



# ANNUAL REPORT AND ACCOUNTS





**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 2016 – 31 MARCH 2017**

**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 6 JULY 2017.**

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# CONTENTS

<b>1</b>	<b>CHAIR'S FOREWORD</b>	<b>4</b>
<b>2</b>	<b>PERFORMANCE REPORT OVERVIEW</b> <ul style="list-style-type: none"> <li>- Chief Executive Statement</li> <li>- Statement of the Purpose and Activities of the Organisation</li> <li>- Key Issues and Risks</li> <li>- Going Concern</li> <li>- Performance Summary</li> </ul>	<b>7</b>
<b>3</b>	<b>PERFORMANCE ANALYSIS</b> <ul style="list-style-type: none"> <li>- Performance of the Board against the Corporate Plan and Business Plan</li> <li>- How the Board sets, monitors and reports on police performance against the Annual Policing Plan</li> </ul>	<b>14</b>
<b>4</b>	<b>ACCOUNTABILITY REPORT</b> <ul style="list-style-type: none"> <li>- Corporate Governance Report</li> <li>- Certificate and Report of the Comptroller and Auditor General</li> </ul>	<b>83</b>
<b>5</b>	<b>NORTHERN IRELAND POLICING BOARD FINANCIAL STATEMENTS</b>	<b>123</b>
<b>6</b>	<b>GLOSSARY</b>	<b>146</b>

# 1. CHAIR'S FOREWORD



This business year marked the 15<sup>th</sup> Anniversary of the establishment of the Northern Ireland Policing Board and the Police Service of Northern Ireland. The milestone provided the opportunity to reflect on the significant progress that has been made to policing since 2001 and the continued important role for the Board in providing effective independent oversight of policing.

This report provides a comprehensive review and commentary on the Board's work, police performance over the last year and progress towards achieving the longer term outcomes set by the Board for policing to achieve by 2020.

The Board devotes significant time and energy to both developing and monitoring the policing plan. It sets out the areas where the Board wishes to see police attention focused. Crime figures in Northern Ireland remain low however crime patterns and the demands placed on policing are changing. Whilst the traditional types of crime continue to have an impact on our community, crimes committed online and crimes against those who are more vulnerable are increasing. These crime types often have a high victim impact and can be much more complex and resources intensive for policing to deal with.

In addition to the present day demands, policing still must meet the challenge of dealing with unresolved issues from our past. Police have legislative responsibilities to meet but the need for political agreements to be reached around legacy issues remains important.

The resources available to policing are an area of focus for the Board and a regular issue for discussion with the Chief Constable. The Board takes its advice from the Chief Constable on resourcing levels needed for effective delivery. Whilst overall numbers are important, so too is having the right workforce mix and skills set for delivery.

There are also many areas of work where more effective collaboration by other agencies with the police to tackle issues is necessary in order to provide support to people who need more than just a policing intervention.

We have seen the potential for problem solving and delivery through the work of Policing and Community Safety Partnerships. The outcomes based approach within the draft Programme for Government provides the framework for this but commitment and effort will be needed to achieve the outcomes envisaged.

As a Board, we too have been reflecting on our role and how we discharge our key statutory duties and responsibilities. Significant time has been devoted to the development of a new Corporate Plan for 2017-20 which will shape our work and focus over the next three years.

Having just passed the fifteen year milestone of the establishment of the new policing and policing oversight structures, it was an appropriate time to pause, take wider views and give thought as to how the Board's work should be reshaped to keep pace with new demands, new developments and best incorporate the move to a more outcomes based approach to service delivery across the public sector.

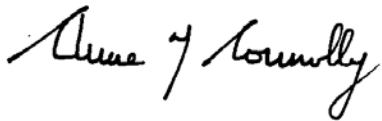
The Board's credibility and authority will continue to be judged on delivery. The Board is proud of what has been achieved over the years and this report provides an overview of the types of issues the Board is responsible for. There remains a strong desire, within the Board's Membership and the organisation to build on this and continue to deliver on statutory duties in the time ahead.

However, at the time of the writing this foreword, the Board is not fully constituted due to ongoing political talks following the election. Whilst a programme of work continues to be progressed, it is my sincere hope that political representatives return to the Board table in the near future.

Policing remains an essential public service and we are grateful to the Chief Constable and all the officers and staff of the PSNI who work on our behalf to keep people safe. The threat against the PSNI remains severe and over the last year there were many attempts to murder officers. As a society we need to ensure that those who would wish to inflict harm and terror do not succeed.

Looking forward, there are many issues to be progressed and there is a strong commitment within the Board to ensure that policing delivers an effective and efficient service.

I would like to record my thanks to colleagues on the Board, the staff who support our work and all those who work with us throughout the year.

A handwritten signature in black ink, reading "Anne Connolly". The signature is written in a cursive, flowing style.

**Anne Connolly OBE**  
**Board Chair**



## 2.PERFORMANCE REPORT OVERVIEW

### Chief Executive's Introduction



I am pleased to report on the business and performance of the Policing Board for the year ended 31 March 2017.

As Accounting Officer, I am responsible for ensuring that the Board complies with the corporate governance requirements of the Department of Justice (DOJ) and the Department of Finance (DOF) as defined by the Management Statement and Financial Memorandum.

Performance across the organisation to deliver against the measures and targets set in the Board's Corporate and Business Plan is regularly reviewed and assessed by Senior Management and the Board.

Within the executive processes of the Board, there is an embedded corporate approach to risk management. In addition, internal auditors examined control and governance arrangements within the Board and I report on this in detail in the Governance Statement.

This was a significant year for the Board and substantial time has been invested in developing a new three year Corporate Plan. Having just passed the 15 year anniversary of the establishment of the Board, it was important to review and refocus priorities for the period ahead. As part of this work, a programme of internal restructuring was also progressed so that the Board is best supported in delivery of its legislative duties.

As Chief Executive, I remain impressed by the commitment and dedication of both Board Members and staff who work extremely hard to progress and promote the work of the Board. I want to record my thanks to the Chair, Board Members and staff for their efforts and achievements during the year.

## 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 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;
- To monitor trends and patterns in complaints against the PSNI;
- To oversee complaints and disciplinary proceedings against the PSNI;
- To monitor PSNI Human Rights compliance with the Human Rights Act 1998;

- To ensure arrangements are in place to secure continuous improvement within the PSNI and the Board;
- To assess the level of public satisfaction with the performance of the police and improving the performance of and assessing public satisfaction with Policing and Community Safety Partnerships ( PCSPs); and
- To monitor the National Crime Agency's performance in carrying out its Annual Plan; and making arrangements for obtained the co-operation of the public with NCA in the prevention of organised crime.

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 one principal PCSP for Belfast and 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 with whom a significant piece of work was undertaken in 2016-17 to refocus the annual Action Plans to reflect an Outcomes Based Accountability (OBA) approach; and in developing and implementing a programme of community engagement for the Board making increased use of thematic roundtable events.

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-designing 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 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 2016-17 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) gives individuals 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 was received, unless there are grounds for withholding the information.

During the period of 1 April 2016 – 31 March 2017 the Board received 32 Subject Access Requests under the DPA 1998.

### **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 268.1 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 2016-17 and the recommendations are expected to be fully implemented during the 2017-18 financial year subject to the availability of capital funding.

### **Risks**

The Board's policy on managing risk, and the Risk Management Framework, details the roles and responsibilities of those parties involved in the process. The policy complies with HM Treasury 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 2017 shows net liabilities of £2,504 reflecting liabilities due in future years. To the extent that these are not to be met from the Board's other sources of income, they may only be met by future grants or grants-in-aid from the Board's sponsoring Department, the DOJ, who is supply financed and draws its funding from the Consolidated Fund. Therefore there is no liquidity risk in respect of the liabilities due in future years.

Grants from the Board's sponsor Department for 2016-17 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 2016-17 was £6,002k. 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 2016-17 is shown below:

<b>Expenditure heading</b>	<b>Budget £000</b>	<b>Actual £000</b>
<b>Resource DEL</b>		
Salaries	2,066	2,143
PCSPs	1,707	1,597
Other	2,159	1,903
Cash payment of provisions	70	49
<b>Total Resource DEL</b>	<b>6,002</b>	<b>5,692</b>
<b>Resource AME</b>	<b>651</b>	<b>529</b>
<b>Cash requirement</b>	<b>5,971</b>	<b>6,005</b>
<b>Capital DEL</b>	<b>115</b>	<b>47</b>

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

### **Basis of Accounts**

The Accounts have been prepared in accordance with an Accounts Direction issued by the DOJ on 28 March 2017, requiring the accounts to present a true and fair view and compliance with the Government Financial Reporting Manual (FRoM).

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

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

### **NIPB Business Plan Review**

The Board's KPIs are detailed in its 2016-17 Business Plan. There were 47 Targets in the Board's Business Plan 2016-17: 38 were Achieved (81%); and 9 were Partially Achieved (19%).

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 Board against the Corporate Plan and Business Plan

The theme and objectives contained in the Policing Board's Corporate Plan for 2014-17 focused on contributing to the vision of the Board to be *'An innovative proactive organisation, holding the police to account, by working in partnership to deliver improvements in policing'*.

There was one over-arching theme for the Corporate Plan which was promoting public confidence in policing. Linked to this theme were four objectives:

- Objective 1: An effective and efficient Policing Board;
- Objective 2: An effective and efficient PSNI;
- Objective 3: Effective engagement and communication; and
- Objective 4: Partnership working.

In conjunction with the Corporate Plan, the Board publishes an annual Business Plan. The targets contained in the annual Business Plan provide the detail on how the Board delivers on all of its objectives as set out in the 2014-17 Corporate Plan. Performance against the business plan is monitored by the Board's Chief Executive and Senior Management Team, with reports being presented quarterly to the Board.

Set out below is a high level overview of performance against the Business Plan targets for the 2016-17 period. Following this overview is a more detailed analysis of each of the four objectives setting out the key areas of work progressed under each.

Within the 2016-17 Board Business Plan there were 47 targets of which:

- 38 were Achieved (81%); and
- 9 were Partially Achieved (19%).



When breaking this down further into the Board's four Objectives, as set out in the 2014-2017 Corporate Plan, the results are as follows:

### Policing Board performance against the Corporate Business Plan Targets 2016-17

Objectives	Targets	Fully Achieved	Partially Achieved	Not Achieved
An effective and efficient Policing Board	12	9	3	0
An effective and efficient PSNI	16	13	3	0
Effective engagement and communication	12	10	2	0
Partnership working	7	6	1	0
<b>Total</b>	<b>47</b>	<b>38</b>	<b>9</b>	<b>0</b>

- Objective 1: An effective and efficient Policing Board had 12 targets overall of which 9 were Achieved (75%) and 3 were Partially Achieved (25%).
- Objective 2: An effective and efficient PSNI had 16 targets overall of which 13 were Achieved (81%) and 3 were Partially Achieved (19%).
- Objective 3: Effective engagement and communication had 12 targets overall of which 10 were Achieved (83%) and 2 were Partially Achieved (17%).
- Objective 4: Partnership working had 7 targets overall of which 6 were Achieved (86%) and 1 was Partially Achieved (14%).

### Policing Board performance against the Corporate Business Plan Targets 2014-2017

Business Plan Reporting Year	Targets	Fully Achieved	Partially Achieved	Not Achieved
2014-15	48	38	8	2
2015-16	48	37	8	3
2016-17	47*	38	9	0
<b>Total Targets during 2014-17 Corporate Plan</b>	<b>143</b>	<b>113 (79%)</b>	<b>25 (18%)</b>	<b>5 (3%)</b>

\*1 target was removed as it related to PSNI Audit Committee

## An effective and efficient Policing Board

An effective and efficient Policing Board had 12 targets overall within the 2016-17 Business Plan of which 9 were Achieved (75%) and 3 were Partially Achieved (25%). The work areas taken forward under Objective 1 were as follows:

<b>Objective 1 – An effective and efficient Policing Board</b>		
<b>Activities</b>	<b>2016-17 Business Plan targets</b>	<b>Status</b>
1.1 Implementing an agreed Policing Board Continuous Improvement Plan by 31 March each year reporting progress in the NIPB Annual Report.	1.1.1 To report on the Board's Continuous Improvement arrangements for 2016-17 via biannual reporting and to publish continuous improvement arrangements for 2017-18 by 31 March 2017.	<b>Achieved.</b> The Board's Continuous Improvement project for 2016-17 related to the Injury on Duty (IOD) appeals process and this was completed in October 2016 resulting in the cessation of appeal reconsiderations. More information on this is provided within this report under the Continuous Improvement section and administering the IOD scheme. The Board published on its website the Continuous Improvement arrangements for 2017-2020 on 31 March 2017.
	1.1.2 To report on the Board's Continuous Improvement arrangements for 2015-16 by 31 May 2016.	<b>Achieved.</b> A year-end report went to Resources Committee in April 2016 which provided a year-end assessment of the Board's Continuous Improvement arrangements for 2015-16.
1.2 Ensuring a Board Annual Report and Accounts is laid before the Assembly.	1.2.1 To prepare the Policing Board Annual Financial Statements and Remuneration Report to be laid before the Assembly prior to the summer recess.	<b>Achieved.</b> The Board's Annual Financial Statements and Remuneration Report for 2015-16 were laid before the Assembly on 2 July 2016.

