committee also considered key findings in an HMIC inspection of online Child Sexual Exploitation in England and Wales in January 2016. In particular Members noted that inspectors found evidence of persistent delays in the extraction of relevant material as a result of backlogs within high-tech crime units (HTCUs), consistent with the findings of eight other national child protection inspections. The Committee wrote to ACC Crime Operations in relation to a number of the issues raised by the inspection report, namely how this work is prioritised and allocated within the Cyber Crime Centre; how backlogs are managed; how many PSNI officers have access to standalone forensic devices to extract data from internet-enabled devices, or if retrieval work is instead routinely undertaken by forensic or technical officers in the Cyber Crime Centre. The Committee will seek a further briefing from PSNI on this issue during 2016-17.

The Board has ensured that since October 2013, PSNI record all incidents of cyber-enabled crime in order to ensure not only that they have a better understanding of the

nature of crime in Northern Ireland, but that they can better plan and prioritise their response to the evolving and changing face of crime both in the short and longer term. Members considered PSNI cyber-enabled crime recording at the January 2016 Committee meeting. Between 1 November 2014 and 31 October 2015 there were 816 crimes recorded where the cyber-enabled marker on NICHE was completed. This is an increase from 773 crimes recorded in the same period in 2013-14, an increase of 6%. However it should be noted that from 1 April 2015, Action Fraud has taken responsibility for the central recording of fraud offences which were previously captured by PSNI. It is highly probable that the numbers of cyber-enabled crimes for the period 1 November 2014 to 31 October 2015 would have been significantly higher if PSNI had continued to capture this data.

Members also noted that the number of crimes described as 'sexual activity' increased from 36 to 96, an increase of 167%. In the two year period 1 November 2013 to 31 October 2015 there has only been one detection (by means of a caution). The number of blackmails with a cyber-enabled element has increased from 13 to 51, an increase of 292%. Similarly in the two year period 1 November 2013 to 31 October 2015 there has only been one detection (by means of a charge). In terms of harassment, the number of crimes with a cyber-enabled element have increased from 312 to 336, an increase of 8%. The number of charges, summons and cautions have increased (25%, 13% and 33% respectively), while the number of discretionary disposals have more than doubled.

Organised Crime

Organised crime has wide ranging effects across society, and the police response to organised crime in Northern Ireland remains a key focus for the Board.

The Board holds the PSNI to account on its approach to tackling organised crime in Northern Ireland through its annual Policing Plan, where targets are set for the PSNI and reported on every six months to the Board. In February 2016 the Deputy Chief Constable briefed members of the Performance Committee on the PSNI's performance against the 2015-16 Policing Plan. Included within that briefing was information regarding the disruption, frustration and dismantling of organised crime gangs.

In addition to the Policing Plan, the Board is represented by its Chair and Vice-Chair on the Organised Crime Task Force (OCTF) Stakeholder Group which was established in

2000. This group is Chaired by the Minister of Justice and meets quarterly to advise on and monitor progress towards the achievement of cross cutting objectives to combat organised crime in Northern Ireland. Membership of the OCTF Stakeholder Group includes the PSNI, Her Majesty's Revenue & Customs, the NCA , the DOJ , the Border Force, and to reflect the views of the wider NI community and business interests: the Policing Board; the NI Chamber of Commerce, the Federation for Small Businesses and the Confederation of British Industry.

The Independent Custody Visiting Scheme

Section 73 of the Police (NI) Act 2000 requires the Board to make and keep under review, arrangements for designated places of detention to be visited by lay visitors. This function is carried out by the Independent Custody Visitor (ICV) Scheme which consists of volunteers from the local community who make unannounced visits to police custody suites. The purpose of these visits is to observe, comment on and report to the Board on the rights, health and wellbeing of people being held in custody, together with the general condition of the custody suite in line with Code C of the Police and Criminal Evidence (NI) Order 1989 (PACE). This also includes visits to detained terrorist suspects held under the Terrorism Act 2000.

During the reporting period there were three custody visiting teams covering Northern Ireland. The former Belfast/Antrim and Down/Armagh teams were amalgamated in March 2015 to form the South East team. The other two teams remained Tyrone/Fermanagh and the North West.

In line with target 4.1.1 of the Board's Business Plan 2015-16, the ICV scheme reported quarterly to the Performance Committee highlighting the number of visits, the number of detainees, and the number of satisfactory/non satisfactory visits. Any issues of concern are brought to the attention of PSNI and the Board so that they can be addressed as soon as possible. The Board has an agreed procedure to follow up on issues of concern which can involve escalation to Senior Officer level if issues are not resolved within a reasonable timeframe. A full annual report from the Custody Visitor Scheme will be published in July 2016.

The success of the scheme is only possible because of the involvement, commitment and dedication of the volunteers. The Board is very grateful for the valuable contribution they make in this important form of oversight of detention, procedures and conditions.

Complaints against the Board

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

Monitoring PSNI Resource Strategies

PSNI Funding

The Board has a role in negotiating the policing budget and approving the annual budget allocations and for holding the Chief Constable to account for the spending of that budget. The Chief Constable has delegated authority in relation to the day to day responsibility for the police budget, but he must report to the Board on how the money is spent. The Board has responsibility for making sure that the funds are spent in an effective and efficient manner and in line with the objectives outlined in the Policing Plan.

The PSNI monthly Management Accounts were scrutinised at meetings of the Board's Resources Committee, as were the year-end Annual Accounts. Police funding is divided into several different categories, the largest category being for expenditure on salaries (revenue expenditure) amounting to £531.5m during 2015-16.

PSNI also receives funding for expenditure on capital items such as land, buildings and vehicles, where benefit will be derived from the expenditure over a number of years. In 2015-16, capital expenditure was £25.4m from an available budget of £25.45m resulting in an under spend of under £0.05m, with PSNI receiving £1.3m in capital receipts. The lower

level of capital receipts this year compared to previous years is a combination of a reduced number of asset disposals and a reduction of land values in Northern Ireland.

The Committee also looked at spending on two small fund accounts – the Police Property Fund (disposal of seized or lost items) and the Police Fund (welfare for police officers and their dependents), as well as being able to question the PSNI on Police Pensions. The Board itself has a role in administering some aspects of police officers' pensions.

The 2015-16 financial year Pension Scheme Accounts were closely scrutinised by the Committee as the Board holds responsibility as Pension Scheme Administrator for the Police Pension Scheme.

The Statement of Financial Position showed a net liability of over £7.20 billion relating to current and future pension liabilities. Although this figure is a large sum, this represents the total liability rather than the annual cost of pensions. It is standard practice for those pension payment liabilities due each year to be provided for out of funding made available to PSNI. There is no threat to or any danger of frontline policing being affected by this overall liability, or any risk that pensioners will not receive their payments. The annual pension bill was £172.2m and relates to current service costs, enhancements and transfers.

A major part of the police budget relates to salaries and pensions (approximately 75%) and consequently, Board Members concentrate to a large degree on Human Resource elements of the Police Budget. There has also been interest in 2015-16 on financial issues relating to the Police Estate due to the disposal of police stations.

The Board has worked intensively with PSNI during 2015-16 to make sure the Service operates within budget. The cost of overtime coupled with the comprehensive spending review settlement for the year, has put pressure on existing operational budgets. The NI Assembly through the Comprehensive Spending Review requires all Government Departments, and ALBs, to consider future funding needs and identify savings. The Board has also worked with the PSNI to approve a balanced budget for 2016-17 and this has required serious financial scrutiny leading to efficiencies across the Police Service.

The Board agreed to accept the following assumptions in achieving a balanced budget, in 2016-17:

- The recommendations of the Review of Resilience and Capability are accepted by all stakeholders;
- Continued access to Mutual Aid arrangements in exceptional circumstances, although there is no funding provision in this plan;
- The recruitment of Police Officers and Staff as outlined in Appendix B is implemented in full;
- There is no provision for any deterioration of the security or public order situation;
- Additional funding in relation to tackling continued paramilitary activity as outlined in the 'The Stormont Agreement & Implementation Plan – A Fresh Start' is not considered as part of this Resources Plan;
- Any new legacy structures or costs or other significant work will be separately funded;
- No provision has been made for any increase in Part Time Reserve costs in future years, following settlement of the Working Time Directive case in 2014/15;
- The savings anticipated from the Voluntary Exit Scheme are realised;
- All inflationary pressures are to be absorbed.

Further discussions will take place between the Board and PSNI on the budget allocation throughout 2016-17.

PSNI Estate Strategy

Although the Policing Board is the legal owner of the PSNI estate, day-to-day responsibility for the management of the police estate is delegated to the Chief Constable. Plans and proposals for the on-going maintenance and development of police buildings are contained in an Estate strategy which is approved by the Board. The Board agreed to oversee the PSNI estate in 2015/16 in terms of a 1 year Estates Plan given that the 2011 Estate Strategy covered the period 2011-2015. It was agreed that the refreshed Estate Strategy should ideally cover the incoming CSR period 2016-2021 and that the revised strategy should be developed during 2015/16. The Estate strategy sets out details of investment in the police estate and outlines plans for new station builds, the provision of adequate

training facilities, station reviews and a range of station refurbishments and upgrades within the current estate. All of these contribute to delivery of a police estate that is an appropriate size, condition and location for the PSNI in the medium and longer term. The Resources Committee monitor the implementation of the PSNI Estate Strategy biannually in line with the reporting requirements set out in the Policing Plan. The revised PSNI Estate Strategy will be presented to the Board for approval in mid 2016.

Human Resources

The Resources Committee during the reporting year approved a new PSNI People Strategy which will play an important role in improving PSNI organisational performance during the period 2015-19.

The People Strategy has five strategic themes:

- a diverse, representative and agile workforce that can meet current and future policing challenges;
- an engaged and flexible workforce supported by appropriate Human Resource policy and practice;
- a competent and skilled workforce with excellent leadership and management skills;
- a high performing workforce that evidences our Policing with the Community ethos and corporate performance standards; and
- a healthy and safe working environment.

PSNI reports to the Resources Committee on the People Strategy at regular intervals provides the opportunity for Members to challenge the delivery of the Strategy to ensure that the strategic themes are being progressed and a value for money policing service is being delivered. Areas of Service delivery that were scrutinised were: Sickness levels in PSNI, Police recruitment and wastage and the Voluntary Exit Scheme for PSNI Support Staff.

Recognising the importance of how PSNI manages its people Members agreed that a Joint Workshop with the Partnership Committee and the PSNI be held to examine and reflect on how the PSNI delivered its 'Policing with the Community' initiative; the Outreach to 'hard to reach groups' and PSNI recruitment and representativeness.

PSNI's Training and Development Strategy and Business Plan

Each year the PSNI is required to produce a Training and Development Strategy and Business Plan in line with the legislative requirements of the Police (NI) Act 2000 section 26. With the new PSNI People Strategy in place the Resources Committee acknowledged the importance of ensuring that the Training and Development Strategy was outcome focused and assisted with the success of one of the People Strategy stated aims namely, 'A competent and skilled workforce with excellent leadership and management skills'.

At various intervals throughout the year Board Members received presentations and questioned the PSNI on the Strategy and Business Plan. Areas of scrutiny included: the mainstreaming of the revised Policing with the Community (PwC) Framework to ensure the values were woven into all training; Human Rights Training; Investigative Training Courses; Courses from the College of Policing; A proposal to move PSNI Training and Development Department from Human Resources Branch to Operational Support Department; Surveillance Courses for female PSNI Officers and Training around Policing with the Community.

Recruitment

After several years of not recruiting to the PSNI a new recruitment campaign ran from September/ October 2013. A second campaign ran May/ June 2014 and a third campaign which attracted 5498 applications in September 2015. Following the analysis of Campaign 1 the Resources Committee made representation to the PSNI about the failure rates of females at the Physical Competence Assessment stage of the Recruitment process. This was taken on board by the PSNI and for Campaign 3 PSNI removed the push/pull element from the test..

Representativeness

The Committee have monitored PSNI engagement with the community during the last year so as to assist with representativeness into the organisation. The percentage of perceived Roman Catholic Police Officers in PSNI has increased from 30.85% (1 April 2015) to 31.08% (1 April 2016). The percentage of perceived Roman Catholic Police Staff in PSNI on 1 April 2015 was 19.40 % compared to 19.39% on 1 April 2016. Whilst the % of male members of Police staff has risen over the past number of years PSNI has indicated that it

anticipates that the introduction of the Voluntary Exit Scheme will have a positive impact on representativeness.