<b>Objective 1 – An effective and efficient Policing Board</b>		
<b>Activities</b>	<b>2016-17 Business Plan targets</b>	<b>Status</b>
1.3 Ensuring the efficient and effective management of the injury on duty and medical retirement application process.	1.3.1 In collaboration with DOJ and PSNI to implement the Scofield Action Plan recommendations reporting updates on progress twice yearly to Resources Committee.	<b>Partially Achieved.</b> Work has been ongoing in collaboration with DOJ and PSNI which has resulted in 12 of the 19 recommendations being implemented. An update was reported to Committee in July 2016 and a second update was scheduled for March 2017 but due to the dissolution of the Assembly the report was unable to be reported to Committee. In the absence of Committee an update as at 31 March 2017 was placed on the Board's website.
	1.3.2 Procure a case management system by 31 October 2016 and fully embed the system within NIPB Police Administration Branch by 31 March 2017.	<b>Partially Achieved.</b> Procurement is progressing along with PSNI who lead on the tender for this project. A draft specification was received by the Board and comments returned in early December 2016. PSNI ICT team require further work and a meeting is to be scheduled with the Board. Subject to the provision of capital funding, the procurement of the case management system has been revised to 31 December 2017 with full implementation by 31 March 2018.
1.4 Securing and managing funding for NIPB demonstrating effectiveness and efficiency.	1.4.1 To scrutinise the Board's monthly Management Accounts and report results to the Resources Committee each month.	<b>Achieved.</b> The Board's Management Accounts were scrutinised at all scheduled Resources Committee meetings in 2016-17.
	1.4.2 To reduce the staff annual absenteeism rate to 11 days or less, from 12.3 days per employee in 2016-17 by complying with Board policy and ensuring access to, and awareness of, support services.	<b>Achieved.</b> Staff Absence averaged 10.15 days per staff member for the rolling year up to 31 March 2017.

<b>Objective 1 – An effective and efficient Policing Board</b>		
<b>Activities</b>	<b>2016-17 Business Plan targets</b>	<b>Status</b>
	1.4.3 To retain Investors in People status by 31 March 2017	<b>Partially Achieved.</b> IIP Action Plan was approved by the assessor in August 2016. Implementation of the Action Plan progressed during 2016-17 but due to the changes in the IIP accreditation process (moving from Generation V to Generation VI) the Board agreed with the IIP view that it was more productive to seek re-accreditation under the Generation VI scheme. This has been approved as the Board's Continuous Improvement project for 2017-2020 and further information can be found on the Board's website <sup>1</sup> .
1.5 Publishing a 3 year corporate plan by 31 March 2017 and an assessment of performance against the Business Plan for inclusion in the Board's Annual Report.	1.5.1 To assess the Board's performance against the 2016-17 Business Plan and publish assessments in October 2016 and April 2017 and to assess the Board's performance against the 2015-16 Business Plan and publish in the Board's Annual Report for 2015-16.	<b>Achieved.</b> Assessments against the Board's Business Plan were reported quarterly to the Board in the Chief Executive's Report and reports by exception monthly. An assessment of performance at 6 months and year end were published on the Board's website. Assessment against the 2015-16 Business Plan has been completed and is published as part on this Report.
	1.5.2 To consult and develop a corporate plan in line with the Strategic Outcomes for Policing 2016 – 2020 by 31 March 2017.	<b>Achieved.</b> Work on developing the 2017-2020 Board Corporate Plan has been completed following a comprehensive consultation. Publication will occur following the reconstitution of the Assembly.

<sup>1</sup> <https://www.nipolicingboard.org.uk/sites/nipb/files/media-files/Northern-Ireland-Policing-Board-Continuous-Improvement-Project-2017-2020.pdf>

<b>Objective 1 – An effective and efficient Policing Board</b>		
<b>Activities</b>	<b>2016-17 Business Plan targets</b>	<b>Status</b>
1.6 Providing research and evidence based advice and guidance to the Board and its Committees.	1.6.1 To pursue relevant research projects subject to funding by 31 March 2017.	<b>Achieved.</b> Research Projects were agreed at November 2016 Partnership Committee. Research projects into the effectiveness of Policing Committees and into the impact of PSNI changes to local policing arrangements have been progressed and reports of initial findings received in March 2017 with final reports expected August 2017.
1.7 Providing the Board with a statistics & research service to assist it in carrying out its statutory duties	1.7.1 To provide the Board with statistics and research support in line with the priorities and milestones in each of the Committees programme of work by 31 March 2017.	<b>Achieved.</b> Statistics and research support were provided in a timely manner to the relevant committees.

Key work streams within Objective 1 are detailed below.

### **Board Continuous Improvement Project 2016-17**

Part V of the Police (NI) Act 2000<sup>2</sup> 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 the Independent Medical Referee (IMR) process under Regulation 30 of the PSNI (Injury Benefit) Regulations 2006 (Injury on Duty Award Scheme).

The Injury on Duty (IOD) Award Scheme is governed by the Police Service of Northern Ireland and Police Service of Northern Ireland Reserve (Injury Benefit) Regulations 2006. The process, at the time of the review, had been in place since 2010 following a joint Board/DOJ review of the IOD Award Scheme which recommended at that time that if an appeal was made against the Board's original decision that it should not proceed to the DOJ until further medical evidence has been considered by the Board's Senior Medical Practitioner (SMP). This element of the process was not required as part of the legislation

<sup>2</sup> <http://www.legislation.gov.uk/ukpga/2000/32/part/V>

and added additional bureaucracy and cost. The purpose of reconsideration was to ascertain if the SMP's original recommendation should be amended. This reconsideration of medical evidence can significantly delay the time period for an appeal and the Board incurs additional costs relating to the SMP reconsidering the additional information.

Following an analysis of 82 cases dating back to January 2015, it was found that 68 cases (83%) did not result in an alteration and went on to appeal. It was therefore recommended that when the appeals process is initiated the Board requests that the applicant provides all additional medical information within a specified time period and that this information is forwarded to the DOJ's IMR. This revised process was implemented on the 3 October 2016 allowing the Board to reduce the time for appeals by at least 3 months along with a reduction in costs incurred by the Board for reconsiderations. A Post Implementation Review will be conducted on this project in May 2017.

### **New Corporate Plan**

In developing the new Corporate Plan, which will cover the period 2017-2020, the Board has reflected on what it has learned over the last 15 years and re-focused to meet the very significant challenges in the years ahead.

The Board has taken wider views and given much thought as to how its work should be reshaped to keep pace with new demands, new developments and best incorporate the move to a more outcomes based approach to delivery across the public sector.

In developing the Board's new Vision, Themes, Outcomes and Objectives the focus has been on ensuring the Board fulfils its statutory functions, and supports delivery against the strategic outcomes for policing contained within the Policing Plan, whilst working collaboratively to deliver against the Justice Minister's priorities and the outcomes in the draft Programme for Government.

The consultation on the Corporate Plan provided an opportunity for the community, NIPB stakeholders and others to shape the Board's priorities for the next 3 years. The Board met with stakeholders, conducted an online smart survey and wrote to a number of organisations seeking their input into the development of the Plan. The Board's Corporate Plan was primarily informed by the views from the community and key stakeholders; the

Minister and Department's priorities together with the draft Programme for Government 2016-2021.

## An effective and efficient PSNI

An effective and efficient PSNI had 16 targets overall within the 2016-17 Business Plan of which 13 were Achieved (81%) and 3 were Partially Achieved (19%). The work areas taken forward under Objective 2 were as follows:

<b>Objective 2 – An effective and efficient PSNI</b>		
<b>Activities</b>	<b>2016-17 Business Plan targets</b>	<b>Status</b>
2.1 Approving an annual budget for policing by 31 March each year and monitoring expenditure against budget throughout the year.	2.1.1 To review and approve the PSNI's financial estimate for the 2017-18 Financial year by 31 March 2017.	<b>Partially Achieved.</b> The Board approved the scenario planning information provided by PSNI for 2017-18 on 27 February 2017. The Board also agreed that in the period following the election and until a new Board is in place, the drawdown of funding by the PSNI may proceed according to normal arrangements, against the current financial planning scenario, without prejudice to the position of an incoming administration. The dissolution of the Assembly has impacted on the process for the Executive to agree a Budget for the commencement of the next financial year.
	2.1.2 To scrutinise the PSNI's monthly Management Accounts and report results to the Resources Committee each month.	<b>Achieved.</b> PSNI Management Accounts were scrutinised at all scheduled Resources Committee meetings during 2016-17.
2.2 Appointing and if necessary dismissing Police Staff and Chief Officers.	2.2.1 To appoint senior police officers and staff within 5 months of being made aware of the vacancy and to ensure compliance with the Code of Practice for senior police officers and staff in line with relevant legislation.	<b>Partially Achieved.</b> An ACC vacancy was notified to the Board on 1 September 2015 and letter of offer was issued to the winning candidate on 9 June 2016. A decision was taken by the Board to delay the process so as to allow the Strategic Command course to complete in March 2016, with the aim of increasing

<b>Objective 2 – An effective and efficient PSNI</b>		
<b>Activities</b>	<b>2016-17 Business Plan targets</b>	<b>Status</b>
		the applicant pool.
	2.2.2 To manage the performance of the Chief Constable in line with the agreed Performance Management system.	<b>Achieved.</b> A monthly review of performance was carried out by the Chair of the Board during 2016-17. Formal in-year appraisal was completed in December 2016.
2.3 Annually lay the PSNI audited financial statements with the Assembly before the summer recess deadline.	2.3.1 To lay the PSNI Financial Statements with the Assembly before Summer recess deadline.	<b>Achieved.</b> PSNI Annual Financial Statements for 2015-16 were laid before the Assembly on 30 June 2016.
	2.3.2 To approve the PSNI Financial Statements for 2015-16 by 30 September 2016.	<b>Achieved.</b> This target is no longer relevant as the PSNI Audit and Risk Assurance Committee now carry out this approval function.
2.4 Publishing the PSNI Continuous Improvement (CI) arrangements by 31 March each year securing measurable improvements and outcomes which are reported in the Board's Annual Report.	2.4.1 To approve and publish the PSNI CI arrangements for 2017-18 by 31 March 2017 and scrutinise progress against projects in the 2016-17 arrangements twice yearly.	<b>Achieved.</b> PSNI's CI projects were approved and published as part of the 2017-18 Policing Plan on the 31 March 2017. PSNI's Continuous Improvement projects for 2016-17 were reported to their relevant committees at least twice yearly.
2.5 Conducting a value for money assessment on how resources are utilised, including comparisons with similar police services in Great Britain.	2.5.1 To consider HMIC and other relevant reviews and inspections as appropriate.	<b>Achieved.</b> The HMIC PEEL Inspection was published on 4 August 2016 and considered by the Board. Resources and Performance Committees are overseeing the implementation of recommendations, which also feature in the 2017-18 Policing Plan.
2.6 Scrutinising PSNI compliance with the Human Rights Act 1998 and reporting in a Human Rights Annual Assessment Report and thematic reviews.	2.6.1 To publish a Human Rights Annual Report by 31 March 2017.	<b>Achieved.</b> A summary of the Human Rights Annual Report 2016 was published on the Board's website on 31 March 2017.
	2.6.2 To complete a Human Rights thematic	<b>Achieved.</b> A Race Hate Thematic Review was completed by 31



<b>Objective 2 – An effective and efficient PSNI</b>		
<b>Activities</b>	<b>2016-17 Business Plan targets</b>	<b>Status</b>
	review and /or follow-up review by 31 March 2017.	March 2017.
2.7 Approving PSNI's Human Resources Strategies and monitoring police recruitment and composition, training and diversity.	2.7.1 To carry out Police Appeals Tribunals in line with relevant regulations.	<b>Achieved.</b> 4 new notices of appeal were received since April 2016. Five Police Appeals Tribunals (PATs) were concluded during 2016-17 and 2 PATs are pending.
	2.7.2 To monitor performance against the PSNI People Strategy (including recruitment and composition and addressing under representation) twice yearly.	<b>Achieved.</b> PSNI People Strategy was monitored at Resources Committee in June and December 2016.
	2.7.3 To approve the PSNI Training Strategy 2016-17 and monitor progress twice yearly.	<b>Partially Achieved.</b> The 2015-16 Strategy was monitored at Resources Committee in June 2016. Approval of 2016-17 Strategy was deferred due to the Review of the Police College, Garnerville. Resources Committee considered a draft Training and Development Strategy in May 2016 but given issues which arose around Foundation Training at this time, the Committee could not consider approval.
2.8 Publishing a Policing Plan which sets clear and ambitious priorities for policing by 31 March each year (including SMART Targets where appropriate) and holding the PSNI to account for delivery against each Plan.	2.8.1 To publish year 2 of the Policing Plan by 31 March 2017 setting clear and ambitious priorities for policing and ensuring that there is a robust mechanism for reporting progress against measures/targets against the Strategic Outcomes for Policing 2016-20.	<b>Achieved.</b> Year 2 of the Policing Plan was published on the Board website on 31 March 2017. The Plan has clear and ambitious priorities taking into account NIAO recommendations. The 2017-18 Plan has a performance monitoring framework attached to ensure that there is a robust mechanism for reporting progress against the measures going forward.
	2.8.2 To scrutinise PSNI Performance against the Strategic Outcomes for	<b>Achieved.</b> PSNI Performance was scrutinised through each of the Board's Committees

<b>Objective 2 – An effective and efficient PSNI</b>		
<b>Activities</b>	<b>2016-17 Business Plan targets</b>	<b>Status</b>
	Policing 2016-20 through thematic meetings of the Board and publish a full assessment of performance against the Policing Plan by 31 March 2017.	throughout 2016-17. A full assessment of performance will be published within this report taking account of the NIAO recommendations relating to it.
	2.8.3 To ensure twice yearly updates on PSNI supporting strategies listed in the Policing Plan 2016-17 are received and considered by the relevant Committee and linked to the monitoring of the Strategic Outcomes for Policing 2016-20.	<b>Achieved.</b> A timetable was developed and agreed with PSNI early in 2016. In year reports were received and considered by Committees in September/October and End Year Reports were considered by Committees/Board in February 2017.

Key work streams within Objective 2 are detailed below.

## **Monitoring PSNI Resource Strategies**

### **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 ongoing maintenance and development of police buildings are contained in the 2016 PSNI Estate Strategy which was approved by the Board in December 2016.

The 2016 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. Approval of the 2016 PSNI Estate Strategy included approval for PSNI to dispose of 12 PSNI stations which were no longer in use operationally and therefore considered to be surplus assets. The Estate Strategy ensures the 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 monitors the implementation of the PSNI Estate Strategy biannually in line with the

reporting requirements set out in the Policing Plan and the full Board considered the first update on the implementation of the 2016 PSNI Estate Strategy in February 2017.

### **PSNI People Strategy**

The Resources Committee is responsible for overseeing the implementation of the PSNI People Strategy which will play an important role in improving PSNI organisational performance during the period 2016-19. 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 biannually, providing 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 which were particularly scrutinised during the year were: Sickness levels in PSNI, Police recruitment and wastage, workforce representation and the Voluntary Exit Scheme for PSNI Support Staff.

The PSNI People Strategy also includes other important elements of PSNI Human Resources operations such as Secondments, the representativeness of the workforce and Recruitment. The Committee has monitored PSNI engagement with the community during the last year so as to assist with the Board's statutory functions in relation to the representativeness in the organisation. The percentage of perceived Roman Catholic Police Officers in PSNI stood at 31.3% on 1 April 2017 whilst the percentage of perceived Roman Catholic support staff in PSNI stood at 19.7% on 1 April 2017. The Committee received a presentation on research commissioned by PSNI around Barriers Affecting Police Officer Recruitment in November 2016 and will monitor the development and implementation of recommendations arising from the research during 2017-18.

## **PSNI Training and Development Strategy**

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. The Resources Committee considered a draft PSNI Training and Development Strategy and Business Plan for 2016-17 in June 2016 but were unable to approve due to events which arose around Foundation training in the Police College at that time. A Review of the Police College was commissioned in June 2016 following issues of student officer impropriety. It was led by an independent Project Lead, Chief Superintendent Alan Gibson of Police Scotland. The Report was received at the Policing Board meeting on 6 October 2016 and it was agreed to hold a special Board meeting to allow Members' to give due consideration to the Report findings and recommendations. This meeting was held on Thursday 20 October 2016 followed by further special Board meetings on 27 October and 10 November to consider the report and the Implementation Plan in particular.

Following the receipt and consideration of the report carried out by Chief Superintendent Gibson, the Board agreed to set up an Oversight Panel to oversee the implementation of the immediate, short and medium term recommendations contained in the report. The Terms of Reference for the Oversight Panel were agreed by the Resources Committee on 22 December 2016 and the work of the Oversight Panel is ongoing.

## **PSNI Equality, Diversity and Good Relations Strategy**

The Resources Committee received reports on the implementation of the PSNI Equality, Diversity and Good Relations Strategy (which includes the Gender Action Plan and Disability Action Plan) in July 2016 and November 2016. This 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. In particular, scrutiny was applied to:

- having a workforce reflective of the society which PSNI serve;
- developing a recruitment strategy which encourages applications from under-represented backgrounds to the PSNI;
- ensuring that police powers are exercised fairly and impartially;

- dissemination of information to PSNI officers regarding the Equality, Diversity and Good Relations Strategy; and
- PSNI as a workplace being inclusive, fair and welcoming.

The Resources Committee also submitted a response to the public consultation on the renewal of the PSNI Equality, Diversity and Good Relations Strategy in December 2016.

### **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 (ACC), Deputy Chief Constable and Chief Constable as well as senior civilian Directors. An ACC competition was concluded during the reporting period with ACC Alan Todd being appointed with effect from 1 May 2016. The Board also approved a one year secondment for ACC Will Kerr to the National Crime Agency in January 2017.

### **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 £545.9m during 2016-17.

PSNI also receives funding for expenditure on capital items such as land, buildings and vehicles, where economic benefit will be derived from the expenditure over a number of years. In 2016-17, capital expenditure was £32.4m from an available budget of £32.1m resulting in an over spend of £0.3m. Due to timing, the additional budget could not formally be transferred to PSNI but had been approved in advance by the DOJ, PSNI's capital

receipts of £1.1m was lower 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 administrating some aspects of police officers' pensions.

The 2016-17 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 £8.96 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 £121.8m 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 (salaries, overtime, managed services contract). There was also interest during 2016-17 in financial issues relating to the Police Estate due to the planned disposal of police stations within the 2016 PSNI Estate Strategy.

The Board has worked intensively with PSNI during 2016-17 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 Arm's Length Bodies, to consider future funding needs and identify savings.

The Northern Ireland Assembly was dissolved as from 26 January 2017 for an election which took place on 2 March, on which date political Board members also ceased to hold office. An Executive was not formed following the election within the period specified in the legislation. As a consequence, a Budget Act is not yet in place for 2017-18 and new political members could not be appointed to the Board. In the absence of a budget for 2017-18 determined by an Executive, Section 59 of the Northern Ireland Act 1998 and Section 7 of the Government Resources and Accounts Act (NI) 2001 provide for the Permanent Secretary of the Department of Finance to issue cash to departments from the NI Consolidated Fund. These powers are an interim measure designed to ensure that services can be maintained until such times as a budget is agreed and a Budget Act passed.

On 24 April the Secretary of State outlined an indicative 2017-18 Budget position and set out indicative allocations for Northern Ireland departments. This was intended to give clarity to departments as to the basis for departmental allocations, so that Permanent Secretaries could plan and prepare to take more detailed decisions in that light. Whilst the Secretary of State's statement sets out an indicative budget for departments for 2017-18, it is important to note that this may be adjusted by an incoming Executive.

On this basis PSNI was asked to operate within a net reduction of 3% (or £20m) on the 2016-17 opening budget and to do so had to make on a number of key assumptions and decisions which need to be considered in the context of additional pressures facing the Service during 2017-18.

- PSNI is at the point where it is no longer possible to absorb budget cuts without impacting directly on police officer numbers. The current operating base is around 6,800 officers and to achieve the required cut PSNI will have to let this figure fall further to 6,700 this year, with likely reductions in future years.
- A reduction of £2.7m in the Police overtime budget.
- A 10% cut in almost all non-pay costs, whilst absorbing inflationary increases.
- Deferring significant and growing essential estates maintenance costs.
- Almost all expenditure on IT will be focussed on maintaining existing systems rather than on development.
- There is no provision for any deterioration in the security or public order situation.

- There is no provision for Mutual Aid.
- There is no provision for any potential liability arising from the 'Bear Scotland' case.
- The Additional Security Funding will remain at the current level, as long as required.

Following the formation of a new assembly and the reconstitution of the Board, further discussions will take place between the Board and PSNI on the budget allocation throughout 2017-18.

## **Criminal Justice Inspection Northern Ireland (CJINI) & Her Majesty's Inspectorate of Constabulary (HMIC) Inspections**

### **1) CJINI inspection of the quality and timeliness of police files submitted to the Public Prosecution Service for Northern Ireland (PPS)<sup>3</sup>**

In November 2015 CJINI published the key findings of an inspection of the quality and timeliness of police files submitted to the Public Prosecution Service for Northern Ireland (PPS). This inspection recognised that in order to protect victims, the successful prosecution of offenders can be critical. If a file is incomplete or is not coherent in either presentation or content, it has to be returned by the PPS to the PSNI for further enquiry and the case is avoidably delayed or discontinued. During the CJINI inspection, 67% of files were assessed as either satisfactory or good but approximately 33% were assessed as either unsatisfactory or poor. CJINI also found failings in relation to the criminal disclosure process,<sup>4</sup> with disclosure deemed to have been dealt with satisfactorily in only 23% of the Crown Court cases reviewed.

CJINI called for greater collaboration between the PSNI and the PPS to address significant failings in the preparation of case files and also the standards applied around disclosure. Six strategic recommendations were made, one of which was for the PSNI and PPS to immediately establish a Joint Prosecution Team to address poor practice and deliver change in areas such as investigative standards, bail management and forensic strategy, case management and disclosure. As CJINI highlighted, such an approach ought to clarify

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<sup>3</sup> The Criminal Justice Inspection Northern Ireland (CJINI) recently completed an inspection of police case files: *An Inspection of the Quality and Timeliness of Police Files (Incorporating Disclosure) Submitted to the Public Prosecution Service for Northern Ireland*, CJINI, 26 November 2015.

<sup>4</sup> Disclosure refers to the statutory duty placed on both the police and the PPS to disclose material to the defendant which may be of assistance to his or her defence. It is an essential element of the prosecutorial process governed by law and an inseparable part of a fair trial. Consideration of disclosure issues should be an integral part of a good investigation and therefore also part of the case papers.



for police officers what information and evidence should be included in a case file and help set clear standards around file quality. It also ought to assist prosecutors to develop a consistent, proportionate approach around the level of detail required to decide whether or not a case should be taken forward for prosecution. In response, PSNI and the PPS agreed to take forward a joint project of work based upon the CJINI findings and recommendations. That project is called the 'Working Together Project' and is one of the Continuous Improvement Projects on which the Board received regular updates as part of the Policing Plan.

Further recommendations were made in the Human Rights Annual Report 2015 requiring PSNI to firstly report to the Performance Committee by 30 September 2017 on progress in implementing the CJINI recommendations,<sup>5</sup> and to thereafter complete the Working Together Project and implement the CJINI recommendations by 31 December 2017, and provide the Performance Committee with a written briefing on the outcomes of the Project and the steps taken or to be taken.<sup>6</sup> Written updates were provided to the Performance Committee in October 2016 and January 2017 and further updates will be considered as part of monitoring PSNI's performance in delivering Continuous Improvement projects in 2017-18. Overarching Theme 4 in the Policing Plan 2017-18 requires PSNI to demonstrate their role in ensuring a more efficient and effective delivery of justice. A key measure in this is demonstrating an effective contribution towards the improvement of collaborative working between PSNI and the PPS, and PSNI will report on this separately from delivery of the Continuous Improvement project.

## **2) CJINI inspection of the arrangements in place in the PSNI to manage and disclose information in support of the Coronial process in Northern Ireland**

A specific area in which the Board, through the Performance Committee, has carried out a substantial amount of oversight work is in relation to the role of the PSNI in carrying out its duties in supporting the Coroner as per section 8 of the Coroners Act (NI) 1959.<sup>7</sup> This is a

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<sup>5</sup> Recommendation 11, *Human Rights Annual Report 2015*, Northern Ireland Policing Board, March 2016.

<sup>6</sup> Recommendation 2, *Human Rights Annual Report 2015*, Northern Ireland Policing Board, March 2016.

<sup>7</sup> Section 8 Coroners Act (NI) 1959: Whenever a dead body is found, or an unexpected or unexplained death, or a death attended by suspicious circumstances, occurs, the district inspector (now Superintendent or Chief Superintendent) within whose district the body is found, or the death occurs, shall give or cause to be given immediate notice in writing thereof to the coroner within whose district the body is found or the death occurs, together with such information also in writing as he is able to obtain concerning the finding of the body or concerning the death. In *McCaughey* the House of Lords held that section 8 also imposed a continuing obligation to make disclosure.

contentious area of police work, with numerous concerns being raised by a number of stakeholders, including Non Governmental Organisations and legal firms representing victims' families, the former Senior Coroner, and by the Courts, particularly with regard to delays in the disclosure process; the classification of relevant material; resourcing of PSNI Legacy Support Unit (LSU); the response of the Chief Constable to requests for assistance over and above section 8 responsibilities; and, the use of agency staff within the LSU.

In light of such concerns, and after prolonged discussions between the Board, Chief Constable and Minister of Justice, the Minister commissioned CJINI in December 2015 to undertake a wider inspection of the response of the criminal justice system to include how the PSNI responds to legacy inquests. The draft terms of reference for the inspection were considered by both the Performance Committee and the full Board, with the Board emphasising its position to the Justice Minister that the inspection should include engagement with those families and legal representatives directly affected by the disclosure process, as well as an assessment of whether the PSNI processes are adequate to deliver and comply with statutory and legal obligations, particularly with regard to assisting the Coroner in discharging his Article 2 ECHR obligations.

The inspection report was published on 8 December 2016.<sup>8</sup> CJINI found that while the PSNI was fulfilling its statutory responsibility to disclose material to the Coroners Service to support legacy inquests, a number of factors were causing delays around case progression. The inspection report made 7 recommendations, 5 of which are for PSNI to implement. The Performance Committee met with the Chief Inspector of CJINI and the inspection team in December 2016 to discuss their findings. The Committee received a copy of PSNI's response to the inspection which outlines how the police intend to implement the recommendations. The Committee will continue to liaise with CJINI and PSNI in order to monitor progress.

### **3) HMIC PEEL inspections (Effectiveness and Efficiency)**

HMIC is required to inspect and report annually to the Department of Justice on the efficiency and effectiveness of the PSNI. Between 1-5 February 2016, HMIC conducted an inspection of the PSNI and assessed how it makes best use of its resources within the

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<sup>8</sup> *Coronial Processes. An inspection of the arrangements in place in the PSNI to manage and disclose information in support of the Coronial process in Northern Ireland, CJINI, December 2016.*

overall framework of how efficient the PSNI is at keeping people safe and reducing crime. Within that inspection HMIC also considered specifically how effective the PSNI is at protecting from harm those persons who are vulnerable and how effective it is at supporting victims.

The PEEL inspection was published on 4 August 2016 and the Chief Constable has since responded, indicating PSNI's acceptance of all the Areas for Improvement identified by HMIC and providing the Board with an Action Plan which incorporates timelines for implementation, which are the subject of ongoing scrutiny and discussion by the Board's Resources Committee and Performance Committee. The Board subsequently published a response to the HMIC inspection, incorporating the Chief Constable's comments and the Board's response to PSNI's Action Plan. This ensures that target 2.5 in the Business Plan 2016-17 is achieved, requiring a value for money assessment of how resources are utilised in PSNI, including comparisons with similar police services in Great Britain.

The Board will monitor implementation of the Action Plan through the Policing Plan 2017-18. Overarching Theme 2 relates to the protection of people and communities with an emphasis on improving the service to vulnerable groups in collaboration with partners in relation to Hate Crime, crimes against older people, sexual offences, mental health, domestic abuse, repeat victims, child sexual exploitation and abuse, and children who go missing. A number of these issues will also be covered through the Board's human rights work. Of particular note, the Performance Committee has agreed that during 2017 the Board's Human Rights Advisor will conduct a thematic review of the policing response to child sexual exploitation.

As part of the Efficiency inspection HMIC outlined a number of areas for improvement, namely that PSNI's workforce model is not sustainable and relies too much on overtime; long term sickness is too high; that financial and workforce plans require improvement to ensure a long term efficient policing model; and that PSNI could do more to manage demand, particularly in collaboration with key partner organisations in relation to hidden demands from vulnerable people. Overarching Theme 5 in the Policing Plan 2017-18 requires PSNI to demonstrate a more efficient and effective police service and obliges PSNI to produce by 31 March 2018 a number of assessments and plans as to how they plan to match human and financial resources to meet the demand for policing services.