Perceived religious affiliation and gender in the PSNI

	% Perceived Protestant	% Perceived Roman Catholic	% Not Determined	% Female	% Male	% Ethnic Minority	Total No
Employee Group as at 1 April 2015							
Police Officers	67.11	30.85	2.04	27.45	72.55	0.54	6,856
Police Staff	77.43	19.40	3.17	62.83	37.17	0.53	2,459
Employee Group as at 1 April 2016							
Police Officers	67.35	31.08	1.57	28.16	71.84	0.54	6,857
Police Staff	78.59	19.39	2.02	62.88	37.12	0.53	2,279

PSNI Equality, Diversity and Good Relations Strategy

The Resources Committee received a number of reports on the out-workings of the PSNI Equality, Diversity and Good Relations Strategy (which includes the Gender Action Plan and Disability Action Plan). This has enabled Members to monitor the implementation of the PSNI Equality, Diversity and Good Relations Strategic Implementation Plan 2012 – 17 and gain an insight as to how PSNI are addressing Equality, Diversity and Good Relations issues.

Particular attention included:

- having a workforce reflective of the Society which PSNI serve;
- developing a recruitment strategy which encourages applications from under-represented backgrounds to the PSNI; and
- the PSNI as a workplace being inclusive, fair and welcoming.

During the year PSNI were also asked to provide information on the organisations which it had engaged with regarding the development of a recruitment strategy and the Committee submitted a response to an Equality Impact Assessment consultation on the PSNI Workforce Plan.

Secondments

Section 8 of the Police (NI) Act 2000 provides the legislation for the Board to make arrangements under which Police Officers/Staff can be engaged for a period of temporary service in other countries. Any requests approved by the Committee are ultimately approved in compliance with the statutory legislation by the Minister of Justice.

During the year the Resources Committee considered a number of requests for PSNI Officers to engage in short term assignments outside the United Kingdom in conjunction with the Northern Ireland Cooperation Overseas (NI-CO) and/ or the Foreign and Commonwealth Office (FCO). Members take a keen interest in secondments and the benefits they have, not only to the receiving country, but also the learning that can be brought back to the PSNI. The Committee requested information on:

- the Team within PSNI who deal with International Programmes;
- the criteria used by PSNI for assessing requests for assistance;
- risks to PSNI in providing training to countries with allegations of human rights abuse;
- advice and guidance provided to Omani Policing Service by PSNI; and
- a secondment programme primarily created to assist Qatar in the management of major events such as the 2022 World Cup.

Senior Officer Appointments

The Police (NI) Act 2000 Section 35 (1) and (2) provides the legislative power for the Board to appoint senior Officers to the ranks of Assistant Chief Constable, Deputy Chief Constable and Chief Constable in the PSNI. An ACC competition was commenced during the reporting period.

Medical Retirements/ Injury on Duty Awards

The Board's responsibilities for monitoring and approving Ill Health Pensions and Injury Awards are set out in the RUC Pension Regulations 1988, the Police Pensions (NI) Regulations 2009 and 2015 and the PSNI and PSNI Reserve (Injury Benefit) Regulations 2006. For business purposes decisions on Ill Health Pensions and Injury Duty Awards are taken by the Board's Police Administration Branch under delegated authority and ratified by the Board's Resources Committee. These duties are performed in line with best practice, guidance from the DOJ and in accordance with legislation.

As Per 29 (2) of Part 4 of the PSNI and PSNI Reserve (Injury Benefit) Regulations 2006, the Board should select a duly qualified medical practitioner to assist the Board in discharging its responsibilities. The current contract was awarded to Blackwell Associates (Occupational Health Specialists) on 1 April 2011 for three years and a two year extension was agreed by the Resources Committee in February 2014. A further six month extension has been agreed with Central Procurement Department and the contract is due to end on 30 September 2016. The Selected Medical Practitioner's (SMP) role is to carry out an assessment of serving and former officers to assist the Board in taking decisions on Ill Health Pension and Injury Award entitlement.

Reassessments

As per 35 (1) of Part 5 of the PSNI and PSNI Reserve (Injury Benefit) Regulations 2006, the Board is required to reassess the degree of the pensioner's disablement at such intervals as may be suitable. In light of recommendation 11 of the Scofield Report the Board is currently developing a reassessment policy, in consultation with relevant stakeholders, and as such no routine reassessments are being conducted as present. However requested reassessments, including those with an additional medical condition introduced continue to be processed.

As at 1 April 2016 the Board's Police Administration Branch was processing a total of 224 initial applications and a further 71 requested reassessments were in various stages of progression

During the reporting year a total of 384 Ill Health Pension and/or Injury Award cases were ratified by the Resources Committee. 57 serving officers were retired from the PSNI as they were medically unfit to perform the duties of a police officer. Of these, 24 were also granted Injury Awards. Three Ill Health Pensions and 40 Ill Health Pensions and Injury Awards were refused. A total of 29 Retrospective Injury Awards and six Retrospective Ill Health Pensions were approved. 246 Retrospective Injury Awards and three applications for a deferred pension due to Ill Health were refused.

TOTAL NUMBER OF CASES RATIFIED		384
APPROVED		
SERVING OFFICERS	<i>Ill Health Pension</i>	33
	<i>Ill Health Pension and Injury Award</i>	24
FORMER OFFICERS	<i>Retrospective Ill Health Retirement</i>	6
	<i>Retrospective Injury Award</i>	29
REFUSED		
SERVING OFFICERS	<i>Ill Health Pension</i>	3
	<i>Ill Health Pension and Injury Award</i>	40
FORMER OFFICERS	<i>Retrospective Injury Award</i>	246
	<i>Deferred Pension due to Ill Health</i>	3

Injury Award Appeals

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

During the reporting period a total of 90 appeal cases were ratified by the Board's Resources Committee. Of the appeal cases settled in 47 cases the decision of the SMP was upheld and in 30 cases it was overturned or amended. There were also 13 cases withdrawn.

TOTAL NUMBER OF APPEAL CASES RATIFIED		90
SERVING OFFICERS	<i>Upheld</i>	1
	<i>Overtured</i>	6
	<i>Withdrawn</i>	1
FORMER OFFICERS	<i>Upheld</i>	46
	<i>Overtured</i>	24
	<i>Withdrawn</i>	12

As at 1 April 2016 the DOJ were processing 85 appeal cases and 230 cases are at various stages of progression with the Board, this includes those awaiting requested information from other agencies.

Scofield Report

At the request of the Board, Senior Counsel conducted a review of the Injury on Duty process and this was completed in November 2014. The report included 19 recommendations all of which were accepted by the Board. An action plan was developed and agreed by the Board in June 2015.

Significant progress has been made towards the implementation of the recommendations. In consultation with stakeholders the Board developed joint guidance for the Selected Medical Practitioner and Independent Medical Referee on a new method of assessment for the Injury Award Scheme and separate guidance has been developed for applicants. The Board is working closely with the DOJ and PSNI to progress the implementation of the remaining recommendations, some of which require legislative change.

Injury Benefit Regulations

The Board contributed to the DOJ's consultation on the development of new Injury Benefit legislation. The new legislation is expected to be in place by the October 2016.

Police Pension Board

The 2015 Police Pension Scheme introduces a new governance structure to the scheme (and any connected schemes i.e. the 1988/2006 PPS schemes) in the form of a Pension Board and Scheme Advisory Board. The Public Service Pension Act (NI) Act 2014 also established the role of Scheme Manager, which the DOJ have allocated to the Board in the regulations.

The purpose of the Police Pension Board is to provide assistance to the Scheme Manager in securing compliance with the scheme regulations and other governance and administration legislation. The police pension schemes will fall within the remit of the Pensions Regulator and the Scheme Manager must comply with the Pensions Regulator's directions.

A Police Pension Board was established in March 2015 and has met four times during this reporting year. An independent Chair is in place and membership is made up of one independent member, representatives from the three police staff associations, head of PSNI Financial Services and the Chief Executive of the Board. The Board discussed and considered a number of issues in respect of new and amended legislation, the governance of PSNI Pensions Branch and current issues within both PSNI and the Board that impacted on police pensions.

Monitoring Civil Action and Compensation Claims

The Board under Section 29 of the Police (NI) Act 1998 is required to approve all PSNI settlements for claims made against the Chief Constable. This responsibility is carried out by the Resources Committee. During this reporting period, there were 1204 injury claims settled at a cost of £5,773,330 and 82 damage claims settled at a cost of £128,221.

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

Police Appeals Tribunals

In accordance with the Royal Ulster Constabulary (Appeals) Regulations 2000, the Board makes arrangements for Police Appeals Tribunals (PATs) to hear appeals received from

former or serving PSNI officers who have been dismissed, required to resign or reduced in rank. The Tribunal is responsible for the conduct of the hearing and for preparing a written statement of its determination of the appeal. During the reporting period six Tribunals were initiated and six concluded.

PSNI Continuous Improvement

Part V of the Police (NI) Act 2000²³ requires the Board to make arrangements to secure continuous improvement in the ways in which the functions of the Chief Constable are exercised in respect of economy, efficiency and effectiveness. In 2015-16 PSNI reported to the Board on progress made on the implementation of its eight Continuous Improvements projects for the year. Lists of all PSNI's Continuous Improvement project have been detailed below. There are a total of five Continuous Improvement projects from 2015-16 which will roll over into 2016-17; they are Policing with the Community, Review of Crime Operations Department, Business Services, Custody Reform and Corporate Communications, all others have completed.

Project	Description	Progress
Policing with the Community (PWC)	To formally embed Policing with the Community as the PSNI culture and ethos.	<p>During the first phase of this project, focus had been on creating the project structure, roles and responsibilities, governance arrangements, workstream areas and agreeing the overall project objective.</p> <p>An employee engagement and wellbeing survey was carried out across the organisation and the Board will receive the final results in April 2016.</p>
Review of Public Administration (RPA)	To restructure and re-design local policing to align with the new Council structures under the RPA.	The re-structuring of the district policing frontline services to align with the 11 District Councils was completed in October 2015 with area management structure put in place to co-ordinate the 11 districts, ie North, South and Belfast completed April 2015. The transition of all PSNI technical infrastructure to align with new District formation was completed in September 2015.
Review of Crime Operations Department	To optimise the functions and processes of Crime Operations Department and ensure alignment with other ServiceFirst projects, such as RPA.	Pilot Co-ordinating and Tasking Centre (CTC) has been established and operating procedures are being refined. The CTC allows call handlers to see all the available patrols on a map so when a call is received they task the nearest available patrol to that call. Recruitment into CTC is underway.
Review of Operational Support Department	To optimise Operational Support Department (OSD) to support and align with the new structures under RPA and the Review of Crime Operations Department.	<p>A single Operational Planning, Tasking and Performance Hub for OSD to support the three Co-Ordination and Tasking Centres (CTCs), Districts and specialist departments have been created.</p> <p>Processes to guide the allocations of OSD resources to balance threat, risk, harm and opportunity have been completed.</p> <p>Training has been put in place to ensure the needs of OSD customers are met.</p>

Project	Description	Progress
Review of Business Services	To re-structure and re-align the Business Services functions to better support the new structures under RPA, Crime Operations Review and OSD reviews. To gain economies of scale where possible.	A review of a business service delivery model was carried out to achieve value for money, consistency and corporacy in delivering organisational objectives. A review captured the range of tasks performed by business services staff and the amount of time spent on each task with options currently being proposed for efficiencies.
Workforce Optimisation	To optimise the Service workforce to maximise capacity, minimise demand and optimise workforce balance from a Section 75 perspective.	<p>This project has been re-aligned with the PSNI People Strategy which was published following agreement at Board's Resources Committee in March 2015.</p> <p>PSNI have utilised the Government's Voluntary Exit Scheme (VES) as a way to speed up a 400 post reduction in staff numbers. The first group of 76 staff left in November 2015, and a further tranche of 75 left in March 2016, with further exits planned this year.</p> <p>A major change in delivering a value for money workforce within PSNI has been the introduction of an out-sourced support services function.</p> <p>Actions regarding the representativeness of the workforce have been defined in both the Equality, Diversity and Good Relations Strategy and the People Strategy.</p>
Custody Reform	To optimise Custody estate and healthcare provision to ensure that it is fit for purpose and sustainable.	<p>Reduction of the custody footprint to 11 permanent suites by December 2016 is on track and work has commenced or been completed on a range of custody suites across PSNI such as Bangor, Banbridge, Antrim and Waterside.</p> <p>By April 2017 a new process for healthcare provision within custody suites will be provided as part of the Healthcare commissioning project.</p>

Project	Description	Progress
Custody Reform	To optimise Custody Estate and healthcare provision to ensure that it is fit for purpose.	A Digital Interview Recording is currently being piloted in Musgrave Custody Suite for PACE. Electronic Care Record (ECR) pilot is underway with Force Medical Officers in Bangor and Musgrave Custody which provides approved access to medications and care records through the Health and Social Care/Trust systems.
Review of Corporate Communication Department	To review the Corporate Communications Department to improve the delivery of internal and external messaging and enable effective engagement and advocacy.	The review was completed in December 2015 resulting in an Action Plan and recommendations. A Project Implementation Plan has been developed and progressed.