The Board's Resources Committee will lead on the implementation of the Efficiency inspection.

### **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 which sets out in detail the standards against which the performance of the police in complying with the Human Rights Act 1998 is monitored. The Board's Performance Committee, with the assistance of the Board's Human Rights Advisor, is responsible for implementing the Human Rights Monitoring Framework which requires oversight of a range of areas including 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 breadth of oversight undertaken in respect of human rights monitoring is reflected in the Committee's Programme of Work 2016-17, with papers and briefings received during the year in relation to training, case file preparation, the deployment of Small Unmanned Aircraft, domestic abuse, the service of non-molestation orders, police detention, custody healthcare, use of stop and search powers and use of counter-terrorism powers.

In order to comprehensively report upon this oversight work and to provide public scrutiny of PSNI's human rights compliance, the Board's Human Rights Advisor has presented the Board with a Human Rights Annual Report every year since 2005.<sup>9</sup> A summary of the Board's Human Rights Annual Report 2016 was published on 28 March 2017. The summary document provides an overview of some of the areas of human rights monitoring carried out by the Committee and the Human Rights Advisor during 2016. The summary report also outlines work undertaken by PSNI to give effect to the 14 recommendations made by the Human Rights Annual Report 2015. The full Human Rights Annual Report 2016 will be published in 2017-18 and will provide a detailed update on PSNI's implementation of recommendations made in the Human Rights Annual Report 2015, an overview of the human rights monitoring work undertaken by the Committee during 2016-

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<sup>9</sup> Human Rights Annual Reports are available to download through the publications section of the Board's website: [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)

17 and an analysis of PSNI's performance in complying with the Human Rights Act during 2016-17. Where areas for improvement are identified, recommendations for PSNI will be made accordingly and the implementation of these recommendations monitored closely by the Committee and the Human Rights Advisor.

Human Rights Thematic Reviews provide an additional mechanism through which PSNI performance in complying with the Human Rights Act can be monitored and reported upon by the Committee. Such Reviews enable an in-depth analysis in relation to a specific area of policing and utilise the community's experience of policing to inform the evidence base against which PSNI's human rights compliance is assessed. To date five Thematic Reviews have been undertaken, the most recent of which was carried out in 2016-17 and examined the police response to race hate crime.<sup>10</sup> The Review considered and analysed PSNI's approach to:

- Identifying, recording and encouraging the reporting of race hate crimes;
- Supporting victims of race hate crime;
- Investigating race hate crimes and arresting and prosecuting the perpetrators;
- Effectiveness of the police use of powers to bring offenders before the court;
- Strategies to combat race hate crime;
- Supporting police officers and staff from minority ethnic communities; and
- Engaging with external partners and stakeholders.

Throughout the Thematic Review process the Committee, through its Human Rights Advisor, engaged with relevant PSNI personnel and a wide range of stakeholders. The work culminated in a report on the Thematic Review which was published on 31 March 2017.<sup>11</sup> The report outlines the key findings of the Review and makes 14 recommendations for PSNI. During 2017-18 the Committee will seek a plan of action from PSNI and will monitor progress as to the implementation of the 14 recommendations.

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<sup>10</sup> Human Rights Thematic Reviews Reports are available to download through the publications section of the Board's website: [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)

<sup>11</sup> In line with target 2.6.2 of the Board's Business Plan 2016-17 which required a human rights thematic review to be completed by 31 March 2017.

## Monitoring police complaints and disciplinary proceedings

The Board is required by section 3(3)(c)(i) of the Police (NI) Act 2000 to keep itself informed as to the workings of the system in place through the Office of the Police Ombudsman for Northern Ireland (OPONI) for dealing with complaints against the PSNI and disciplinary proceedings arising as a result of a complaint. The Board is also required to monitor trends and patterns in complaints.

In order to assist the Board, through its Performance Committee, with effectively discharging this monitoring function in respect of police complaints and discipline, a Professional Standards Monitoring Framework (PSMF) is in place. In addition to enabling the Committee to consider trends and patterns in complaints and misconduct proceedings, the PSMF also enables the Committee to address broader concerns, such as quality of service, accountability and evidence of learning. In accordance with the PSMF the PSNI and OPONI provide the Committee with the following information on an annual basis:

- Trends and patterns in complaints and allegations made to OPONI by members of the public;
- Self-referrals from PSNI to OPONI;<sup>12</sup>
- The PSNI Anti-Corruption and Vetting Branch and Discipline Branch Annual Report, which provides an overview of police disciplinary matters and breaches of the Code of Ethics;
- Details of Statute Barred Cases;<sup>13</sup>
- Details of compensation claims received and concluded by PSNI; and
- The Policy Evaluation Group Annual Report, which sets out learning identified from OPONI policy recommendations.

The Committee also receives six monthly reports under the PSMF on complaints and allegations and Statute Barred Cases.

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<sup>12</sup> In accordance with section 55 of the Police (Northern Ireland) Act 1998 the Chief Constable must refer any incident where a death has occurred following contact with the police, and he/she may refer any incident which indicates possible criminality or misconduct and which the Chief Constable believes it is in the public interest for the Ombudsman to investigate. The Chief Constable must also notify the Police Ombudsman of all discharges of firearms, AEP or Taser.

<sup>13</sup> Statute Barred Cases are cases where a prosecution could not proceed due to the police file not being submitted to the Public Prosecution Service within the statutory timescale for the relevant offence.

The Committee meets formally with officers from PSNI Discipline Branch and officials from OPONI twice a year to discuss the PSMF information and any other professional standards issues arising. During 2016-17 the Committee considered the PSMF report for 2015-16 and discussed the findings with PSNI and OPONI at a meeting on 27 July 2016, with a further meeting held on 8 December 2016. The PSMF report provided detail on trends and patterns in complaints and allegations, both of which decreased (by 10% and 14% respectively) in 2015-16 compared to the previous year. The PSMF report provided to the Committee in December 2016 revealed that the levels of complaints and allegations had continued to decrease in the first half of 2016-17.<sup>14</sup> The Committee considered trends and patterns such as the geographical distribution of such complaints, the nature of allegations and the number of officers attracting multiple complaints. An update was also provided in the July 2016 PSMF report on PSNI progress in achieving the following targets contained within the Policing Plan 2015-16:

- *To reduce by 2% the number of allegations of Failure in Duty compared to the number recorded for 2014-15.* In 2015-16 there were 2,086 allegations of Failure in Duty, which is a decrease from the total of 2,365 received in 2014-15; a reduction of 11.8%. This target was therefore exceeded. The number of allegations of Failure in Duty fell in every PSNI District except for Antrim & Newtownabbey and Mid & East Antrim which showed very small increases of 2% (3 allegations) and 1.7% (2 allegations) respectively.
- *To reduce by 2% the number of allegations of Oppressive Behaviour compared to the number recorded for 2014-15.* In 2015-16 there were 1,198 allegations of Oppressive Behaviour, which is a decrease from the total of 1,409 received in 2014-15; a reduction of 15%. This target was therefore exceeded. The number of allegations of Oppressive Behaviour fell in every PSNI District except for Mid Ulster and Newry, Mourne & Down, which showed relatively small increases of 7.8% (4 allegations) and 9% (6 allegations) respectively.
- *To reduce by 2% the number of allegations of Incivility compared to the number recorded for 2014-15.* In 2015-16 there were 373 allegations of Incivility, which is a

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<sup>14</sup> A full statistical breakdown is provided in the Quarterly and Annual Statistical Bulletins published by OPONI and available through: [www.policeombudsman.org](http://www.policeombudsman.org)

decrease from the total of 414 received in 2014-15; a reduction of 9.9%. This target was therefore exceeded. Although allegations of Incivility rose in 4 PSNI Districts in 2015-16 compared to 2014-15, the numbers involved are relatively small (4 in Ards & North Down, 1 in Lisburn & Castlereagh and 2 in Mid Ulster). The number of allegations of incivility in Derry & Strabane District rose by 31%, an increase of 9 incidents.

The Committee scrutinised a range of other information provided under the PSMF during 2016-17 and discussed this with PSNI and OPONI, for example, in relation to internal disciplinary proceedings, trends and patterns in policy recommendations made by OPONI and the police response to such recommendations.

### Effective engagement and communication

Effective engagement and communication had 12 targets overall in the 2016-17 Board's Business Plan of which 10 were Achieved (83%) and 2 were Partially Achieved (17%). The work areas taken forward under Objective 3 were as follows:

<b>Objective 3: Effective Engagement and Communication</b>		
<b>Activities</b>	<b>2016-17 Business Plan targets</b>	<b>Status</b>
3.1 Ensuring that policing is accountable to the community and that the service meets community need.	3.1.1 To hold at least 8 meetings in public of the Policing Board by 31 March 2017 to enable Board Members to question the Chief Constable on current policing issues.	<b>Partially Achieved.</b> 6 Board Meetings in public were held in 2016-17. Compliance with rules of Purdah impacted on this target being fully met.



<b>Objective 3: Effective Engagement and Communication</b>		
<b>Activities</b>	<b>2016-17 Business Plan targets</b>	<b>Status</b>
3.2 Keeping the public and stakeholders informed about our work and how we are delivering on our statutory responsibilities.	3.2.1 To use all channels of communication identified in the Board's 2014-17 Communication Strategy and review activity through twice yearly reports.	<b>Achieved.</b> A range of activities were progressed in support of the Strategy and a report was tabled at July Board meeting with a further report to February 2017 Board meeting.
	3.2.2 To increase the percentage of people who think that the Board is working well by 31 March 2017 <sup>15</sup>	<b>Achieved.</b> Results from Central Survey Unit demonstrate a 4% increase in the percentage of those who think that the Board is working well.
3.3 Ensuring that policing delivery reflects the involvement, views and priorities of local communities.	3.3.1 To support the work of PCSPs and the inclusion of initiatives and projects in PCSP Plans aimed directly at meeting the objectives of the NI Policing Plan by 31 March 2017.	<b>Achieved.</b> Work with PCSPs has been carried out to make clear links between initiatives and projects under Strategic Priority 3 in the 2017-18 Action Plans and objectives of the Policing Plan.  As part of the PCSP training plan for 2016-17, a workshop was held in March 2017 for PCSP managers and PSNI Engagement Chief Inspectors on monitoring the local Policing Plan targets and how PCSPs can feed into the NI Policing Plan. There was also a conference for PCSPs in March 2017 looking at initiatives and projects that meet the objectives of the Policing Plan.

<sup>15</sup> Comparison will be made with the January 2015 Omnibus figure of 30% who think that the Policing Board is working well.

<b>Objective 3: Effective Engagement and Communication</b>		
<b>Activities</b>	<b>2016-17 Business Plan targets</b>	<b>Status</b>
	3.3.2 To increase the percentage of people who feel that their local PCSP has helped to improve policing in their local area by 31 March 2017 <sup>16</sup>	<b>Achieved.</b> Question asked in April 2016 Omnibus Survey. Results from Central Survey Unit demonstrate that the percentage of those responding positively has been maintained at 37%.
3.4 Providing opportunities by which the community is kept informed and can ask questions of the Board and PSNI directly on issues of concern and the delivery of policing services.	3.4.1 To deliver by 31 March 2017 at least 2 public meetings of the Policing Board aimed at raising public confidence in the work of the Board.	<b>Achieved.</b> In November 2016 the Board and PSNI held a conference and invited a public audience. Its aim was at raising public confidence in the work of the Board. A joint public meeting with Belfast PCSP to consider the issue of anti-social behaviour was also held on 23 January 2017.
3.5 Developing a programme of work to support building confidence in policing with young people and those in disadvantaged communities.	3.5.1 To continue to build on the research in respect of confidence in young people	<b>Achieved.</b> Results from the Queens University Belfast/Perceptive Insight study reported to the September Partnership Committee was used to inform PSNI research across 6 District Electoral Area.  PSNI commissioned additional research from Lucid Talk which was based on focus groups in the 6 areas.
3.6 Overseeing a reduction in the number of oppressive behaviour, incivility and failure in duty	3.6.1 To monitor performance against the targets in the Policing Plan <sup>17</sup> every 6 months	<b>Achieved.</b> The Performance Committee were briefed by PSNI and OPONI at the July 2016 meeting on annual statistics relating to the Professional Standards Monitoring Framework.  PSNI progress against the most common complaint and allegation types was considered at the November

<sup>16</sup> Comparison will be made with the January 2015 Omnibus figure of 37% who feel that their local PCSP has helped to improve policing in their local area

<sup>17</sup> As contained in the 2016/17 Policing Plan published on the Board's website.

<b>Objective 3: Effective Engagement and Communication</b>		
<b>Activities</b>	<b>2016-17 Business Plan targets</b>	<b>Status</b>
allegations against the PSNI.		<p>2016 Performance Committee meeting as part of the six monthly update in relation to the Professional Standards Monitoring Framework. An annual update will be provided to Performance Committee in June 2017.</p> <p>Performance against measures in the Plan were also discussed at February 2017 Board.</p>
3.7 Ensuring that the management, leadership and governance arrangements within PSNI for historical cases are scrutinised and are fit for purpose.	3.7.1 <sup>18</sup> To make preparations for the anticipated establishment of the Historical Investigation Unit to support any proposed statutory responsibilities for the Board and report progress to the Performance Committee every 6 months.	<b>Achieved.</b> Legislation in relation to the establishment of the HIU has not yet been finalised. Officials continue to keep developments under review.
	3.7.2 To monitor the work of the Legacy Investigations Branch every 6 months.	<p><b>Achieved.</b> PSNI briefed Members on the work of the Legacy Investigation Branch (LIB) at the September 2016 Performance Committee.</p> <p>Members of the Performance Committee receive regular updates from officials in relation to the work of the LIB, which is often accompanied by a PSNI presentation at a Committee meeting. For example Members and PSNI agreed to amend wording in the Manual of Guidance and Case Sequencing Model which more accurately reflected their Article 2 ECHR responsibilities. A scheduled meeting with PSNI to discuss a range of Legacy issues in February 2017 was cancelled as a result of the pre-election purdah period. Officials instead requested that the Independent Human Rights Advisor undertake some work in this area and provide written advice to Independent Members for their consideration in March 2017.</p>

<sup>18</sup> Assuming the HIU is to be established in 2016-17.