Board Continuous Improvement Project 2015-16.

Part V of the Police (NI) Act 2000²⁴ requires the Board to make arrangements to secure continuous improvement in the way in which it functions in respect of economy, efficiency and effectiveness. The Board agreed as its continuous improvement project to undertake a review of its internal and external corporate governance arrangements and implement improvements.

Strand 1 involved a review of internal governance arrangements within the Board (including between the Executive Office and the Board) to identify areas for improvement. Strand 2 focussed on identifying improvements to external governance arrangements and to gain views on improvements to governance arrangements.

Section 25 (1) of the Police (NI) Act 2000 provides for the Board to determine the objectives for policing. To comply with this statutory duty the Board developed a number of

²⁴ Paragraph 28 (1) The Board shall make arrangements to secure continuous improvement in the way in which its functions, and those of the Chief Constable, are exercised, having regard to a combination of economy, efficiency and effectiveness.

Strategic Outcomes for Policing. These were developed in partnership with the PSNI and outline what the Board and PSNI collectively believe needs to be achieved by 2020. In developing these Outcomes, the Board took a wide range of views and experiences of policing into account, through a wide consultation and consideration of the Programme for Government, the Minister of Justice's long term Policing Objectives, the programme for Justice and PSNI's strategic assessment of threat, risk and harm. The resulting themes identified outline what the Board believes will have an impact on successfully delivering the long term outcomes for policing. a performance framework underpins the strategic Outcomes which will allow the Board to hold PSNI to account in a meaningful way.

A number of other areas were progressed, such as: in July 2015 the induction programme for newly appointed Board Members provided an overview of governance and accountability and the strategic priorities for the Board, DOJ and PSNI; the Terms of Reference of each of the Committees are currently being reviewed and will be offered to the Board for approval following the Assembly elections. The Terms of Reference will improve how Committees conduct their business by better aligning the Committee programme of work to each of the Committee's roles. This aspect of the project will therefore continue into 2016. The Board and the DOJ conducted a review of the Management Statement and Financial Memorandum which sets out the broad framework within which the Board will operate. The protocol for information exchange between the Board and PSNI was reviewed and updated in July 2015 which is intended to improve the efficiency in terms of receiving and forwarding information between the Board and PSNI.



Amanda Stewart
Chief Executive
23 June 2016

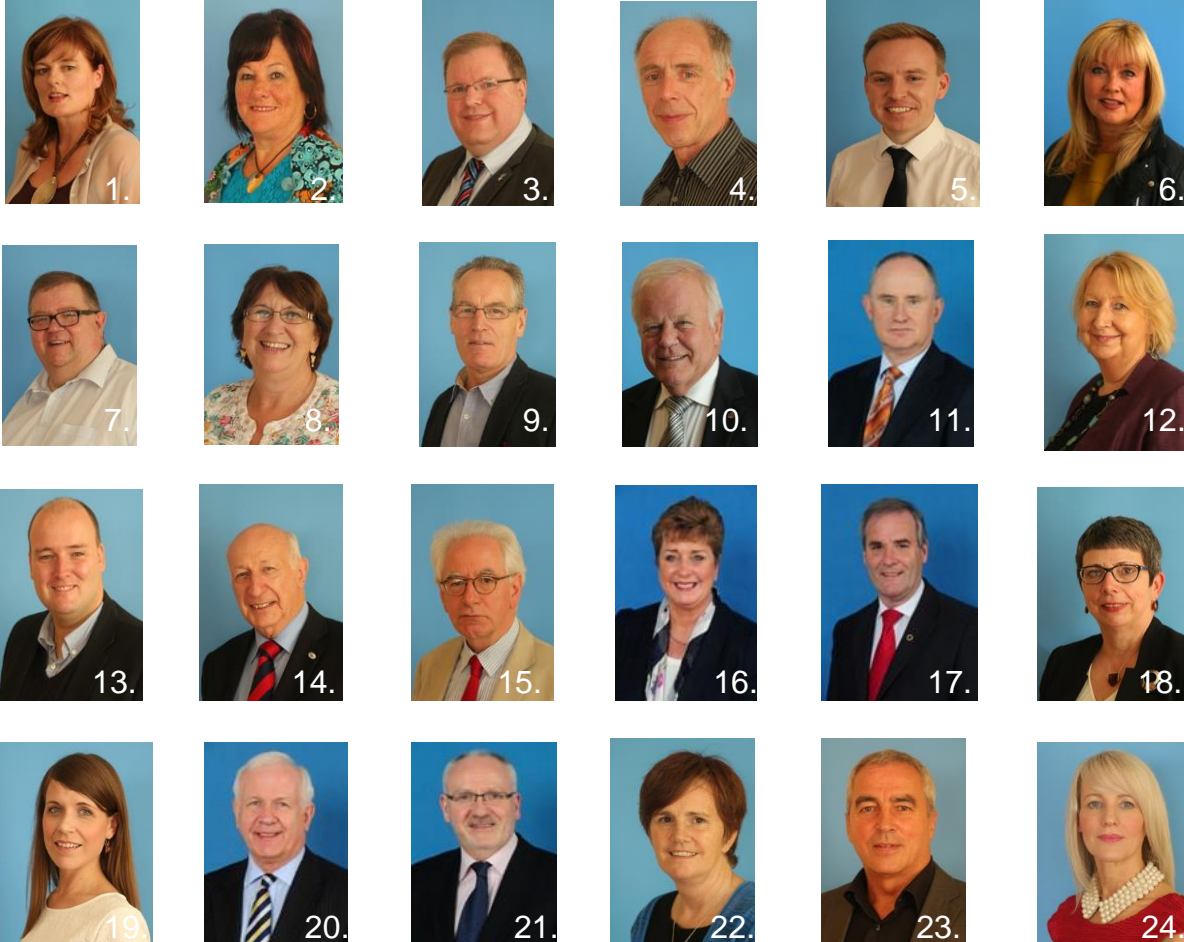
4. ACCOUNTABILITY REPORT

Corporate Governance Report

Policing Board Membership

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

From 1 April 2015 – 31 March 2016 Board membership comprised:



- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Deirdre Blakely,*** Independent member 2. Anne Connolly,** Independent member (Chair) 3. Jonathan Craig MLA,** Political member DUP 4. Brice Dickson,** Independent member 5. Ryan Feeney,** Independent member 6. Brenda Hale MLA,** Political member DUP 7. Ross Hussey MLA,** Political member UUP 8. Dolores Kelly MLA,** Political member SDLP 9. Gerry Kelly MLA,** Political member SF 10. Trevor Lunn MLA,** Political member Alliance 11. Stuart MacDonnell,* Independent member 12. Roisin McGlone,*** Independent member 13. David McIlveen MLA,** Political member DUP 14. Robin Newton MLA,** Political member DUP 15. Paul Nolan,*** Independent member 16. Joan O'Hagan,* Independent member 17. Gearóid Ó hEára,* Independent member 18. Wendy Osborne,*** Independent member 19. Catherine Pollock,*** Independent member | <ol style="list-style-type: none"> 20. Brian Rea,* Independent member 21. Brian Rowntree,* Independent member 22. Caitríona Ruane MLA,** Political member SF 23. Pat Sheehan MLA,** Political member SF 24. Deborah Watters,** Independent member |
|---|--|

* 1/4/15- 30/6/15
 ** 1/4/15-30/6/15 & 1/7/15-31/3/16
 ***1/7/15-31/3/16

Mrs Connolly served as Chair from 1/4/15-30/6/15 and was re-elected Chair on 3/7/15. Mr MacDonnell served as Vice Chair from 1/4/15 – 30/6/15. Ms Watters was elected Vice Chair on 3/7/15

Details of Board Member Register of Interests can be obtained from the Board website or on written request to the Board.

Non-current Assets

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

Interest Rate and Currency Risk

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

Future Developments

The Board, in conjunction with the PSNI, published the 2016-17 Policing Plan and the Board's Strategic Outcomes for Policing 2016-2020 on 31 March 2016. The 2016-17 plan sets both annual and longer term outcomes and priorities for policing, together with a range of specific targets and measures for the PSNI to achieve by the end of March 2017. The 2016-2020 Strategic Outcomes for Policing document outlines 12 outcomes developed in partnership outlining what needs to be achieved over the next four years. The outcomes fall under five key themes:

- Communication and Engagement;
- Protection of people and communities;
- Reduction in Offending;
- More efficient and effective delivery of justice; and
- More efficient and effective policing.

As well as consultation with the Chief Constable, Policing and Community Safety Partnerships (PCSPs) and the public, the Board also analyse crime statistics and trends, strategic priorities, resources available for policing and police performance information before setting the outcomes to be achieved. The outcomes set by the Board must also reflect the long term policing objectives as set out by the Minister of Justice.

To acknowledge the importance of Policing with the Community, the Annual Policing Plan has been revised to reflect a strengthened emphasis on quality of service, partnership working and a focus on strategic policing priorities.

A copy of the Policing Plan 2016 -17 can be viewed on the Policing Board's website. The Board look forward to continuing to build on progress already achieved in delivering outcomes with the PSNI, other government agencies and with the community of Northern Ireland. The Boards Strategic Outcomes for Policing 2016-2020 and the Annual Policing Plan 2016-2017 aim to prioritise some of the demands on policing. The key themes will provide focus for the Board and the PSNI going forward and will strengthen the Board's oversight of police performance and service delivery.

Charitable Donations

No charitable donations were made in the year. (2014-15: £Nil)

Health and Safety

The Board 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 Board's policy is to pay bills from suppliers within ten working days following receipt of a properly rendered invoice or in accordance with contractual conditions, whichever is the earlier. During this year the Board achieved a prompt payment performance of 100% (2014-15: 100%) of all properly rendered invoices within ten days.

Pensions

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

Audit

Financial statements for 2015-16 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 104-107.

The audit fee for the work performed by the staff of the C&AG during the reporting period, and which relates solely to the audit of these Financial Statements, was £15,000 (2014-15: £15,000).

The C&AG carried out an annual review of the Board's obligations under Part V of the Police (NI) Act 2000 to provide an independent assessment of the Board's approach to Best Value/Continuous Improvement and made conclusions which resulted in an unqualified audit opinion for the year 2015-16. Further information on this and prior year Internal Audit Reports where limited assurance was given is detailed in the Chief Executive's Governance Statement on pages 73 - 88.

Reporting of Personal Data Related Incidents

Departments are required by Central Government to monitor their 'information risk management' in line with policy and Information Commissioner's Guidance to provide an annual report. The Board has reported every year since 2004-05 and to date has no protected personal data incidents to report. There were no incidents to report in the reporting period of 1 April 2015 - 31 March 2016. The Board will continue to monitor and assess its information risk to identify any weaknesses and to ensure continuous improvement of its systems.

Reporting of Complaints

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

Statement of Accounting Officer Responsibilities

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

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

- Observe the Accounts Direction issued by the DOJ, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the accounts;
- Prepare the accounts on a going concern basis;
- 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 judgments required for determining that it is fair, balanced and understandable; and
- Confirm that, as far as the Accounting Officer is aware, there is no relevant audit information of which the Board's auditor is unaware and has taken all necessary steps to make herself aware of any relevant audit information and to establish that the Board's auditor is aware of that information.