<b>Objective 3: Effective Engagement and Communication</b>		
<b>Activities</b>	<b>2016-17 Business Plan targets</b>	<b>Status</b>
3.8 To ensure the Board's oversight role in respect of NCA operations in Northern Ireland is carried out.	3.8.1 To monitor NCA performance and activity in Northern Ireland, including the working relationship with the PSNI, on a quarterly basis.	<b>Achieved.</b> NCA officials attended the July Performance Committee meeting to update members on the work undertaken during 2015-16. Four quarterly NCA updates have been provided to Performance Committee in 2016-17 to date. January to March 2016 considered at July 2016 Committee meeting; April to June 2016 considered at the August 2016 Committee meeting; NCA activity during July and August 2016 discussed at the October 2016 Board meeting (NCA in attendance); July to August 2016 update considered at the 10 December 2016 Committee meeting. September to December 2016 considered at the 2 February 2017 Board meeting.
	3.8.2 To hold at least two meetings in public of the Policing Board by 31 March 2017 to enable Board Members to question the Director General on NCA performance and activity in Northern Ireland.	<b>Partially Achieved.</b> Private and public meetings with NCA Director General were held on 6 October 2016. The 2 March 2017 public and private Board meeting with the Director General did not take place as a result of pre-election Purdah period. A written report was instead considered at the 2 February 2017 Board meeting. Further detail on NCA oversight is provided below.

Key work streams within Objective 3 are detailed below.

### **Keeping the community informed about the work of the Board**

The Board routinely publishes information about its work so that the community and those with an interest in policing issues know how key areas of responsibility are being progressed. The Board is committed to openness and transparency in how it conducts its business and to allow the public to see what the Board is doing to meet its legislative responsibilities.

The Board's website and social media channels are regularly updated with information that explains the types of issues the Board and its Members are dealing with and decisions that have been made. This includes:

- Reports and publications;
- Board and Committee agendas and minutes; and
- Recordings of Board events and meetings in public.

In addition to the Board's meetings in public, the Board also has a number of Committees that progress key aspects of Board business. The Board also hosts a range of events, facilitates visits from interested groups and meets with key partners within the policing and criminal justice sector.

In November 2016, to reflect on the achievements and challenges of police reform over the last 15 years the Northern Ireland Policing Board and Police Service of Northern Ireland jointly hosted a seminar and conference to mark the milestone anniversary. *'Reflecting and Refocusing: 15 years on'* examined progress since 2001, some of the unforeseen challenges in delivery of the policing reform programme and considered the future issues relevant to sustaining the progress made. Drawing on range of expert opinions and practitioner experiences, the conference itself explored how the PSNI can effect real change and reduce harm in our community by working with other public sector organisations; the internal and external factors that support confidence building and effectiveness; and how community outcomes are measured within policing and other agencies.

### **Freedom of Information**

Through the Freedom of Information Act 2000 (FOIA) the public also have the right to request information from the Board. The Board's Publication Scheme contains details all the information that the Board routinely makes available to the public.

The Board is fully committed to the FOIA and the responsibilities it places on our members and staff. The Board operates policies and procedures, and all staff are given relevant training, to ensure that we meet our responsibilities under the FOIA. The Board's FOI policy can be viewed on our website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

During the period 1 April 2016 - 31 March 2017, the Board received 67 requests for information under the FOIA 2000.

### **Finding out what the community thinks about policing**

In 2016-17, public satisfaction was measured via the policing module of the NI Omnibus Survey, which was conducted by the NI Statistics and Research Agency (NISRA). This face-to-face survey of approximately 1,020 adults aged 16+ was conducted between April and May 2016 and published in November 2016.

### **Public Perceptions of the Police**

In terms of perceptions of police performance locally, just over two thirds (68%) of respondents indicated that the police were doing a very/fairly good job in their area at April 2016, a position which has remained largely unchanged for the past several years. On a Northern Ireland level however, 75% of respondents indicated that the PSNI was doing either a very good or fairly good job at April 2016, which was a statistically significant increase on the previous year's findings and continues a trend of small year-on-year increases.

When asked about the PSNI's ability to provide an ordinary day-to-day service for all of the people of Northern Ireland, 88% of respondents indicated at least some degree of confidence (either total, a lot, or some) in the PSNI's ability, increasing from 84% in January 2015, also a statistically significant rise. Community safety did not appear to give great cause for concern among respondents at April 2016 with 91% indicating that they felt either very or fairly safe in their local community, which was a marginal increase on the previous year's findings and mirrors the trend in the previous three years.

### **Public Perceptions of PCSPs**

At April 2016, awareness of PCSPs remained relatively low with 49% of respondents indicating that they hadn't heard of PCSPs, albeit with a small increase on the previous year's figure of 45%. Of those who had heard of PCSPs, just 37% of respondents felt that their local PCSP has helped to improve policing in their local area, a figure which has remained largely unchanged since 2014.

## **Public Perceptions of the Northern Ireland Policing Board**

Awareness of the Northern Ireland Policing Board remained high at April 2016, with 85% of respondents having heard of the organisation. 73% of those respondents who had heard of the Policing Board felt that the Board helps ensure that the PSNI do a good job, a figure which has not changed notably over the past three years.

In terms of the Policing Board's independence from the police, awareness of this among respondents increased markedly to April 2016, with almost 74% of those who had heard of the Policing Board correctly indicating that the Board is independent of the police. This was a statistically significant increase on the January 2015 finding of 57%, and also a notable increase on the 2014 (57%) and 2013 (60%) figures.

More than three quarters of the respondents who had heard of the Policing Board responded positively when asked how well they thought the Board was working, with 79% indicating that the Board is working either adequately, well or very well - a statistically significant increase on the January 2015 figure of 75%.

## **Public Perceptions of the National Crime Agency (NCA)**

In April 2016, the Omnibus survey included two questions on public perceptions of the National Crime Agency for the first time, as the Agency became fully operational in Northern Ireland in May 2015. In terms of awareness, 54% of respondents indicated that they had heard of the NCA, and in terms of performance, 68% of those who *had* heard of the NCA indicated that the Agency is working either adequately, well or very well.

## **Research into the impact of changes to Local Policing Teams in Northern Ireland**

The Board also commissioned research in 2016-17 on the theme of 'Experiences of the new PSNI Local Policing Model', in order to assess the potential impact of changes to local policing structures on the experiences of those living in affected communities in dealing with the PSNI, and how this compares to the local policing arrangements in place prior to August 2015. Dr Danielle Blaylock of Queen's University Belfast is taking forward this research with analysis expected in August 2017. The research will be used to inform the future work of the Board.

### **Research into the effectiveness of Local Policing Committees in Northern Ireland**

The Board also commissioned qualitative research in 2016-17 to progress the development of a framework of indicators that will enable the Board to assess the effectiveness of Policing Committees in their oversight of local policing; to make clear links between the work of Policing Committees and the work of the Board in monitoring progress against targets in the Northern Ireland Policing Plan; and to identify and disseminate good practice. Dr Jonny Byrne from Ulster University is progressing this research, with analysis expected by September 2017.

### **Oversight of the National Crime Agency (NCA)**

The NCA became fully operational in Northern Ireland in February 2015 and has 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.

In terms of the Board's oversight of the operation of the NCA, the Board is primarily tasked with monitoring the NCA's performance in carrying out its Annual Plan in Northern Ireland, and in making arrangements for obtaining the co-operation of the public with the NCA in the prevention of organised crime and serious crime.

In line with target 3.8.1 in the Business Plan 2016-17, the Board monitored NCA performance and activity in Northern Ireland in line with the NCA Annual Plan, including the working relationship with the PSNI, on a quarterly basis. The Board is provided with quarterly narrative reports which capture the NCA's performance with regard to operations which, for example, tackle Organised Crime, Child Sexual Exploitation Civil Recovery, Cybercrime, Organised Immigration Crime, Money Laundering and Drugs & Firearms.

Target 3.8.2 of the Business Plan 2016-17 requires the Board to hold two meetings in public by 31 March 2017 to enable Board Members to question the Director General on NCA performance and activity in Northern Ireland. This also provides 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.<sup>19</sup> This target was partially achieved, with private and public meetings with NCA Director General held on 6 October 2016. The 2 March 2017 public and private Board meeting with the Director General did not take place as a result of pre-election Purdah period. A written report was instead considered at the 2 February 2017 Board meeting.

Clause 6 of the Crime and Courts Act 2013 (National Crime Agency and Proceeds of Crime)(NI) Order 2015 amends Section 57 of the Police (NI) Act 2000 to require the Board to report on its assessment of the level of public satisfaction with the performance of the NCA in exercising its functions in Northern Ireland.<sup>20</sup> This is carried out through the Northern Ireland Policing Board Module of the Northern Ireland Omnibus survey, with the 2017 survey results published in September 2017.

From the 2016 module<sup>21</sup> just over half of respondents (54%) indicated that they had heard of the National Crime Agency (NCA). Almost two thirds (61%) of Protestant respondents indicated that they had heard of the NCA, compared with less than half (46%) of Catholic respondents. When asked overall, how well the NCA is working over two thirds of the respondents (68%) who had heard of the NCA indicated that they believed that it is working either adequately, well or very well. 8% of respondents indicated that the NCA is working either poorly or very poorly, with almost a quarter (24%) of respondents indicating a 'Don't know' response. Analysis by religion revealed that Catholic respondents were more likely to indicate that the Agency is working either poorly or very poorly (13% compared with 6% of Protestant respondents).

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<sup>19</sup> 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.

<sup>20</sup> Section 3A(b) of the Police (NI) Act 2000, inserted by the Crime and Courts Act 2013 (National Crime Agency and Proceeds of Crime)(NI) Order 2015, places an obligation on the Board to assess 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 (NI) Act 2000 (through the Justice Act (NI) 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 (NI) 2012 on 1 April 2012.

<sup>21</sup> <https://www.nipolicingboard.org.uk/sites/nipb/files/media-files/omnibus-survey-april-2016.pdf>

## Partnership working

Partnership working had 7 targets overall in the 2016-17 Business Plan of which 6 were Achieved (86%) and 1 was Partially Achieved (14%). The work areas taken forward under Objective 4 were as follows:

<b>Objective 4: Partnership working</b>		
<b>Activities</b>	<b>2016-17 Business Plan targets</b>	<b>Status</b>
4.1 Committing to the involvement of volunteers on the Independent Custody Visiting Scheme and the Independent Community Observer Scheme, by practicing Investing in Volunteers standards and recognising that volunteering is a two-way process which benefits the volunteers, the Board and the wider community.	4.1.1 To maintain community oversight of PSNI custody arrangements through delivering the Independent Custody Visiting (ICV) Scheme reporting quarterly to the Performance Committee and publishing the accompanying statistics.	<b>Partly Achieved.</b> Quarter 4 2015-16 ICV statistics were considered by Members at the July Performance Committee. Due to a number of technical issues, Quarters 1 & 2 were delayed and were considered at the February 2017 Board meeting. Quarters 3 & 4 will be captured in the 2016-17 ICV Annual Report which will be published by July 2017. Further information on the Custody Visiting Scheme is provided below.
	4.1.2 To maintain community oversight of PSNI recruitment by delivering the Independent Community Observer Scheme reporting to the Resources Committee within 2 months of the end of the campaign and publishing the accompanying statistics	<b>Achieved.</b> The assessment centre stage of the latest recruitment campaign ended in March 2016. Given the Assembly election in May 2016 and the reconstitution of the Board at the start of June 2016, the final report was not considered by Resources Committee until July. The current position with PSNI recruitment has determined that there will be no further requirement for ICOs in the 2016-17 financial year.
4.2 Implementation of the objectives and priorities of the Board's Partnership Strategy.	4.2.1 To implement the Board's Partnership Strategy 2016-20 and review performance against the Strategy by 31 March 2017.	<b>Achieved.</b> Partnership Committee took forward a programme of work to support development of Partnership working during 2016-17. It was agreed that a revised Strategy will be developed in line with the Board's Corporate Plan 2017-20.

<b>Objective 4: Partnership working</b>		
<b>Activities</b>	<b>2016-17 Business Plan targets</b>	<b>Status</b>
4.3 Working in partnership with the DOJ to support PCSPs to operate effectively, providing strategic direction, monitoring their effectiveness and providing funding to support programmes to deliver safer communities and increased confidence in policing.	4.3.1 To work through the Joint Committee to provide financial and other support to PCSPs and assess their effectiveness in delivery against strategic objectives by 31 March 2017.	<p><b>Achieved.</b> Joint Committee meetings were held in June 2016, October 2016 and January 2017 which included open meetings with Chief Executive's and the outgoing and the new PCSP/DPCSP Chairs and Vice Chairs; and private meetings at which the effectiveness of PCSPs and enhancing existing governance arrangements were key topics.</p> <p>The Joint Committee undertook strategic governance meetings with each of the PCSPs and DPCSPs in February and March 2017. A report was produced for consideration by the Joint Committee in May 2017. The Joint Committee also supported a finance workshop for PCSP Managers in March 2017.</p>
	4.4.1 To work with the Department of Justice, local government and PSNI to prepare for the introduction of community planning within agreed timescales.	4.4 Work with the DOJ and local government in developing the future structure for PCSPs within the context of Local Government Reform.
4.4.2 To appoint Independent Members to PCSPs and DPCSPs as required	<p><b>Achieved.</b> A recruitment competition for Independent members for Antrim and Newtownabbey PCSP was launched in January 2017.</p> <p>Appointments have also been made from the existing reserve lists to a number of PCSPs throughout the year.</p>	

<b>Objective 4: Partnership working</b>		
<b>Activities</b>	<b>2016-17 Business Plan targets</b>	<b>Status</b>
4.5 Engaging with the community and with our partners in the Criminal Justice System and with Criminal Justice Inspection Northern Ireland (CJINI), Her Majesty's Inspectorate of Constabulary (HMIC) and the Office of the Police Ombudsman for Northern Ireland (OPONI) to carry out themed scrutiny reviews which evaluate police policy in practice and issues raised by the community.	4.5.1 To continue to develop a programme of work to ensure the recommendations arising from the CJINI inspection of PCSPs are implemented in line with agreed timescales.	<p><b>Achieved.</b> The operational recommendations made by CJINI in December 2014 have been progressed. PCSP Managers have undertaken a series of workshops in September, November and January to ensure that Action Plans for 2016-17 reflect an outcome-based accountability (OBA) approach.</p> <p>The PCSP training plan for 2016/17 included a PCSP conference in March 2017 that focused on the difference that PCSPs make can be evidenced more effectively and enhanced.</p> <p>A draft report of the Independent Review of PCSP Member's Expenses has been completed.</p> <p>The outstanding CJINI recommendation in relation to Operational Recommendation 2 was achieved by the Board in line with the agreed timescale of March 2017. The Board had agreed with PSNI the content of the PSNI local District Commanders report to the PCSP Policing Committee.</p>

Key workstreams within Objective 4 are detailed below.

### **The Independent Custody Visiting Scheme**

By virtue of Section 73 of the Police (NI) Act 2000, the Board is required to make and keep under review arrangements for designated places of detention to be visited by lay visitors. This 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 Custody Visitors are divided into three regional teams: the South East Team which covers Antrim, Musgrave, Bangor<sup>22</sup>, Banbridge, Lurgan and Armagh stations; the North West Team which consists of Coleraine, Strand Road and Strabane<sup>23</sup> stations; and, the Tyrone/Fermanagh Team which visits Dungannon, Omagh and Enniskillen.

The purpose of their 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). Some visitors also carry out visits to detained terrorist suspects held under the Terrorism Act 2000.

In line with target 4.1.1 of the Board's Business Plan 2016-17, the ICV Scheme reports to the Board's Performance Committee on a quarterly basis and publishes the accompanying statistics. This information highlights 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 they are not resolved within a reasonable timeframe. This target was partly achieved in 2016-17. Quarter 4 2015-16 ICV statistics were considered by Members at the July Performance Committee, but due to a number of technical issues, Quarters 1 and 2 were delayed and were considered at the February 2017 Board meeting. Quarters 3 and 4 will be captured in the 2016-17 ICV Annual Report which will be published by July 2017.

### **Partnership Working**

There are 11 Policing and Community Safety Partnerships (PCSPs) and 4 District Policing and Community Safety Partnerships (DPCSPs) which are legislated for by the Justice (NI) Act 2011. The PCSPs cover the 11 Council areas and the 4 DPCSPs operate under Belfast PCSP to cover East, South, West and North Belfast respectively. PCSPs are made up of 10 Political Members nominated by the local Council; 9 Independent Members appointed by the Board; and representatives of 7 Designated Organisations which are

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<sup>22</sup> Bangor suite closed in December 2016 and will only be available as a contingency suite.

<sup>23</sup> Strabane closed as part of ongoing works and will reopen as a contingency suite.

statutory organisations whose work is considered to have a positive impact on community safety.

The Joint Committee is the body responsible for the governance of PCSPs. It is jointly chaired by the Chair of the Board's Partnership Committee and the Department of Justice Director of Safer Communities. The Joint Committee meets on a quarterly basis during the financial year and facilitates open meetings as part of a schedule to enable engagement with PCSP members and key stakeholder groups to seek their views on strategic matters that will impact on PCSPs and to identify current and emerging issues. The Joint Committee also meets with PCSP managers on a quarterly basis to disseminate information and to discuss operational issues.

In 2016-17, the Board continued to support the work of PCSPs via the Joint Committee through private meetings and through meetings with:

- The Council Chief Executives in June 2016;
- The outgoing PCSP Chairs and Vice Chairs in June 2016;
- The current PCSP Chairs and Vice Chairs in October 2016; and
- Meetings with PCSP Managers in July 2016; October 2016; January 2017.

The 2016-17 PCSP training plan reflected the move towards an Outcomes Based Accountability approach with revised strategic priorities for PCSPs, revised planning guidance for 2016-19 and OBA implementation workshops for PCSP managers. A seminal PCSP conference was held on 8 March 2017, the first such event since PCSPs were constituted in 2012 enabling a review of what had been achieved but focusing on strategic issues going forward including evidencing the effectiveness of PCSPs and Community Planning. Each PCSP/DPCSP was asked to provide a good practice case study which was incorporated into the conference programme and further shared through the PCSP e-zine *Inpartnership* and the PCSP website and social media channels.

PCSP/DPCSP action plans for 2016-17 contained cross-cutting areas of work including anti-social behaviour; drugs and alcohol; domestic and sexual violence; road safety; rural and business crime. The Board facilitated a number of workshops for PCSP Managers on issues such as, communications and maximising the use of social media; Business crime;

Local Policing Plans and the reports received by Policing Committees and Finance / Managing public money.

### **PCSP Effectiveness**

PCSPs and DPCSPs are currently required to provide the Joint Committee with specific information during the course of a financial year to enable an assessment of the effectiveness. This information consists of:

- Annual Reports;
- Annual action plans with quarterly financial returns and progress reports; and
- Reports from the Policing Committee as required by the Board.

In relation to the overall effectiveness of PCSPs/DPCSPs, the Joint Committee agreed in 2016-17 that it was important to review the arrangements that were currently in place to carry out this function and to consider what else could usefully be progressed. It was agreed that starting in 2016-17, strategic governance meetings would be initiated starting in February 2017 that involved the Board, the DOJ, the Chair, Vice Chair and Manager of each PCSP and DPCSP.

In 2016-17, the Board captured Policing Committee information through bi-annual reports each covering a 6 month period. Whilst the information provided gives some useful indicators about issues such as a multi-agency approach to preventing crime with local communities and consistency of reporting by PSNI District Commanders, work is on-going to refine the reporting mechanism to ensure a greater correlation between the Northern Ireland Policing Plan and the local Policing Plans, and to identify how the Board can make better use of Policing Committees to contribute to monitoring local police performance.

### **How the Policing Board sets, monitors and reports on police performance against the Annual Policing Plan**

The Board is responsible for overseeing police performance and holding the PSNI to account for service delivery. Each year the Board in conjunction with the PSNI develops a plan for policing (the Policing Plan) which includes key objectives and measures which

PSNI are assessed against. The development of this Policing Plan is a legislative requirement for the Board as outlined at Part IV Section 26 of the Police (NI) Act.

**The Boards Assessment of PSNI Performance against the 2016-17 Policing Plan**

Following extensive consultation the Board and the PSNI agreed five Overarching Themes and 12 Strategic Outcomes for policing in Northern Ireland. Set in 2016, the outcomes are to be achieved by 2020 and cover the following issues.

OVERARCHING THEMES	STRATEGIC OUTCOMES
Communication and Engagement	Increasing trust and confidence in policing.
	Ensuring PSNI engages with communities to improve understanding of the impact of policing decisions and involve communities wherever possible in those decisions.
Protection of People and Communities	Reducing harm caused by crime and anti-social behaviour with a focus on protecting the most vulnerable.
	Protecting and supporting repeat victims.
	Keeping people safe on the roads.
Reduction in Offending	Working in partnership to identify and intervene with priority offenders.
	Working in partnership to address serious and organised crime.
	Working in partnership to address paramilitary activity.
More Efficient and Effective delivery of justice	Delivering significant improvement in the quality of files and disclosure to the Public Prosecution Service (PPS).
	Achieving an effective partnership with the PPS and other key partners in the Criminal Justice System in order to deliver an effective professional service which strives for positive outcomes for victims.



More Efficient and Effective Policing	Providing an efficient, effective police service focused on protecting frontline services and continually improving and responding to need.
	Demonstrating the best use of resources for the PSNI.

The 2016-17 Policing Plan reflected the first year of monitoring progress against these agreed themes and outcomes and introduced a number of measures by which the Board could assess police performance during 2016-17. During the year the Board monitored PSNI's progress in meeting the measures set out in the 2016-17 Policing Plan. This oversight was carried out in part during the Board's monthly meetings in public, where the Chief Constable provided a written progress report on performance as well as formal presentations to Committees and questions by Members on all areas of performance.

PSNI reported the following progress against the 33 measures underpinning the strategic outcomes and themes in the 2016-17 Policing Plan:

PSNI progress against Policing Plan measures:	2016/17
Achieved	24
Partly achieved	6
No achieved	3

Part V Section 28 (c) of the Police (NI) Act 2000 states that the Board must provide a summary of its assessment of the Chief Constable's performance in the previous financial year. The information below outlines the measures underpinning the strategic outcomes and themes, the extent to which they were met by PSNI and a summary of the Board's assessment of PSNI's performance.

## Performance Analysis – PSNI

### Overarching Theme 1: Communication and Engagement

Levels of public confidence in the police to provide an ordinary day-to-day service for all the people in Northern Ireland have remained steady at between 85 – 86% since 2013-14. Indeed if this trend was to continue it is arguable that the overall level of confidence will have plateaued. As a result the Board agrees with the PSNI's focus on raising confidence in those communities where confidence in police is lowest, addressing this through collaborative working with a range of key partners, with a particular focus on improving confidence within the six areas identified by PSNI as being most in need of support.<sup>24</sup> PSNI has advised that focus groups have been conducted within the selected areas in order to gauge confidence levels locally and assess potential barriers to increasing confidence in the police. The Board received a detailed presentation on the interim results in February 2017. The Board recognises that ongoing financial pressures on PSNI's budget present challenges for local policing. However Members are encouraged by this approach and believe that the information gathered will be crucial in targeting interventions at a local level in order to drive increased confidence in police both locally and across NI. In particular progress has been made in identifying the main barriers which undermine young people's confidence in those six selected areas. The Board received an interim report in December 2016 and will continue to be briefed by PSNI on progress achieved on a biannual basis.

The Board welcomes the continued reduction in the overall number of complaints and allegations against the police which are at lowest levels for a decade. While it is notable that allegations of oppressive behaviour and incivility have reduced, allegations of failure in duty have increased by 4%. Failure in duty allegations include the conduct of police investigations/incident response, failures in contact, failure in record management, conduct in a custody suite, failure to act impartially or failure in duty of care. Many of these interactions outline where failures have occurred in providing support to victims of crime, many of whom may be vulnerable. The Board has asked PSNI to address this increase as part of the Complaints Reduction Strategy and will be briefed on progress in 2017-18.

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<sup>24</sup> The selected six areas were: Oldpark (Belfast City), Titanic (Belfast City), Lurgan (Armagh, Banbridge & Craigavon), the Moor (Derry City and Strabane), Torrent (Mid Ulster) and Macedon (Antrim and Newtownabbey).

The Board is encouraged that PSNI has developed action plans to address under-representation and wellbeing, such as the Positive Action Plan to address under-representation in terms of gender and community background in the PSNI staffing structure. It should be recognised that addressing this historical imbalance will take time, but the Board is committed to ensuring the successful implementation of the Action Plan.

PSNI has also made substantial progress in terms of community engagement. The Board notes and welcomes the introduction of a specific Service Policy in respect to Policing with the Community (PwC) and the continued requirement for PwC behaviours to be evidenced through individual IPRs, as well as specific initiatives aimed at embedding the PwC ethos. While cultural change is difficult to measure, the Board will continue to hold PSNI to account for the successful implementation of PwC and will explore avenues to identify and measure organisation and cultural change.

PSNI has advised that a Wellbeing Strategy and Delivery Plan has been developed but notes that this has not yet been delivered. The Board is keen to see the Plan implemented in the near future.

The Board notes that substantial progress has been made in respect of the development of a Collaborative Working Plan, including the launch of a Corporate Problem Solving model and the development of a multi-agency Concern Hub. The Board welcomes the success of the Derry and Strabane model and is keen to further explore the positive impact of the subsequent roll out across PSNI.

Further details on progress against the specific measures are detailed in the table below.

<b>Overarching Theme 1 – Communication and Engagement</b>		
<b>Strategic Outcome</b>	<b>Measure</b>	<b>Status</b>
1.1 Increasing trust and confidence in policing.	Increase the level of public confidence in the police's ability to provide an ordinary day-to-day service and in the local police.	<b>Partially Achieved.</b> Confidence in the police and police accountability did not increase significantly, and confidence in the local police remained the same in 2015-16 compared with the previous year.

<b>Overarching Theme 1 – Communication and Engagement</b>		
<b>Strategic Outcome</b>	<b>Measure</b>	<b>Status</b>
	Where confidence in policing is lower, PSNI along with the Board, PCSPs and District Commanders will select six areas across NI in which to conduct qualitative research. Thereafter the PSNI will report to the Board twice yearly on initiatives in these areas to improve confidence	<b>Achieved.</b> In six key areas where confidence was identified as lower, PSNI have carried out focus groups, with a combined report being produced and an interim report presented to NIPB in February 2017.
	PSNI with the Board, PCSPs, expert stakeholders and District Commanders will conduct targeted qualitative research where young peoples' confidence in policing is lower. Thereafter the PSNI will report to the Board twice yearly on initiatives in these areas to improve confidence.	<b>Achieved.</b> Focus groups were carried out with young people in the same six areas in order to assess the reasons for lower confidence in policing among young people.
	Report to the Board on the Complaints Reduction Strategy, showing reductions in the most frequent types of allegations.	<b>Partially Achieved.</b> Complaints in 2016-17 were at their lowest since the inception of OPONI including reductions in two of the three main allegation categories, though there was an increase in the number of failure in duty allegations.
	By June 2016 to develop a Positive Action Plan to address under-representation in respect of gender and community background in identified Departments and Branches and report to the Board twice yearly on implementation	<b>Achieved.</b> The PSNI Positive Action Plan was approved by Service First Board in October 2016 and presented to NIPB in December 2016.
1.2 Ensuring PSNI engages with communities to improve understanding of the impact of policing decisions and involve communities wherever possible in those decisions.	Implement the Policing with the Community Project and report on its progress specifically referencing:  The development and delivery of the action plan informed by the internal PSNI Wellbeing Survey	<b>Partially Achieved.</b> In terms of Policing with the Community (PwC), the Wellbeing Strategy and Delivery Plan has been developed and approved by the ServiceFirst Board.
	Implement the Policing with the Community Project and report on its progress specifically referencing:	<b>Achieved.</b> Evidence of PwC behaviours is a requirement in IPRs for all officers. A number of

<b>Overarching Theme 1 – Communication and Engagement</b>		
<b>Strategic Outcome</b>	<b>Measure</b>	<b>Status</b>
	Show that the Policing with the Community ethos is evidenced in all personnel's Individual Performance Reviews (IPRs) and in all service policies, procedures and literature.	further initiatives have been rolled out including the "Together" poster, a Strategic narrative video launched on PoliceNet, and a Strategic Narrative booklet emphasising PwC behaviours (with a letter from the Chief Constable) prepared for dissemination.
	<p>Implement the Policing with the Community Project and report on its progress specifically referencing:</p> <p>Carry out a scoping exercise to inform the development of a Collaborative Working Plan for PSNI, which will set out how PSNI works with communities and PCSPs to deliver positive outcomes for communities.</p>	<b>Achieved.</b> A "proof of concept" exercise was carried out to inform the development of a Collaborative Working model, together with a number of initiatives demonstrating progress in respect of PwC, including the launch of a Corporate Problem Solving Model, a fully operational Concern Hub in Derry and Strabane, with a further Hub agreed for Antrim and Newtownabbey and a full roll out planned across PSNI.