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

Governance Statement

Scope of Responsibility

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

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

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

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

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

The Board priorities are set out in the 2014–2017 Corporate Plan and in the associated one year plans.

Purpose of the Governance Framework

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

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

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Board policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Board for the year ended 31 March 2016 and up to the date of approval of the annual report and accounts, and accords with DFP guidance.

Governance Framework

Membership of the Board is governed by Para III of Schedule I to the Police (NI) Act 2000. Nine Independent Members are appointed by the Minister of Justice (most recently in June 2015); ten political Members are nominated by the Assembly parties under the d'Hondt

process at the request of the Minister of Justice. Members work together and act as a single corporate body.

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

Members each have a corporate and collective responsibility to ensure that the Board properly discharges its functions. In doing so, each Member is required to spend a minimum of four days per month on Policing Board matters and be required to perform a representative role on behalf of the Board at a variety of event, and be required to attend Policing Board meetings and the meetings of those Committees to which they have been allocated. In addition to attendance at formal Board and Committee meetings, the Board may agree that Members should take on additional roles to assist in furthering the Board's objectives.

Details of the Members are set out on page 68 of the Annual Report. Attendance by the members during the year at Board meetings is set out below:

Members Name	Number of Board meetings eligible to attend	Number of Board meetings attended
Members as at 31 March 2016		
Ms Deirdre Blakely	10	9
Mrs Anne Connolly	14	14
Mr Jonathan Craig	14	14
Prof Brice Dickson	14	14
Mr Ryan Feeney	14	12
Mrs Brenda Hale	14	9
Mr Ross Hussey	14	7
Mrs Dolores Kelly	14	13
Mr Gerry Kelly	14	12
Mr Trevor Lunn	14	12
Ms Roisin McGlone	10	10
Mr David McIlveen	14	11
Mr Robin Newton	14	13
Dr Paul Nolan	10	10
Mrs Wendy Osborne	10	9
Ms Catherine Pollock	10	6
Ms Caitriona Ruane	14	11
Mr Pat Sheehan	14	12
Ms Deborah Watters	14	14
Members who left during the year		
Mr Stuart MacDonnell	4	4
Mr Gearóid Ó hEára	4	1
Mrs Joan O'Hagan	4	4
Mr Brian Rea	4	4
Mr Brian Rowntree	4	4

Northern Ireland Policing Board

The purpose of the Board is to:

- hold the Chief Constable to account by receiving a monthly report on policing and questioning the Chief Constable in public and private;
- deal with all issues relating to PSNI senior officers/civilian staff;
- oversee the Board's Corporate Business Planning arrangements;
- develop the Policing Plan;
- take decisions based on recommendations received by all of the Committees of the Board; and
- receive and consider reports and recommendations from Board Officials.

Audit and Risk Management Committee

The purpose of this Committee is to:

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

Assess and recommend to the Board action in respect of:

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

- the Board's plan for risk management, business continuity (including disaster recovery) and the strategic processes for risk, control and governance and the Governance Statement;
- reports on financial audits of the police service and make recommendations to the Board;
- year-end financial statements for the PSNI, from an audit perspective, making recommendations as appropriate;
- occurrences of fraud or potential fraud in the Board and PSNI;
- Directly Awarded Contracts made by the Board and PSNI; and
- the implementation of recommendations made by the NIAO in respect of the Board and PSNI.

To decide/agree:

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

During the year the Committee met on five occasions. It scrutinised the NIAO continuous improvement arrangements in policing report for 2014-15 including the management responses to the recommendations. The Committee also considered Internal Audit Reports relating to the work of the Policing Board, as well as the Policing Board Internal Audit Strategy and the Internal Audit Annual Plan.

In terms of governance, the Committee scrutinised the Corporate Risk Register and Directorate red residual risks and considered the development of the NIPB Annual Report, the NIPB Remuneration Report, the Governance Statement and the Accounting Officer Stewardship Statements. The Committee also monitored Directly Awarded contracts made by the Board, and any occurrences of fraud or potential fraud within the Board.

The Audit & Risk Management Committee also have responsibilities in respect of oversight of PSNI audit and risk assurances processes. During the year the Committee considered NIAO Reports to those Charged with Governance for the PSNI; Directly Awarded contracts

made by PSNI and any occurrences of fraud or potential fraud which have occurred within PSNI.

The Committee also received feedback reports from Board's Observer on the PSNI's Audit & Risk Assurance Committee at each meeting during 2015-16.

Performance Committee

The purpose of this Committee is to:

- monitor police performance across PSNI in line with the Annual Policing Plan;
- monitor PSNI compliance with the Human Rights Act and produce an annual report and periodic thematic reviews;
- monitor the implementation of recommendations from Her Majesty's Inspectorate of Constabulary (HMIC), Criminal Justice Inspection Northern Ireland (CJINI), Office of the Police Ombudsman of Northern Ireland (OPONI) and other external reports in relation to police performance, practice and policy;
- be informed through thematic or research information of PSNI performance in the core policing functions, prevention and detection of crime;
- develop and implement a Professional Standards Monitoring Framework to ensure that the Board is kept informed about the complaints process and monitoring trends and patterns in complaints against police officers;
- monitor compliance in professional standards in line with the Code of Ethics and review the Code when required;
- to lead on the Board's oversight responsibilities with regard to the operation of the National Crime Agency (NCA) in Northern Ireland;
- to lead on the Board's responsibilities with regard to the establishment and oversight of the work of the Historical Investigations Unit (HIU);
- monitor the PSNI Protective Services capability;
- oversee the role and operation of the Independent Custody Visiting Scheme;
- consider pension forfeiture cases for police officers in line with relevant regulations and to make recommendations to the Board on specific cases; and
- to consider complaints about services provided by the Board and to make recommendations to the Board for any necessary action.

The Committee met on nine occasions during 2015-16 to consider matters such as public complaints and allegations against the PSNI; the relaunch of discretionary disposals as Community Resolution; police use of Small Unmanned Aircrafts (SUA); use of force; public order; use of Body Worn Video; healthcare in police custody, particularly in relation to detainees with mental health issues; legacy inquests and legacy investigations; stop and search powers and reports by the Independent Reviewer of Terrorism Legislation and the Independent Reviewer of the Justice and Security (Northern Ireland) Act 2007; the PSNI response to paramilitary style attacks; the establishment of the PSNI Public Protection Branch; cybercrime; and reports by OPONI, CJINI and HMIC. In its consideration of these issues, the Committee met with relevant PSNI personnel and received evidence from key stakeholders and partners from across the criminal justice system to order to drive improvements where needed, and in order to provide community confidence in the police's response.

The Board's Human Rights Annual Report 2015 was published on 31 March 2016. The 2015 Annual Report contains 14 recommendations for PSNI relating to human rights training; improved partnership working with the Public Prosecution Service; policy and guidance in relation to Domestic Violence Protection Notices; complaints in relation to PSNI response to reports of domestic abuse; provision of statistics on outcome rates for domestic motivated crime; complaints and misconduct matters arising in relation to police civilian staff; the operation of the Youth Diversion Scheme; the deployment of Small Unmanned Aircraft; the service of non-molestation orders; file-quality and timeliness of police files to the PPS; and police detention. The 2015 Annual Report notes that nine recommendations from previous years were implemented during 2015. In implementing these recommendations, PSNI reported to the Performance Committee throughout 2015 on a range of issues including child sexual exploitation; the service of ex-parte non-molestation orders and occupation orders; training, policy and practices for responding to disability hate crime; terrorism detainees; healthcare within custody; and Youth Engagement Clinics. The Board, through the work of its Human Rights Advisor and Performance Committee, will continue to monitor and report upon PSNI's performance in ensuring a human rights compliant service and will report again in the 2016 Annual Report.

Resources Committee

The purpose of this Committee is to:

- consider the PSNI and NIPB budget allocations and make recommendations to the Board;
- monitor the PSNI and NIPB monthly spend profiles;
- oversee the Continuous Improvement arrangements for both NIPB and PSNI;
- monitor PSNI strategies in relation to the Police Estate, ICT and Procurement;
- consider the operation of the Special Purchase of Evacuated Dwellings (SPED) Scheme;
- monitor compensation claims made against the Chief Constable;
- monitor PSNI recruitment and support efforts to secure a representative police service in terms of gender and community background;
- secure, promote and monitor the implementation of the PSNI's People strategy; and
- secure, promote and monitor the implementation of the PSNI's Training, Education and Development strategy.

During the year the Committee met on ten occasions and discharged the Board's responsibilities in relation to the PSNI and NIPB budgets. The Committee was responsible for negotiating the PSNI budget and scrutinising spend against the budget at each scheduled meeting of the Committee. Similarly, the Committee considered the Policing Board's budget allocation and scrutinised Policing Board spend at each scheduled meeting.

The Committee also monitored a range of PSNI supporting strategies and during the year received bi-annual updates on the following: PSNI Training & Development Strategy; PSNI Equality, Diversity and Good Relations Strategy; PSNI Estates Strategy; PSNI People Strategy and the PSNI Procurement Strategy.

The Board's responsibilities for monitoring and approving Ill Health Pension and Injury Awards are reported through Resources Committee. For business purposes decisions are taken by Police Administration Branch under delegated authority however the committee receives quarterly updates on those decisions. Any novel or contentious issues relating to this area of work are also brought to Resources Committee for decision.

In 2015-16 PSNI reported to the Board on progress made on the implementation of its eight Continuous Improvements projects for the year. The Committee monitored the implementation of the eight projects at six monthly intervals. Five of the eight Continuous Improvement projects from 2015-16 will continue into 2016-17. The Committee also considered and agreed arrangements in place for the Board's Continuous Improvement project for 2015-16 at six monthly intervals. The Board's project focused on an assessment of the internal and external governance arrangements in place for the Board.

Partnership Committee

The Partnership Committee has been established to support the Board to fulfil its responsibilities for partnership working. The key responsibilities for the Committee are as follows:

- Develop, promote, support and monitor the effectiveness of Policing and Community Safety Partnerships (PCSPs) including appropriate linkages with the PCSP Joint Committee;
- Secure confidence in policing through development and implementation of Policing with the Community;
- Develop, implement and monitor a partnership strategy for the Board and a programme of work that supports community engagement;
- Develop, promote and oversee activities which secure community involvement in policing, including community consultation strategies;
- Undertake the Board's responsibilities in relation to co-operation on policing matters between the PSNI and An Garda Síochána;
- Approve and oversee the Committee's research priorities resulting from the Board's Research Strategy.

During 2015-16 the Committee met on 8 occasions to progress a number of key issues including: PCSP reconstitution; the recruitment of Independent Members to the PCSPs; Report from the Board's Independent Assessor on the campaign to appoint Independent Members to the PCSPs; Youth Engagement Strategy for PCSPs; development and implementation of the Action Plan regarding the CJINI Report on the Operation of Policing and Community Safety Partnerships (PCSPs); Youth Volunteer Programme; TALK Programme; Research reports by Queen's University Belfast (QUB) and Perceptive Insights on Measuring Young Peoples' Confidence Levels in the PSNI; 2015 Omnibus Survey Results; EQIA of 2015-16 Policing Plan; public consultation on policing priorities;

PSNI strategy on Policing with the Community; PSNI and Board Community Engagement strategies and a Partnership Strategy for the Board.

The focus for the Partnership Committee during this year was on the reconstitution of the PCSPS. Independent members are appointed to PCSPs by the Policing Board.

There are now 11 PCSPS – one for each of the new council areas in Northern Ireland. Belfast has one overarching PCSP and four District Policing and Community Safety Partnerships (DPCSPs), one for the North, South, East and West areas. The Committee also worked with the PSNI to support the agreed move from 8 to 11 police districts to support the new Council structure within which the PCSP is housed.

In support of its work to address confidence levels amongst young people, the Committee commissioned Perceptive Insights to carry out a survey of young people to assess their confidence in the PSNI. The Committee agreed that further work should be carried out and asked Queen's University Belfast to conduct a series of focus groups. Both reports were published on the Board's website and the Committee will continue to work with the PSNI to address the issues arising.

For a second year the Committee supported a young leadership programme (TALK) with the PSNI funded by the US Consulate and the Department for Foreign Affairs to support and develop young leaders to influence confidence in policing. The TALK programme, which is a 12 month programme, involved an international strand in Washington DC consisting of training with the United States Institute of Peace and meetings with key influencers. A trip to Dublin was subsequently arranged for the group to introduce them to representatives from An Garda Siochana and local community groups in Dublin.

During this year the Partnership Committee led on the Board's work to identify policing priorities to inform the 2016 - 2017 Policing Plan. An EQIA of the 2014 - 2015 Policing Plan was carried out supported by the Committee as well as a public consultation on policing priorities. Both consultations were used to inform the Board and the PSNI priorities for inclusion in the Board's Strategic Outcomes for Policing 2016 - 2020 and the Annual 2016 - 2017 Policing Plan.

The Committee considered a Partnership Strategy for the Board at its meeting on 10 March 2016 and agreed to carry out further work in the coming year to identify relevant stakeholders and existing networks to support its work.

Executive Team

The Board has an Executive team of four led by myself, Amanda Stewart, appointed as Chief Executive on 16 May 2016. I am the principal advisor to the Board and I lead and direct the Board's staff to ensure the Board achieves its objectives. I am also the Accounting Officer of the Board.

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

Risk Management and Internal Control

Leadership is provided through the Chief Executive, the Senior Management Team (SMT) and the Audit and Risk Management Committee, with Directors being held responsible for the management of risk within their areas of responsibility. The Board's policy on managing risk and the Risk Management Framework, detail the roles and responsibilities of those parties involved in the process. The policy complies with HM Treasury Orange Book guidance and integrates with the Board's approach to corporate and business planning. The Board's attitude to risk is described as 'risk averse'.

Key risks identified:

- Security threat – post 21 November 2009 there remains a threat from dissidents against the Board;
- Resource implications – to ensure adequate resources are available to meet the requirements of the Board and PSNI discharging their statutory duties;
- Reputation – the Board has been identified as co-defendants in a number of legal cases; and
- Information assurance – to ensure the Board implements procedures to safeguard information and comply with Information Assurance (IA) Maturity Model requirements.

Staff are aware of this Framework and guidance is provided through regular meetings of senior management, each directorate and branch. Training is also provided for staff to

equip them with the necessary knowledge and skills to manage risk in a way appropriate to their authority and duties.

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

Risks are identified, evaluated and monitored through regular updates and reviews conducted by the Accounting Officer and the SMT. The Corporate and Directorate Risk Registers are reviewed quarterly or more frequently as determined by the SMT. These areas are discussed and any appropriate action is agreed between the Chief Executive and the Director concerned. The Corporate Risk Register is reviewed and discussed at each of the Board's quarterly Audit and Risk Management Committee meetings, with Directorate red risks being reported to the Committee by exception. No instances of fraud have been identified during the financial year.

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

The Board continually reviews these arrangements and these are addressed by internal validation to ensure compliance with necessary regulations, policies and standards, with each Directorate contributing to the overall assessment. The Board's IT infrastructure was accredited by the DOJ and subjected to regular assessments against Her Majesty's Government Standards including the production of RMADS (Risk Management Accreditation Document Set), SyOPs (System Operations Procedures) and remedial action following IT Health Checks. These assessments are carried out by Qualified CLAS and Check Consultants in line with National Requirements.

Data handling policies and procedures to ensure the organisation complies with statutory legislative requirements are in place and complied with. Members and staff are provided with training, advice and guidance on their responsibilities regarding Information Assurance. Physical and electronic controls are in place to secure storage of personal data. A new retention and disposal schedule is being developed to ensure the organisation complies with Departmental Guidance and statutory requirements.

Review of Effectiveness of the Governance Framework

Each Director is responsible for providing a stewardship statement every six months to me which is assessed against their Directorate Business Plan on issues of risk. Within this statement they demonstrate how they have controlled risks during these periods and highlight any areas which might adversely affect the performance of their Directorate or the organisation as a whole. I as the Accounting Officer provide assurances to the Departmental Accounting Officer that any non-compliance with relevant guidelines or instructions has been included in my report as required and, where necessary, controls have been strengthened to prevent recurrence. In the current year I had no instances of non-compliance to report. I provide progress reports through the Audit and Risk Management Committee on risk. These reports include both corporate risks and high level risks within directorates.

The Board 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 & A G for Northern Ireland also carried out a statutory audit of the Board's Annual Report and financial statements for 2014-15. 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 one priority 3 recommendation.

The C & A G for Northern Ireland carried out a statutory review of the Board's 'Continuous Improvement Arrangements' as per Part V of the Police (NI) Act 2000. The report for 2015-16 contained an unqualified audit opinion.

During the year a number of reviews were undertaken of Board functions.

These included:

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

In April 2016 I also carried out an evaluation of the Board's effectiveness during 2015-16 and am satisfied with the level and type of information the Board received during the period. I reviewed Board performance over the financial year 2015-16 using the National Audit Office Board Evaluation Questionnaire – 'Unlocking Your Board's Full Potential'. All but three of the 47 questions were assessed as 'Strongly Agree' or 'Partly Agree'. Remedial actions to address the three areas where the Board might improve its effectiveness are being considered.

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within the Board who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their Report To Those Charged With Governance and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Board, the Audit and Risk Management Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Significant Internal Control Issues Identified

During 2012-13 an Internal Audit Report, Review of Procedures within Police Administration Branch, received limited assurance and the findings were reported to the Audit and Risk Management Committee on 22 March 2013. Due to IT compatibility issues it has still not been possible for all corrective measures to be implemented. Regular updates on the remedial action taken were provided to the Audit and Risk Management Committee at its meetings during 2015-16 and the recommendations are expected to be fully implemented during the 2016-17 financial year.

Ministerial directions

During the year no Ministerial directions were sought or given.

Accounting Officer Statement on Assurance

During the year Deloitte LLP, the Board's Internal Audit service providers, completed their Annual Internal Audit Plan. Deloitte submitted reports together with recommendations for improvements where appropriate to the Audit and Risk Management Committee on a timely basis. Their Internal Audit Annual Report for 2015-16 contained an overall assurance statement on the Board's internal control framework, governance and risk management process. On the basis of the audit work performed during the year, they were able to provide **substantial assurance** in relation to the adequacy of the systems of control in place within the organisation and their operation throughout the year. They have received responses from management on issues raised and acknowledge that recommendations for improvements are being implemented.

I am therefore confident that the Board has in place a robust system of accountability, which I can rely on as Accounting Officer, and which complies with the 2013 Corporate Governance Code. The system allows me to provide the assurance that the Board will spend its money in line with the principles set out in Managing Public Money.

Having reviewed the evidence provided to me by the management assurance exercises, the risk registers, the 2015-16 annual internal audit report and the external audits of the Board, I am satisfied that the Board has maintained a sound system of internal control during the financial year 2015-16.

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 remuneration of senior civil servants is set by the Minister for Finance and Personnel. The Minister approved a restructured SCS pay settlement broadly in line with the Senior Salaries Review Board report which he commissioned in 2010. The commitment to a Pay and Grading Review for SCS was the second phase of the equal pay settlement approved by the Executive.

The Directors 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 four years in accordance with the Police (NI) Act 2000, Schedule 1, part 3, paragraph 8.

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

Salary and Pension Entitlements

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

Board Members Salary Entitlements

Remuneration of Board members is disclosed below. None of the posts are pensionable and the only other primary benefit is the payment of expenses for home to office travel and the associated taxation, totalling £15,538 (2014-15: £22,487).

Remuneration for Independent Board Members (excluding the Chair and Vice-Chair) is £15,000 per annum (2014-15 £19,437).

Disclosed below is Board members' remuneration.

Audited Information	2015-16	2014-15
Name and Title	£000	£000
Ms D Blakely (Appointed 1 July 2015)	12	-
Mrs A Connolly (Chair from 1 June 2013)	58	59
Professor B Dickson	17	19
Mr R Feeney	17	19
Mr S MacDonnell (Vice-Chair from 1 June 2013, term completed 30 June 2015)	12	44
Ms R McGlone (Appointed 1 July 2015)	12	-
Dr P Nolan (Appointed 1 July 2015)	12	-
Mr G Ó'hEára (Term completed 30 June 2015)	5	19
Mrs J O'Hagan (Term completed 30 June 2015)	5	19
Mrs W Osborne (Appointed 1 July 2015)	12	-
Mr B Rea (Term completed 30 June 2015)	5	19
Ms C Pollock (Appointed 1 July 2015)	12	-
Mr B Rowntree (Term completed 30 June 2015)	5	19
Ms D Watters (Vice-Chair from 3 July 2015)	30	19

Senior Officials Salary and pension entitlements (Audited Information)

Audited Information Title	2015-16				2014-15			
	Salary (£'000)	Bonus Payment (£'000)	Pension Benefits ** (to nearest £1000)	Total (£'000)	Salary (£'000)	Bonus Payment (£'000)	Pension Benefits ** (to nearest £1000)	Total (£'000)
Mr Sam Pollock, Chief Executive (resigned 7 February 2015)	-	-	-	-	65-70 (75-80 full year equivalent)	-	29	95-100 (105-110 full year equivalent)
Mr Barney McGahan, Acting Chief Executive (From 30 March 2015 to 30 November 2015)*	65-70 (100-105 full year equivalent)	-	-56	10-15 (40-45 full year equivalent)	-	-	-	-
Mr Edgar Jardine, Acting Chief Executive (From 1 December 15 to 31 March 2016)	10-15 (75-80 full year equivalent)	-	-	10-15 (75-80 full year equivalent)	-	-	-	-
Mrs Amanda Stewart, Director of Partnership (From 12 April 2013 to 31 July 2015); Director of Policy (From 1 August 2015 to 31 March 2016)	45-50	-	23	70-75	45-50	0-5	15	60-65
Mr. David Wilson, Director of Support Services	50-55	0-5	20	70-75	50-55	0-5	14	60-65
Mr Brian McDonald, Acting Director of Support Services (From 18 January 2016 to 31 March 2016)	5-10 (45-50 full year equivalent)	0-5	4	10-15 (50-55 full year equivalent)	-	-	-	-
Mr, Peter Gilleece, Director of Policy (From 1 April 2015 to 31 May 2015)	50-55	0-5	20	70-80	50-55	0-5	12	60-65
Mrs Siobhan Fisher, Acting Director of Policy (From 1 June 2015 to 31 July 2015); Acting Director of Partnership (From 17 August 2015)	25-30 (45-50 full year equivalent)	-	30	55-60 (75-80 full year equivalent)	-	-	-	-

* Mr McGahan was seconded from DCAL as Interim Chief Executive and Accounting Officer from 30 March 2015. Whilst appointed on 30 March 2015, NIPB only incurred payroll costs from 1 April 2015 as agreed with DCAL and therefore Mr McGahan was excluded from the remuneration and staffing report in 2014-15.

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

Salary Senior Officials

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

Benefits in kind

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

Bonuses

Bonuses, if awarded, relate to performance in the year in which they become payable to the individual. The bonuses reported in 2015-16 relate to performance in 2014-15 and the comparative bonuses reported for 2014-15 relate to performance in the 2013-14 financial year.

Fair Pay Disclosure

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.