## **Overarching Theme 2: Protection of People and Communities**

In August 2016 Her Majesty's Inspectorate of Constabulary (HMIC) published a report on its inspection of PSNI Effectiveness. The effectiveness inspection assessed how well the PSNI protected vulnerable people from harm and how effective it was at supporting victims. HMIC concluded that the PSNI has made the protection of vulnerable people a clear priority and that this area of work needs focus and improvement. The key strategic outcomes and measures outlined in the Policing Plan reflect these areas for improvement and the Board will continue to hold PSNI to account for the level of service they provide to vulnerable victims of crime.

In particular the Board has noted the continued reduction in the outcome rate for sexual offences, victims of domestic violence, and victims of homophobic, racist and sectarian hate crime, It is important that victims have confidence in the police to report these crimes and while going through the criminal justice system to achieve a successful prosecution is not the only measure of success, it is nonetheless important that the reduction in the percentage of outcomes is reversed.

PSNI and the Board recognise that the best way that police can improve the service provided to vulnerable victims is through collaborative working and partnership with key public and voluntary organisations. The Board welcomes the work carried out with the Department of Health and Health and Social Care Boards in relation to skilling domiciliary care workers to recognise doorstep crime against older people, and in dealing with victims or alleged perpetrators who have mental health and/or complex needs. PSNI cannot tackle issues like road safety, domestic violence, Child Sexual Exploitation or Hate Crime alone and the Board will continue to advocate for a more joined up approach. To that end the Board will also publish two Human Rights thematic reviews in relation to how PSNI deal with Race Hate Crime and Child Sexual Exploitation in 2017-18 and these will also help inform how PSNI policy and practice may be improved.

Further details on progress against the specific measures are detailed in the table below.

<b>Overarching Theme 2 – Protection of People and Communities</b>		
<b>Strategic Outcome</b>	<b>Measure</b>	<b>Status</b>
2.1 Reducing harm caused by crime and anti-social behaviour with a focus on protecting the most vulnerable.	Implement and assess the impact of interventions to support service to the most vulnerable, in partnership with others and report to the Board.	<b>Partially Achieved.</b> In terms of assessing the impact of interventions to the most vulnerable, the Derry and Strabane Concern Hub is fully operational, with a further Hub agreed for Antrim and Newtownabbey and a full roll out planned.
	Implement and evaluate models of good practice in areas of high deprivation (and / or high crime) to address anti-social behaviour including repeat victimisation and report to the Board.	<b>Achieved</b> - Additionally, an anti-social behaviour (ASB) workshop has been carried out with Board members and officials which resulted in a revision of the localities for siting the ASB project to incorporate those wards with

Overarching Theme 2 – Protection of People and Communities		
Strategic Outcome	Measure	Status
		ASB levels in the top 20% in Northern Ireland. A number of initiatives have been implemented in relation to good practice, including an 'at a glance' guide to ASB Tactical Options and Powers for officers and the development of Problem Solving Training.
	Report to the Board on initiatives and outcomes in relation to:  Hate Crimes: Increase the outcome rate by 2% points for crimes with a racist motivation, a homophobic motivation or a sectarian motivation.	<b>Not Achieved.</b> PSNI did not meet the target in relation to reductions in hate crime with racist, homophobic and sectarian motivations but highlighted that levels of hate crime show a decrease from the previous year overall. PSNI drew attention to the joint Advocate Scheme <sup>25</sup> which has seen an additional 35 hate crimes reported in the reporting year 2016-17.
	Report to the Board on initiatives and outcomes in relation to:  Crimes against older people: Increase the outcome rate for burglary against older people by 2% points by 31 March 2017 compared to the outcome rate recorded in 2015-16; and reduce the number of offences committed against older people by 2% by 31 March 2017 compared to the number of offences recorded in 2015-16.	<b>Achieved.</b> The outcome rate for burglary against older people exceeded the target set out in the 2016-17 Policing Plan, increasing by 2.6% on the previous year. This was attributed to a number of factors including use of intelligence information and interviews. Positive developments include the Scamwise NI partnership and collaborative working with Department of Health in terms of training care workers to identify doorstep crime. Additionally, the number of offences committed against older people has reduced overall by 8.2% on the previous year.
	Report to the Board on initiatives and outcomes in relation to:  Sexual offences.	<b>Achieved.</b> The number of reported sexual offences has continued to increase but at a slower rate. PSNI undertook a number of initiatives aimed at engagement and education.

<sup>25</sup> The Advocate Scheme is jointly funded by the PSNI and Department of Justice (DoJ). It provides personalised emotional and practical support to the victims of hate crime

<b>Overarching Theme 2 – Protection of People and Communities</b>		
<b>Strategic Outcome</b>	<b>Measure</b>	<b>Status</b>
	Report to the Board on initiatives and outcomes in relation to:  Child sexual exploitation and child abuse.	<b>Achieved.</b> Child abuse referrals also increased by 15% in 2016-17. PSNI's CSE risk assessment tool has allowed for a more robust approach in identifying children at risk, additionally the PSNI has implemented the Child Protection System (CPS) and delivered an E-Safety training programme to 117 officers, with a full roll out to follow.
	Report to the Board on initiatives and outcomes in relation to:  Missing persons.	<b>Achieved.</b> PSNI is reviewing the Service Instructions with a view to improving processes with regard to investigating missing persons. Partnership working has taken place with Health and Social Care aimed at better identification of risks and vulnerabilities.
	Report to the Board on how PSNI respond to:  Looked after children.	<b>Achieved.</b> A review of regional children's facilities, led by Department of Health, is ongoing. PSNI are represented on the Project Board and Review Team.
	Report to the Board on how PSNI respond to:  People with mental health concerns.	<b>Achieved.</b> PSNI is focussing on analysis of police systems to gain understanding of calls for service linked to mental ill health, and enhancing mental health awareness training for personnel.
	Report to the Board on activity, initiatives and outcomes in relation to Domestic Abuse, taking account of the implementation of the recommendations from the Board's Domestic Abuse Thematic Update Report.	<b>Achieved.</b> PSNI has actioned the recommendations of the 2011 Domestic Abuse thematic report. PSNI reference a number of initiatives undertaken in relation to domestic abuse, including a review of the MARAC process, collaborative working with Women's Aid, and the delivery of enhanced domestic abuse training to over 600 response officers and supervisors.
2.2 Protecting and supporting repeat victims.	Develop and enhance systems to identify repeat victims.	<b>Partially Achieved.</b> PSNI has referenced continuing work and existing projects with regard to repeat victims across the organisation, rather than the development and enhancement of



<b>Overarching Theme 2 – Protection of People and Communities</b>		
<b>Strategic Outcome</b>	<b>Measure</b>	<b>Status</b>
		systems to identify repeat victims. This work includes the Concern Hub, sharing information with hate crime advocates, and use of the Nexus Pilot Scheme to engage with victims of sexual crime. PSNI also references ongoing work in partnership with Health and Social Care to explore more innovative approaches to addressing missing persons from Trust premises.
2.3 Keeping people safe on the roads.	Provide regular updates to the Board on its contribution towards the achievement of the targets contained within the Northern Ireland Road Safety Strategy 2020 through education, prevention and increased enforcement activity with an increase of 10% in the specified number of road safety related offences detected compared to the number recorded in 2015-16.	<b>Not Achieved.</b> Detection rates for traffic offences saw a decrease on 2015-16, with the exception of “no insurance” offence detections which increased by 6.2%, although falling short of the 10% target. The number of Preliminary Breath Tests performed in 2016-17 has however increased by 25% and fewer positive results were provided which suggests increased compliance with drink driving legislation. Seatbelt wearing compliance rates remained at approximately 98%. PSNI are currently exploring methods of enforcing the mobile phone offence.

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

The measures under this theme have continued to see progress made by PSNI in 2016-17, with seven of the eight measures achieved. While the Board welcomes this positive progress there remains areas which require improved performance and which find focus in the Policing Plan 2017-18.

The PSNI are committed to the Reducing Offending in Partnership (ROP) programme and through engagement with the voluntary and private sector aim to reduce the frequency and seriousness of offences committed by priority offenders. The Board agrees that collaboration and partnership with such organisations is an important facet in reducing

offending and will work with PSNI in developing and promoting the 'Stay Onside' programme.

The PSNI has identified tackling issues linked to serious and organised crime as a Strategic Priority and during 2016-17 saw an increase in the number of organised crime groups (OCGs) that were frustrated, disrupted or dismantled. The number of drugs seizures carried out however fell by 0.9%. As a Strategic Priority for PSNI, the Board expects they will put initiatives and interventions in place in partnership with other law enforcement agencies to address this in 2017-18 to ensure that the community has confidence in their ability to tackle this type of criminality.

Investigations in relation to OCGs involved in acquisitive financial crime covered a wide range of activity in 2016-17 and involved collaborative working with a diverse range of partners and stakeholders resulting in approximately £4m of criminal assets seized in 2016-17.

The PSNI response to tackling Cyber Crime has been led by the Cyber Crime Centre, supported by industry, academia and other public agencies. Key strategies for PSNI ensure prevention, protection and detection of this growing type of criminality. As organised crime in particular becomes more sophisticated and relies more on cyber enabled and facilitated crime, the Board expects PSNI to put a greater emphasis on building capacity and capability to tackle it.

The Board is encouraged by the collaborative working undertaken in 2016-17 by the PSNI Human Trafficking Unit in carrying out screening assessments and identifying potential victims of human trafficking in Northern Ireland. It is notable that despite an increase in the number of assessments undertaken in 2016-17, the number of potential victims referred to the National Referral Mechanism decreased by 42%. The Board will explore PSNI performance in this area in more detail in 2017-18 in order to ascertain a more robust picture of the scale and scope of human trafficking in Northern Ireland.

The Joint Agency Task Force (JATF), established under the Fresh Start Agreement, and comprising senior officers from the PSNI, An Garda Síochána (AGS) and other key partner agencies, has strengthened relationships between the organisations and identified six

priority areas to tackle cross-jurisdictional organised crime. The Board has been provided with update reports on the work undertaken in 2016-17 by the JATF and is supportive of the increased partnership working with other agencies such as HMRC, Trading Standards, the Environment Agency and others. As resulting from the Fresh Start Agreement, PSNI has reported to the Board on the establishment of the Specialist Paramilitary Investigation Team, which works collectively with the National Crime Agency (NCA) and HMRC to tackle the activities of paramilitary linked OCGs. As paramilitarism and organised crime are key areas of public concern, the Board will continue to monitor the work of this team going forward.

Further details on progress against the specific measures are detailed in the table below.

<b>Overarching Theme 3 – Reduction in Offending</b>		
<b>Strategic Outcome</b>	<b>Measure</b>	<b>Status</b>
3.1 Working in partnership to identify and intervene with priority offenders.	In partnership with all relevant statutory agencies to manage the top 100 priority offenders to reduce the frequency and seriousness of offences committed by those offenders.	<b>Achieved.</b> As part of the Reducing Offending in Partnership (ROP) programme, PSNI continues to invest in this approach, with a current establishment of 90 officers. An Economic Appraisal carried out on ROP has identified the programme as delivering a positive net economic benefit and showing a reduction in the incidence of crime. PSNI is also currently adopting aspects of the ROP approach to further develop its lifetime offender management.
3.2 Working in partnership to address serious and organised crime.	Increase the number of organised crime groups whose activities have been frustrated, disrupted and / or dismantled by 3% compared to the number recorded in 2016-16.	<b>Achieved.</b> Over the course of the year PSNI frustrated, disrupted or dismantled a total of 129 Organised Crime Groups (OCG), which was a 4% increase on last year, and slightly higher than the target of 3%. There are currently 96 OCGs being monitored.
	Report to the Board on initiatives, interventions and outcomes in relation to drugs and to increase by 3% the number of drugs seizures compared to the number recorded for 2015-16.	<b>Not Achieved.</b> During 2016-17 the number of drug seizures was 5,546 which has fallen by 0.9% in comparison to 2015-16, and has not met the target of increasing drug seizures by 3%. Significant interventions did include the seizure of 65,000 suspect