	2015-16	2014-15
Band of Highest Paid Director's Total Remuneration	100-105	75-80
Range of staff remuneration	15-20 to 100-105	15-20 to 75-80
Median Total	27,569	29,201
Ratio	2.8	2.7

In 2015-16, and in 2014-15, no employees received remuneration in excess of the highest-paid director. Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind as well as severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

Pension Entitlements (audited information)

Pension entitlements of the most senior employees are shown below:

Senior Employees	Accrued pension at pension age as at 31/03/16 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/03/16	CETV at 31/03/15	Real increase in CETV	Employer Contribution to partnership pension account
	£000	£000	£000	£000	£000	Nearest £100
Mr Barney McGahan, Acting Chief Executive (From 30 March 2015 to 30 November 2015)*	40.0-45.0 Plus lump sum of 270.0-275.0	-7.5 – -10 Plus lump sum of 120.0- 122.5	1,089	1,121	-37	-
Mr Edgar Jardine, Acting Chief Executive (From 1 Dec 15 to 31 March 2016)	-	-	-	-	-	-
Mrs Amanda Stewart, Director of Partnership (From 12 April 2013 to 31 July 2015); Director of Policy (From 1 August 2015 to 31 March 2016)	10.0 – 15.0 Plus lump sum of 35.0 – 40.0	0 – 2.5 Plus lump sum of 0 – 2.5	192	163	10	-
Mr. David Wilson, Director of Support Services	15.0 – 20.0 Plus lump sum of 45.0 – 50.0	0 – 2.5 Plus lump sum of -2.5 – 0	281	246	8	-
Mr Brian McDonald, Acting Director of Support Services (From 18 January 2016 to 31 March 2016)	10 – 15.0	0 – 2.5	136	131	-1	-
Mr. Peter Gilleece, Director of Policy (Seconded out from 1 June 2015 to 31 March 2016)	10.0 – 15.0 Plus lump sum of 30.0 – 35.0	0 – 2.5 Plus lump sum of -2.5 – 0	193	166	9	-
Mrs Siobhan Fisher, Acting Director of Policy (From 1 June 2015 to 31 July 2015); Acting Director of Partnership (From 17 August 2015)	10.0 – 15.0 Plus lump sum of 15.0 – 20.0	0 – 2.5 Plus lump sum of 0 – 2.5	213	182	21	-

Mr E Jardine chose not to be covered by the Northern Ireland Civil Service Pension Scheme during the reporting year.

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

Northern Ireland Civil Service (NICS) Pension arrangements

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

A new pension scheme, alpha, was introduced for new entrants from 1 April 2015. The majority of existing members of the NICS pension arrangements have also moved to alpha from that date. Members who on 1 April 2012 were within 10 years of their normal pension age will 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 also 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 rate will be 2.32%. CARE pension benefits are increased annually in line with increases in the CPI.

Increases to public service pensions are the responsibility of HM Treasury. Pensions are reviewed each year in line with the cost of living. Increases are applied from April and are determined by the CPI figure for the preceding September. The CPI in September 2015 was negative (-0.1%) and HM Treasury has announced that there will be no increase to public service pensions from April 2016. Therefore public service pensions will remain at their current level.

Employee contribution rates for all members for the period covering 1st April 2016 – 31st March 2017 are as follows:

Annualised Rate of Pensionable Earnings (Salary Bands)		Contribution rates – Classic members or Classic Members who have moved into Alpha	All other Members
From	To	From 01 April 2015 to 31 March 2016	From 01 April 2015 to 31 March 2016
£0	£15,000.99	3.8%	4.6%
£15,001.00	£21,210.99	4.6%	4.6%
£21,211.00	£48,471.99	5.45%	5.45%
£48,472.00	£150,000.99	7.35%	7.35%
£150,001.00 and above		8.05%	8.05%

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

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 14.7% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. Pension age is 60 for members of **classic**, **premium**, and

classic plus and 65 for members of **nuvos**. The normal pension age in alpha will be linked to the members State Pension Age but cannot be before age 65. Further details about the CSP arrangements can be found at the website <https://www.finance-ni.gov.uk/topics/working-northern-ireland-civil-service/civil-service-pensions-ni>.

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the pension benefits they have 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 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. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 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.

Compensation for loss of office

One member of staff left under Voluntary Exit Scheme terms during the 2015-16 financial year. They received a compensation payment in the band £10k - £25k.

Staff Report (Audited Information)

Staff Numbers and Related Costs

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

(i) Staff costs comprise:	2015-16 £000	2014-15 £000
Permanently employed staff		
Wages and salaries	1,531	1,738
Social security costs	114	135
Other pension costs	287	285
Total permanent staff costs	1,932	2,158
Secondments/agency costs	279	299
Total cost	2,211	2,457

The Northern Ireland Civil Service pension arrangements are unfunded multi-employer defined benefit schemes but the Board is unable to identify its share of the underlying assets and liabilities. The most up to date actuarial valuation was carried out as at 31 March 2012. This valuation is then reviewed by the Scheme Actuary and updated to reflect current conditions and rolled forward to the reporting date of the DFP Superannuation and Other Allowances Annual Report and Accounts as at 31 March 2016. For 2015-16, employers' contributions of £286,945 were payable to the NICS pension arrangements (2014-15 £284,949) at one of three rates in the range 20.8% to 26.3% of pensionable pay, based on salary bands. The scheme's Actuary reviews employer contributions every four years following a full scheme valuation. A new scheme funding valuation based on data as at 31 March 2012 was completed by the Actuary during 2014-15. This valuation was used to determine employer contribution rates for the introduction of alpha from April 2015. For 2016-17, the rates will range from 20.8% to 26.3%. The contribution rates are set to meet the cost of the benefits accruing during 2015-16 to be

paid when the member retires, and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £Nil (2014-15 £Nil) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 3% to 14.7% (2014-15 3% to 12.5%) of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay. In addition, employer contributions of £Nil, 0.5% (2014-15 £Nil, 0.8%) of pensionable pay, were payable to the NICS Pension Arrangements 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 (2014-15: 0 persons) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £Nil (2014-15: £Nil).

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

	2015-16	2014-15
	Number	Number
Senior management	4	4
Other directly employed staff	40	42
Total permanent staff numbers	44	46
Secondments/agency	5	9
Total number of employees	49	55

The average number of Board Members during the year was 19 (2014-15: 19).

(iii) Staff numbers

Staffing at 31 March 2016, the staff of the Board comprised 26 seconded civil servants from the Northern Ireland Civil Service and 27 direct recruits appointed following public advertisement, 1 of which is aligned with the Senior Civil Service (SCS).

The breakdown by gender:

	2015-16		2014-15	
	Male	Female	Male	Female
Senior civil service equivalent	1	-	1	-
Directors	2	2	2	1
Staff	24	24	23	27
Total	27	26	26	28

Voluntary Exit Scheme – exit packages

Details of all compensation and exit packages for staff are outlined below:

Exit package cost band	Number of agreed departures	Total number of exit packages by cost band for 2015-16	Total number of exit packages by cost band for 2014-15
<£10,000	-	-	-
£10,000 - £25,000	1	1	3
£25,000 - £50,000	-	-	-
£50,000 - £100,000	-	-	-
£100,000 - £150,000	-	-	-
£150,000 - £200,000	-	-	-
Total number of exit packages	1	1	3
Total resource cost band	1	£10,000 – £25,000	3

Exit costs are accounted for in the year of departure.

Staff Policies

The Board 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.

The Board has a policy of equal opportunities which applies in relation to recruitment of all new employees and to the management of existing personnel. All staff are offered training relevant to their roles and this has contributed to the overall performance of the organisation.

Disabled persons

The Board as a member of the Employers Forum for Disability Northern Ireland works closely with disability organisations to ensure all disability and equality legislation is adhered to through the welcoming of employment applications from disabled persons and promoting, training, development and promotion of disabled persons employed by the Board.

Sickness absence data

The level of staff absence due to sickness in 2015-16 was 5.64% (2014-15: 4.79%).

Off payroll disclosures

During the year the Board engaged the services of the following at a cost exceeding £58,200 where the contract for services stated the individual was liable for their own taxes to HMRC.

The number of engagements at 1 April 2015	The number of new engagements	The number of engagements that came onto payroll	The number of engagements terminated during the year	The number of engagements at 31 March 2016
1	-	-	-	1

Consultancy costs

Details of all consultancy costs are outlined below:

	2015-16 £	2014-15 £
Consultancy costs	22,278	10,289

Assembly Accountability Report

Long term expenditure trends

Performance Budget

The charts below show details of NIPB budget and expenditure patterns across the period 2013-14 to 2015-16:

Chart 1: Resource DEL Budget 2013-14 to 2015-16

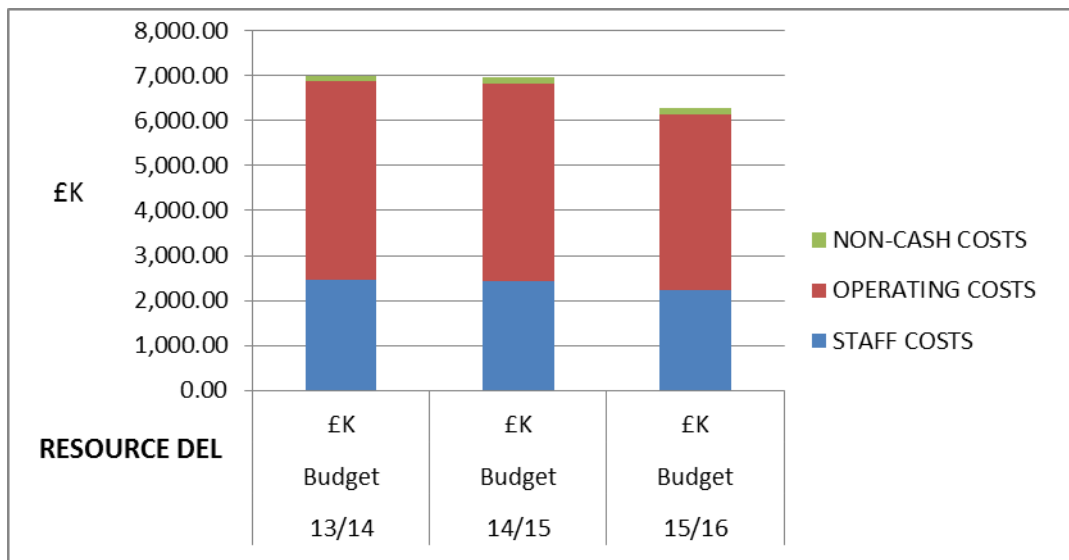


Chart 1 above shows the final budget allocation for each of the years 2013-14 to 2015-16, and how this budget was split.

Budgets for the 2013-14 and 2014-15 years were set as part of the four year Budget 2011-15 periods. During 2014-15 and 2015-16, in-year budget cuts (£376k 2014-15, £736k 2015-16) have been imposed on the service.

However, during 2014-15 additional funding of £250k was obtained to accommodate the PCSP recruitment needs. In 2015-16, the starting point for the Board's budget was a 15.1% cut against the 2014-15 baseline – a cut equivalent to £1,112k.

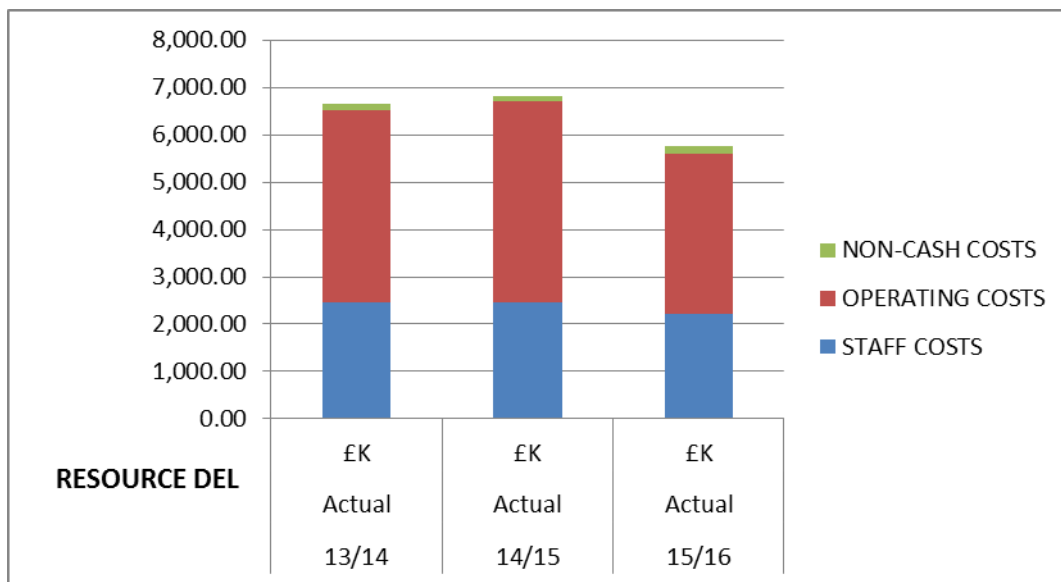
2016-17 Financial Year

NIPB has received total DEL funding in 2016-17 of £6.4m including ring-fenced funding for depreciation and impairments. This equates to a reduction of 2% from 2015-16.

Performance Expenditure

The chart below show details of PSNI expenditure patterns across the period 2013-14 to 2015-16:

Chart 2: Resource DEL Expenditure 2013-14 to 2015-16



Results for the 2015-16 Financial Year

The Statement of Comprehensive Expenditure is set out on page 108 and shows a deficit for the year of £5.8m (£6.9m in 2014-15).

The total Resource DEL budget allocation available for 2015-16 was £6.3m. The DEL expenditure against this budget during the financial year was £5.8m, resulting in a reported underspend of £0.5m. The Board faced a turbulent year for financial planning, which included an in-year moratorium on 50% of the funding to PCSPs, which was then released in November 2015.

The total Annually Managed Expenditure (AME) 2015-16 budget allocation (including AME impairments, Release and Movements in Provisions) was £86k. The AME expenditure against this budget during the year was £36k, resulting in an overall underspend of £50k due to the postponement of some legal cases during the year.



Amanda Stewart
Chief Executive
23 June 2016

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

I certify that I have audited the financial statements of the Northern Ireland Policing Board for the year ended 31 March 2016 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 Flows, Changes in Taxpayers' Equity; and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration and Staff Report and the Assembly Accountability Disclosures that is described in that report as having been audited.

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

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

Scope of the audit of the financial statements

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

assessment of: whether the accounting policies are appropriate to the Northern Ireland Policing Board's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Northern Ireland Policing Board; and the overall presentation of the financial statements. In addition I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

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

Opinion on regularity

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

Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of Northern Ireland Policing Board's affairs as at 31 March 2016 and of the net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003, as amended by the Northern Ireland Act 1998 (Devolution of Policing

and Justice Functions) Order 2010 and Department of Justice directions issued thereunder.

Opinion on other matters

In my opinion:

- the parts of the Remuneration and Staff Report and the Assembly Accountability disclosures including the Corporate Governance Report, to be audited have been properly prepared in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003, as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010; and
- 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

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 Corporate Governance Reports within the Accountability Report to be audited are not in agreement with the accounting records; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with Department of Finance's (formerly Department of Finance and Personnel) guidance.

Report

I have no observations to make on these financial statements.



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

27 June 2016

5. NORTHERN IRELAND POLICING BOARD FINANCIAL STATEMENTS

Statement of Comprehensive Net Expenditure for the year ended 31 March 2016

		2015-16	2014-15
	Note	£000	£000
Other Operating Income	5	(107)	(58)
Total Operating Income		(107)	(58)
Staff costs	3	2,211	2,457
Depreciation	6 & 7	150	128
Provision Expense	4	151	315
Other Operating Expenditure	4	3,420	4,075
Total Operating Expenditure		5,932	6,975
Net Operating Expenditure		5,825	6,917
Net expenditure for the year		5,825	6,917
 <u>Other Comprehensive Net Expenditure</u>			
Items that will not be reclassified to net operating costs:			
Net (gain) loss on revaluation of Property Plant and Equipment	6	(33)	(2)
Net (gain) loss on revaluation of Intangibles	7	(1)	(1)
Comprehensive Net Expenditure for the year		5,791	6,914

The notes on pages 112-131 form part of these accounts.

Statement of Financial Position as at 31 March 2016

		2015-16	2014-15
	Note	£000	£000
Non-current assets:			
Property, plant and equipment	6	111	184
Intangible assets	7	<u>39</u>	<u>76</u>
Total non-current assets		150	260
Current assets:			
Trade and other receivables	9	136	149
Cash and cash equivalents	10	<u>66</u>	<u>64</u>
Total current assets		202	213
Total assets		<u>352</u>	<u>473</u>
Current liabilities:			
Trade and other payables	11	(1,871)	(1,549)
Provisions	12	<u>(764)</u>	<u>(644)</u>
Total current liabilities		<u>(2,635)</u>	<u>(2,193)</u>
Total assets less current liabilities		<u>(2,283)</u>	<u>(1,720)</u>
Non-current liabilities			
Provisions	12	<u>(5)</u>	<u>(89)</u>
Total non-current liabilities		<u>(5)</u>	<u>(89)</u>
Total assets less total liabilities		<u>(2,288)</u>	<u>(1,809)</u>
Taxpayers' equity and other reserves			
Revaluation reserve		50	16
General reserve		<u>(2,338)</u>	<u>(1,825)</u>
Total Equity		<u>(2,288)</u>	<u>(1,809)</u>

The financial statements on pages 108-131 were approved by the Board on 23 June 2016 and were signed on its behalf by:



Amanda Stewart
Chief Executive
23 June 2016

The notes on pages 112-131 form part of these accounts.

Statement of Cash Flows for the year ended 31 March 2016

		2015-16	2014-15
	Note	£000	£000
Cash flows from operating activities		(5,791)	(6,914)
Adjustment for non-cash transactions	4,6 & 7	261	414
Decrease/(Increase) in trade and other receivables	9	13	(34)
Increase in trade and other payables	11	322	115
Use of provisions	12	(115)	(221)
Net cash outflow from operating activities		(5,310)	(6,640)
Cash flows from investing activities			
Purchase of property, plant and equipment	6	-	(64)
Purchase of intangible assets	7	-	(36)
Net cash outflow from investing activities		-	(100)
Cash flows from financing activities			
Grants from sponsoring department		5,312	6,754
Net financing		5,312	6,754
Net increase in cash and cash equivalents in the period	10	2	14
Cash and cash equivalents at the beginning of the period	10	64	50
Cash and cash equivalents at the end of the period	10	66	64

The notes on pages 112-131 form part of these accounts.

Statement of Changes in Taxpayers' Equity for the year ended 31 March 2016

	SoCNE Reserve £000	Revaluation Reserve £000	Taxpayers Equity £000
Balance at 31 March 2014	(1,662)	13	(1,649)
Changes in Taxpayers' Equity 2014-15			
Grants from Sponsoring department	6,754	-	6,754
Comprehensive Net Expenditure for the year	(6,914)	-	(6,914)
Transfers between reserves	(3)	3	-
Balance at 31 March 2015	<u>(1,825)</u>	<u>16</u>	<u>(1,809)</u>
Changes in Taxpayers' Equity for 2015-16			
Grants from Sponsoring department	5,312	-	5,312
Comprehensive net expenditure for the year	(5,791)	-	(5,791)
Transfers between reserves	(34)	34	-
Balance at 31 March 2016	<u>(2,338)</u>	<u>50</u>	<u>(2,288)</u>

The notes on pages 112-131 form part of these accounts.

Notes to the Accounts

1. Statement of Accounting Policies

These financial statements have been prepared in accordance with the 2015-16 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context.

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

1.1 Accounting convention

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

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

1.2 Property, plant and equipment

Property, plant and equipment are capitalised at their cost of acquisition. The level for capitalisation as an individual or grouped non-current asset has been applied for the year shown at £1,000. The Board does not own any land or buildings. All property, plant and equipment is valued annually in accordance with the Office for National Statistics indices as published by the Stationery Office. Surpluses on revaluation are taken to the revaluation reserve. Deficits on revaluation are charged to the Statement of Comprehensive Net Expenditure to the extent that the loss exceeds the amount held in the revaluation reserve for the same asset.

1.3 Depreciation

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

Estimated useful lives, which are reviewed regularly, are:

IT equipment	-	5 years
Office equipment and furniture	-	5 - 12 years
Intangible assets (software licences)	-	2 - 10 years

1.4 Intangible Assets

The Board recognises software licences as intangible non-current assets. Purchases of software licences are capitalised as intangible non-current assets where the purchase cost of an individual licence exceeds £1,000. Software licences are amortised over the shorter of the term of the licence and the useful economic life. Software licences are revalued annually using appropriate indices provided by the Office for National Statistics.

1.5 Operating income

Operating income comprises the recoupment of salaries for staff on secondment and 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 to photocopiers and rental of the Board's headquarters. Rentals are charged to the Statement of Comprehensive Net Expenditure in equal instalments over the life of the lease.

1.8 Financial instruments

The Board does not hold any complex financial instruments. This is due to the organisation being a non-trading entity and is financed as a Non Departmental Public Body. The only financial instruments included in the accounts are receivables and payables (Notes 9 and 11).

1.9 Financing

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

1.10 Provisions

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

1.11 Critical accounting estimates and judgments

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

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

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

1.11 Critical accounting estimates and judgments (cont.)

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

1.12 Value Added Tax (VAT)

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

1.13 Pension costs

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

1.14 Early departure costs

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

1.15 Trade and other receivables

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

1.16 Cash and cash equivalents

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

1.17 Impairment of financial assets

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

1.18 Trade and other payables

Trade and other payables are recognised initially at fair value, which is usually the original invoiced amount. The most significant accrual is in relation to the PCSPs. This is due to the timing of claims submitted for payment and represents the final quarter's expenditure of the current financial year which will be paid post year end.

1.19 Employee benefits

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

1.20 Contingent liabilities

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

Where the time value of money is material, contingent liabilities which are required to be disclosed under IAS 37 are stated at discounted amounts and the amount reported to the Assembly separately noted. Contingent liabilities that are not required to be disclosed by IAS 37 are stated at the amounts reported to the Assembly.

1.21 Insurance

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

1.22 Accounting standards, interpretations and amendments to published standards and *FReM* - issued and effective in 2015-16 for the first time

The Board has reviewed the standards, interpretations and amendments to published standards and *FReM* that became effective during 2015-16. Other than as outlined in the below, the Board considers that these standards are not relevant to its operations.

Standard	Comments
IFRS 13 - <i>Fair Value Measurement</i> (new)	<p>IFRS 13 has been prepared to provide consistent guidance on fair value measurement for all relevant balances and transactions covered by IFRS (except where IFRS 13 explicitly states otherwise). The Standard defines fair value, provides guidance on fair value measurement techniques, and sets out the disclosure requirements.</p> <p>Although IFRS 13 is applied without adaptation, IAS 16 <i>Property, Plant and Equipment</i> and IAS 38 <i>Intangible assets</i> have been adapted and interpreted for the public sector context to limit the circumstances in which a valuation is prepared under IFRS 13.</p>

1.22 Accounting standards, interpretations and amendments to published standards and *FReM* - issued and effective in 2015-16 for the first time (cont.)

Standard (Cont.)	Comments (Cont.)
IFRS 13 - <i>Fair Value Measurement</i> (new)	<p>IAS 16 is adapted to specify the valuation bases for assets which are held for their service potential (i.e. operational assets) and assets which were most recently held for their service potential but are surplus.</p> <p>IAS 38 has been adapted for the public sector dependent on whether or not an active (homogeneous) market exists.</p>

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

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 2016 or later periods, but which the Board has not adopted early. Other than as outlined in the below, the Board considers that these standards are not relevant or material to its operations.

Standard	IAS 1 – Disclosure Initiative (amendment)
Effective date	1 January 2016 (EU adopted)- with a view to include in the 2016-17 <i>FReM</i> .
Description of revision	These amendments encourage professional judgement to be used in determining what information to disclose in financial statements and where and in what order information is presented in the financial disclosures. The amendments make it clear that materiality applies to the whole of the financial statements and that the inclusion of immaterial information can inhibit the usefulness of financial disclosures.

Standard	IFRS 16 - <i>Leases</i> (IAS 17 <i>Leases</i> replacement) (new)
Effective date	1 January 2019 (not yet EU adopted) - with a view to include in the 2019-20 <i>FReM</i> .
Description of revision	<p>IFRS 16 has been developed by the IASB with the aim of improving the financial reporting of leasing activities in light of criticisms that the previous accounting model for leases failed to meet the needs of users of financial statements.</p> <p>IFRS 16 largely removes the distinction between operating and finance leases for lessees by introducing a single lessee accounting model that requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. This is a significant change in lessee accounting.</p>
Comments	The introduction of IFRS 16 is subject to analysis and review by HM Treasury and the other Relevant Authorities. HM Treasury will issue an Exposure Draft on IFRS 16 in advance of the effective date.

1.24 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 costs by operating segment

At 31 March 2016 Northern Ireland Policing Board organised into two main business segments reported to the Chief Operating Decision Maker through monthly Management Accounts:

- expenditure which supports the statutory and other objectives of the Northern Ireland Policing Board ; and

- expenditure which supports the statutory and other objectives of the Policing and Community Safety Partnerships (PCSPs). Further information in relation to the PCSPs can be found in section 3 of the annual report.

The segmental results for the year ended 31 March 2016 are as follows:

	NIPB £000	PCSPs £000	Total £000
Gross expenditure	4,249	1,649	5,898
Income	(107)	-	(107)
Net Expenditure	<u>4,142</u>	<u>1,649</u>	<u>5,791</u>

The segmental results for the year ended 31 March 2015 are as follows:

	NIPB £000	PCSPs £000	Total £000
Gross expenditure	4,649	2,323	6,972
Income	(58)	-	(58)
Net Expenditure	<u>4,591</u>	<u>2,323</u>	<u>6,914</u>

3. Staff costs

(i) Staff costs comprise:

	2015-16 £000	2014-15 £000
Permanently employed staff		
Wages and salaries	1,531	1,738
Social security costs	114	135
Other pension costs	287	285
Total permanent staff costs	<u>1,932</u>	<u>2,158</u>
Secondments/agency costs	279	299
Total cost	<u>2,211</u>	<u>2,457</u>

4. Other operating expenditure and Provision expense

Other operating expenditure	Note	2015-16 £000	2014-15 £000
Grants to PCSPs		1,560	2,148
PCSP Recruitment costs		71	175
PCSP Training costs		18	-
American Consulate Fund expenditure		32	46
Running costs		503	469
Accommodation costs		346	391
Rentals under operating leases		362	340
Press and public relations		48	71
Information technology		148	130
Human rights monitoring		93	82
Pension medical services and appeals		225	208
External audit fees		14	15
Total Other operating Expenditure		3,420	4,075
Provision expense			
Provisions provided for in year	12	320	341
Provisions released in year not required	12	(169)	(26)
Total Provision expense		151	315

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

Income source		2015-16 £000	2014-15 £000
Reimbursement of payroll costs for secondment to the Chief Executives Forum (2013-14: Northern Ireland Local Government Association)		64	20
American Consulate Fund income		43	38
Total income		107	58

6. Property, plant and equipment

2015-16	Information Technology	Furniture & Fittings	Total
	£000	£000	£000
Cost or valuation			
At 1 April 2015	451	272	723
Additions	6	-	6
Disposals	-	-	-
Revaluations	6	30	36
At 31 March 2016	463	302	765
Depreciation			
At 1 April 2015	338	201	539
Charged in year	87	25	112
Disposals	-	-	-
Revaluations	(1)	4	3
At 31 March 2016	424	230	654
Carrying amount at 31 March 2015	113	71	184
Carrying amount at 31 March 2016	39	72	111
Asset financing:			
Owned	39	72	111
Carrying amount at 31 March 2016	39	72	111

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

6. Property, plant and equipment (cont.)

2014-15	Information Technology	Furniture & Fittings	Total
	£000	£000	£000
Cost or valuation			
At 1 April 2014	445	216	661
Additions	2	60	62
Disposals	-	(4)	(4)
Revaluations	4	-	4
At 31 March 2015	451	272	723
Depreciation			
At 1 April 2014	255	195	450
Charged in year	81	10	91
Disposals	-	(4)	(4)
Revaluations	2	-	2
At 31 March 2015	338	201	539
Carrying amount at 31 March 2014	190	21	211
Carrying amount at 31 March 2015	113	71	184
Asset financing:			
Owned	113	71	184
Carrying amount at 31 March 2015	113	71	184

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

7. Intangible Assets

	Software Licences £000
2015-16	
Cost or valuation	
At 1 April 2015	143
Additions	-
Disposals	(46)
Revaluations	2
At 31 March 2016	<u>99</u>
Amortisation	
At 1 April 2015	67
Charged in year	38
Disposals	(46)
Revaluations	1
At 31 March 2016	<u>60</u>
Carrying amount at 31 March 2015	76
Carrying amount at 31 March 2016	<u>39</u>
Asset financing:	
Owned	39
Carrying amount at 31 March 2016	<u>39</u>

7. Intangible Assets (cont.)

	Software Licences £000
2014-15	
Cost or valuation	
At 1 April 2014	93
Additions	64
Disposals	(15)
Revaluations	1
At 31 March 2015	143
Amortisation	
At 1 April 2014	45
Charged in year	37
Disposals	(15)
Revaluations	-
At 31 March 2015	67
Carrying amount at 31 March 2014	48
Carrying amount at 31 March 2015	76
Asset financing:	
Owned	76
Carrying amount at 31 March 2015	76

8. Financial instruments

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

9. Trade receivables and other current assets

(i) Analysis by type	2015-16 £000	2014-15 £000
Amounts falling due within one year:		
VAT	62	74
Trade receivables	14	11
Prepayments and accrued income	60	64
Total receivables at 31 March	136	149
(ii) Intra-government balances	2015-16 £000	2014-15 £000
Amounts falling due within one year:		
Balances with other central government bodies	14	74
Balances with local authorities	62	11
Subtotal: intra-government balances	76	85
Balances with bodies external to government	60	64
Total receivables at 31 March	136	149

10. Cash and cash equivalents

Commercial banks and cash in hand	2015-16 £000	2014-15 £000
Balance at 1 April	64	50
Net change in cash and cash equivalent balances	2	14
Balance at 31 March	66	64

11. Trade payables and other current liabilities

(i) Analysis by type	2015-16 £000	2014-15 £000
Amounts falling due within one year:		
Other taxation and social security	7	11
Trade payables	244	167
Balances due to PCSPs	1,296	847
Accruals and deferred income	324	524
Total payables at 31 March	1,871	1,549

11. Trade payables and other current liabilities (cont.)**(ii) Intra-government balances**

	2015-16	2014-15
	£000	£000
Amounts falling due within one year:		
Balances with other central government bodies	400	466
Balances with local authorities	1,296	848
Subtotal: intra-government balances	<u>1,696</u>	<u>1,314</u>
Balances with bodies external to government	175	235
Total payables at 31 March	<u>1,871</u>	<u>1,549</u>

Balances with other central government bodies are with the DOJ, Crown Solicitors Office, HM Revenue and Customs, Northern Ireland Statistics and Research Agency, Department of Finance and Personnel, and the PSNI. Payable balances with local authorities are with the local Councils and relate to the PCSPs.

12. Provisions for liabilities and charges

2015-16	Early departure costs £000	Medical Appeals £000	IOD Cases £000	Legal Cases £000	Total £000
Balance at 1 April 2015	-	119	319	295	733
Provided in the year	-	76	244	-	320
Provisions not required written back	-	(1)	-	(168)	(169)
Provisions utilised in the year	-	(43)	-	(72)	(115)
At 31 March 2016	<u>-</u>	<u>151</u>	<u>563</u>	<u>55</u>	<u>769</u>

Analysis of expected timing of discounted flows.

	Early departure costs £000	Medical Appeals £000	IOD Cases £000	Legal Cases £000	Total £000
Not later than one year	-	151	558	55	764
Later than one year and not later than five years	-	-	5	-	5
At 31 March 2016	<u>-</u>	<u>151</u>	<u>563</u>	<u>55</u>	<u>769</u>

12. Provisions for liabilities and charges (cont.)

2014-15	Early departure costs £000	Medical Appeals £000	IOD Cases £000	Legal Cases £000	Total £000
Balance at 1 April 2014	30	81	250	278	639
Provided in the year	-	117	89	135	341
Provisions not required written back	-	(9)	(17)	-	(26)
Provisions utilised in the year	(30)	(70)	(3)	(118)	(221)
At 31 March 2015	-	119	319	295	733

Analysis of expected timing of discounted flows.

	Early departure costs £000	Medical Appeals £000	IOD Cases £000	Legal Cases £000	Total £000
Not later than one year	-	119	230	295	644
Later than one year and not later than five years	-	-	89	-	89
At 31 March 2015	-	119	319	295	733

(i) Early Departure Costs

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

(ii) Medical Appeals

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

(iii) Injury on Duty (IOD) Cases

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

(iv) Legal Cases

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

13. Capital commitments

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

14. Commitments under leases**Operating Leases**

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

	2015-16	2014-15
	£000	£000
Premises		
Not later than one year	370	136
Later than one year and not later than five years	1,264	-
	<u>1,634</u>	<u>136</u>
	2015-16	2014-15
	£000	£000
Other		
Not later than one year	6	10
Later than one year and not later than five years	5	11
	<u>11</u>	<u>21</u>

15. Contingent liabilities disclosed under IAS 37

The Board has no contingent liabilities.

16. Losses and special payments

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

Type	2015-16		2014-15	
	No of Cases	£000	No of Cases	£000
Fruitless Payments	-	-	5	5

17. Related party transactions

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

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

An Independent Board Member is employed by NI Alternatives, a company limited by guarantee which has charitable status. This organisation has been in receipt of grant funding from PSNI and Belfast Policing and Community Safety Partnership during the financial years 2014-15 and 2015-16.

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	
		2015-16	2014-15	2015-16	2014-15
		£000	£000	£000	£000
NI Alternatives	Grant funding	10	50	20	-

18. Events after the reporting period

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

Date of authorisation for issue

The Accounting Officer authorised these financial statements for issue on 27 June 2016.

6.GLOSSARY

ACC	Assistant Chief Constable
AME	Annual Managed Expenditure
AEP	Attenuating Energy Projectile
CARE	Career Average Revalued Earnings
C&AG	Comptroller and Auditor General
CETV	Cash Equivalent Transfer Value
CJINI	Criminal Justice Inspection Northern Ireland
CPI	Consumer Price Index
CSP	Civil Service Pensions
DCC	Deputy Chief Constable
DFP	Department of Finance (formally the Department of Finance and Personnel)
DOJ	Department of Justice
DPA	Data Protection Act
DPCSPs	District Policing and Community Safety Partnerships
ECHR	European Convention on Human Rights
EQIA	Equality Impact Assessment
FCO	Foreign and Commonwealth Office
FOI	Freedom of Information
FReM	Financial Reporting Manual
HET	Historical Enquiries Team
HIU	Historical Investigations Unit
HMIC	Her Majesty's Inspectorate of Constabulary
IA	Information Assurance
ICV	Independent Custody Visitor
ICVA	Independent Custody Visiting Association
IFRS	International Financial Reporting Standards
IIP	Investors in People
IIV	Investors in Volunteers
IOD	Injury on Duty
IPAB	International Police Assistance Board
IT	Information Technology
JSA	Justice Security Act
KPI	Key Performance Indicators
LGB&T	Lesbian, Gay, Bisexual and Transgender
LIB	Legacy Investigations Branch
MLA	Member of the Legislative Assembly
MOU	Memorandum of Understanding
NCA	National Crime Agency
NDPB	Non Departmental Public Body
NI	Northern Ireland
NIAO	Northern Ireland Audit Office
NICS	Northern Ireland Civil Service
NIO	Northern Ireland Office
NIPB	Northern Ireland Policing Board
NIPSA	Northern Ireland Public Services Alliance
NISRA	Northern Ireland Statistics and Research Agency
OCTF	Organised Crime Task Force
OFMDFM	Office of the First Minister and Deputy First Minister
OPONI	Office of the Police Ombudsman Northern Ireland
OSC	Office of the Surveillance Commissioner
PABNI	Police Advisory Board NI
PACE	Police and Criminal Evidence Order
PAT	Police Appeals Tribunals

PCSP	Policing and Community Safety Partnership
PCSPS(NI)	Principal Civil Service Pension Scheme
PEG	Policy Evaluation Group
PPS	Public Prosecution Service
PSNI	Police Service of Northern Ireland
RIPA	Regulation of Investigatory Powers Act
PWC	Policing with the Community
RMP	Royal Military Police
RPA	Review of Public Administration
RPI	Retail Price Index
SCS	Senior Civil Service
SID	Service Improvement Department
SLA	Service Level Agreement
SMP	Selected Medical Practitioner
SMT	Senior Management Team
SPED	Special Purchase of Evacuated Dwelling
SUA	Small Unmanned Aircraft
TACT	Terrorism Act 2000
TALK	Transformation, Advocacy, Leadership, Knowledge
YAP	Youth Advisory Panel
YJA	Youth Justice Agency

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Document Title

Annual Report and Accounts
For the Period
1 April 2015 – 31 March 2016

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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