Overarching Theme 3 – Reduction in Offending		
Strategic Outcome	Measure	Status
		<p>diazepam tablets, £90,000 cash, 50kgs of cannabis, 1kg of cocaine and other drugs, with help from partner agencies including NCA, AGS, Police Forces in England and Wales and Police Scotland, resulting in arrests being made and subjects charged. PSNI continue to work with HSC, Public Health Agency and DOJ to produce literature to raise awareness of the risks and dangers associated with drugs, and a joint initiative between PSNI and Belfast PCSP entitled “Drug Dealers Don’t Care” was a campaign ran in February 2017 aimed at raising further awareness and increasing reporting.</p>
	<p>Report to the Board on work carried out in partnership with other law enforcement agencies in respect of the pursuit of criminal assets of all kinds.</p>	<p><b>Achieved.</b> The Economic Crime Unit (ECU) continues to target OCGs and those individuals involved by removing their criminal assets and benefits. During 2016-17 the value of cash seizures totalled £3.09m. The investigations conducted by ECU have involved working alongside many agencies including Driver Vehicle Agency, HMRC, Housing Benefit, Rates Office and Health Department.</p>
	<p>Report to the Board on initiatives, interventions and outcomes in relation to:</p> <p>Cyber dependent, enabled and facilitated crime.</p>	<p><b>Achieved.</b> PSNI response to Cyber Crime has been led by the Cyber Crime Centre and supported by industry, academia and OCTF. It has been divided into three main areas: Prevent, Protect and Detect. The Prevent area has included awareness campaigns to divert young people from becoming involved in Cyber Crime. The Protection area has involved the launch of a Cyber Information Sharing Partnership in order to protect business and industry. The Detect area of work has conducted successful operations and developed new mobile labs to</p>

<b>Overarching Theme 3 – Reduction in Offending</b>		
<b>Strategic Outcome</b>	<b>Measure</b>	<b>Status</b>
		deploy to crime scenes, alongside the development of a new Cyber Crime Centre. In addition PSNI have instigated a NI Cyber Strategy Framework which is now being led by the Department for the Economy.
	Report to the Board on initiatives, interventions and outcomes in relation to:  Human exploitation and trafficking.	<b>Achieved</b> - During 2016-17 the PSNI Human Trafficking Unit (HTU) has conducted 308 screening assessments, an increase of 22% in comparison to 2015/16. This resulted in 34 potential victims of human trafficking being recovered in Northern Ireland (a decrease of 42% on 2015/16 figures). The PSNI HTU team are working in partnership with HMRC, Health and Safety Executive, Border Force, NCA and other agencies on ongoing proactive operations.
3.3 Working in partnership to address paramilitary activity.	Report to the Board on PSNI's contribution to the Joint Agency Task Force established under the Fresh Start Agreement.	<b>Achieved.</b> PSNI prepared a Strategic Assessment for the Joint Agency Task Force (JATF) which identified six priorities. In the reporting year PSNI and AGS engaged in 29 joint cross-border operations. 14 multi-agency operations took place in collaboration with a number of partner agencies.
	Report to the Board on PSNI activity to tackle paramilitary activity in Northern Ireland.	<b>Achieved.</b> In terms of tackling paramilitary activity, PSNI has established a Specialist Paramilitary Investigations team and an intelligence team as a result of funding under the Fresh Start agreement. PSNI has conducted over 110 searches, over 70 persons have been arrested and 50 persons have been charged or reported to the PPS in connection with paramilitary linked organised crime groups. In excess of £250,000 in criminal assets has

<b>Overarching Theme 3 – Reduction in Offending</b>		
<b>Strategic Outcome</b>	<b>Measure</b>	<b>Status</b>
		been recovered.

#### **Overarching Theme 4: More Efficient and Effective Delivery of Justice**

To foster a more efficient criminal justice system the PSNI and the Public Prosecution Service (PPS) established the 'Working Together Project' following the critical Criminal Justice Inspection for Northern Ireland (CJINI) report on the quality and timeliness of files submitted to the PPS, published in November 2015. A key recommendation from that report focused on the need for greater collaboration between the PSNI and the PPS to address failings in the preparation of case files and the standards applied around disclosure

Ensuring an efficient and effective delivery of justice is key to public confidence in the police and the criminal justice system more widely. It is vital therefore that the working relationship with the PPS is maintained and enhanced and that those victims of crimes going through the criminal justice process can expect that case files are prepared to the highest possible standard and submitted within relevant timeframes. Victims also expect that they should be kept updated throughout the process.

The Board is encouraged by the steps taken forward so far through the Working Together project, particularly the various proof of concept in Belfast District and no prosecution clinics in Mid Ulster and Fermanagh and Omagh Districts which have led to an increase in the quality of files submitted to the PPS and streamlining of decision making. The Board expects further progress to be achieved in 2017-18. The Board was also encouraged by the success of management intervention and PPS clinics in reducing the number of statute barred files by almost 20% when compared to 2015-16. The Board hope that this trend continues in 2017-18.

Dealing with legacy cases is a sensitive and complex area for PSNI with legal proceedings and budgetary pressures having an impact on the level of resources dedicated to them. Competing political and community narratives pose significant problems in engendering widespread confidence in PSNI's ability to take this work forward. While progress has

undoubtedly been made, with 23 prosecution files submitted to the PPS, the Board notes adverse judicial proceedings which question the ability of PSNI to carry out Human Rights compliant investigations, or in which families allege obstacles remain in drawing many historical legacy inquests to a timely conclusion. The Board will continue to seek updates from PSNI on progress in on-going legacy cases, but remain of the view that the establishment of the HIU is vital if the investigation of the past is to be progressed to many families' satisfaction.

Further details on progress against the specific measures are detailed in the table below.

<b>Overarching Theme 4 – More Efficient and Effective Delivery of Justice</b>		
<b>Strategic Outcome</b>	<b>Measure</b>	<b>Status</b>
4.1 Delivering significant improvement in the quality of files and disclosure to the Public Prosecution Service (PPS).	Improve the effectiveness and efficiency of the working relationship between PSNI and the PPS and report to the Board.	<b>Achieved.</b> A project entitled Working Together has been established with jointly agreed evidential standards and amended key documents, which was initiated in February 2017. This also includes a Proof of Concept which commenced in the Belfast District and early indications show that the quality of files has increased and PPS requests for additional material has reduced, and the quality of disposal decision making has increased and the PPS agreement with PSNI recommendations has increased. Work continues between PSNI and PPS to establish processes in regards to the Indictable Case Process.
4.2 Achieving an effective partnership with the PPS and other key partners in the Criminal Justice System in order to	Decrease by 5% the number of statute barred cases by 31st March 2017 compared to the number recorded in 2015-16.	<b>Achieved.</b> The number of statute barred cases in 2016-17 decreased by 19.7% in comparison to 2015-16, far exceeding the set target of a 5% decrease. This was principally achieved by changes made to the systems in place, and the introduction of PPS clinics in some business areas.

<p>deliver an effective professional service which strives for positive outcomes for victims.</p>	<p>Report to the Board on progress made in reference to legacy cases.</p>	<p><b>Achieved.</b> PSNI reporting on their progress in regards to legacy cases has been fully achieved in the year. The Legacy Investigation Branch is split into four teams, - two are Investigative and two are Review. During the year it responded to more than 500 pieces of external correspondence providing answers and clarity and 23 prosecution files have been submitted to PPS this year.</p>
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**Overarching Theme 5: More Efficient and Effective Delivery of Justice**

The Board is required by law to secure the maintenance of the police in Northern Ireland. In particular the Board is charged with ensuring that the police and the police staff are efficient and effective. To achieve this overarching theme the Board will ask the Chief Constable to demonstrate how the PSNI is working to ensure the best outcomes from its available resources. Measures within this theme have been developed following the findings of the HMIC Efficiency Inspection published in August 2016.

While HMIC rated PSNI as ‘Good’ in this area, a numbers of areas for improvement were highlighted, particularly in relation to carrying out a comprehensive assessment of both current and likely future demand for its services, matching resources to meet the needs of the public and protecting frontline services. HMIC noted that PSNI’s workforce model was unsustainable due to an over reliance on overtime and continuing long-term sickness. The Board will be paying particular attention to the areas highlighted within the report during 2017-18 and will seek continued improvement in these areas. However it is important to note that PSNI, unlike police in England and Wales, cannot raise funds through a local precept, borrow funds, maintain strategic reserves or carry forward underspends. Long term planning is therefore much more difficult and the Board and PSNI will work with the Executive to identify means by which PSNI can more robustly plan its future financial arrangements.

In total there were two measures set for PSNI to achieve during the 2016-17 Policing Plan in relation to this Overarching Theme with one being fully achieved whilst the other was



partially achieved. The Board was encouraged by the significant reduction in the average working days lost for Police Officers and Staff by 10.3% and 9% respectively. Although PSNI partially achieved this measure they have shown a significant reduction in working towards the target which the Board welcomes.

Further details on progress against the specific measures are detailed in the table below.

<b>Overarching Theme 5 – More Efficient and Effective Policing</b>		
<b>Strategic Outcome</b>	<b>Measure</b>	<b>Status</b>
5.1 Providing an efficient, effective police service focused on protecting frontline services and continually improving and responding to need.	Report to the Board on the implementation of the HMIC efficiency inspection and indicate PSNI's plans to match their human and financial resources to meet demand for PSNI services.	<b>Achieved.</b> PSNI received an overall status of Good in the HMIC Efficiency review and have been developing processes following this review to address the recommendations made in relation to the workforce model. There has been a specific focus on Priority Based Resourcing which has identified 77 efficiency changes, and a Demand Project team has now been established in order to map demand across the organisation.
5.2 Demonstrating the best use of resources for the PSNI.	Reduce average working days lost for Police Officers and Police Staff by 10% by 31st March 2017 compared to the number recorded in 15-16	<b>Partially Achieved.</b> The reduction in average working days lost for Police Officers and Police Staff has decreased significantly, although the target of 10% for Police staff was not fully achieved during the year (9% was achieved). To ensure this area continues to be of focus, a dedicated Attendance Management Team has been assigned, and a Central Attendance Management Group has been established (with the terms of reference being revised to include restricted duties).

## PSNI Continuous Improvement

Part V of the Police (NI) Act 2000<sup>26</sup> 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 2016-17 PSNI reported and presented to the Board progress made on the implementation of its nine Continuous Improvements projects for the year. Details of all PSNI's Continuous Improvement projects for 2016-17 and progress made are detailed below.

Project	Description	Progress
Policing with the Community (PWC).	To deliver a cultural change programme across PSNI to include both internal interfaces and external engagement.	PWC progressed to plan during the 2016 - 17 reporting period, but there remains significant implementation work to take place in 2017-18. The Outline Business Case was delivered along with the Solution Design which included setting a: Strategic Narrative, Performance Management Framework, Sustainability, Leadership Strategy, Leadership Delivery Plan, Well Being Survey, Development of an Impact Unit, Information Sharing Agreements, Information Sharing Systems, Calls for Service, Support Hub implementation, Citizen Empowerment and Problem Solving delivery. The focus during the next reporting period will be full implementation of these work streams.
Priority Based Resourcing (PBR).	To complete a full cycle of PBR panels delivering a list of prioritised services and areas for improvement for the service.	The Priority Based Resourcing Project progressed to plan during 2016-17. The whole Service was mapped for costs and services offered. A strategic panel process chaired by the Deputy Chief Constable, identified 78 potential opportunities for change which would offer a combination of cost savings, service improvement and released resources for redeployment into areas of higher risk and vulnerability. The focus in the coming reporting period will be to implement the higher priority change proposals to begin the process of benefit realisation.
Demand Profiling.	To deliver a map of demand across the	The Demand project completed phase 1 during 2016-17, which measured the

<sup>26</sup> <http://www.legislation.gov.uk/ukpga/2000/32/part/V>

Project	Description	Progress
	Service to include internal and external demand types.	amount of demand across the whole of the Service. This covered 63 locations, 6 Departments, 37 Branches, 203 Units and 156 Sub-units. The data reflects the Demand for 1288 Services. Demand has been reflected against the core Demand categories as defined by the College of Policing namely: Reactive Demand, Protective Demand, Internal Demand, Hidden Demand and Future Demand. Phase 2 of the Demand project planned for 2017-18 aims to gain a better understanding of the resource requirements needed to satisfy these categories of Demand which will aid organisational modelling, as well as identify collaborative opportunities to reduce demand.
Working Together.	To create new collaborate working arrangements between the PSNI and PPS. This will re-design and re-balance the working arrangements to facilitate maximum focus on areas of greatest importance.	<p>Working Together project has seen good progress in the design work for a more efficient criminal justice process. Key milestones achieved during the reporting period are:</p> <ul style="list-style-type: none"> <li>- Evidential standards have been agreed.</li> <li>- File build specifications have been agreed</li> <li>- 'No Prosecution' case file protocols have been agreed.</li> <li>- ICS / ICT requirements have been scoped and completed.</li> <li>- A proposed model for a Central Criminal Disclosure Unit was consulted upon with CJINI and PPS and an outline structure has been agreed.</li> <li>- Police Decision Makers have been assigned and training has taken place during January for Police Decision Makers, Prosecutors, Investigating officers and Supervisors.</li> <li>- Proof of concept exercise commenced in Belfast area in February 17 and will run for 12 months.</li> <li>- Initial discussions have taken place with key stakeholders including</li> </ul>

Project	Description	Progress
		<p>Office of The Lord Chief Justice and NI Court and Tribunal Service regarding the extension of the scope of the project to include restructuring of court business. This needs to be considered in line with other work on-going in NICTS.</p> <ul style="list-style-type: none"> <li>- Indictable case process stakeholder engagement has been conducted.- Guidance document has been developed and training planned. This will be rolled out service wide in May 17.</li> <li>- First stage of proportionate forensic reporting in relation to analysis of controlled drugs commenced service wide July16. Second phase for fingerprints and footwear commenced October 16.</li> </ul>
Review of Crime Operations Department.	This project is to ensure there is a daily grip around the application and deployment of resources in a flexible agile way, as well as consistent understanding of threat, harm, and risk across the Department in a manner that develops these concepts and related supporting processes across the rest of the organisation.	<p>Crime Operations Department review has already involved changes to current business, namely the implementation of a Crime Operations Coordination and Tasking Centre (CTC) in 2015. A new Crime Operations Planning Unit was implemented in September 2016 to further enhance the CTC capabilities to provide an overview and centralised control of resources with the ability to identify the most appropriate trained officers when demand dictates and the ability to surge resources at times of criticality by the creation and maintenance of a centralised database. Other key milestones achieved during this reporting period were:</p> <ul style="list-style-type: none"> <li>- Solution Design completed.</li> <li>- Permanent appointment of Staff to CTC.</li> </ul>
Viper, DESU/VIU.	To explore how to optimise the digital imaging units to deliver a more efficient and effective service	<p>VIPER (Video Identification Parade Electronic Recording) is the PSNI's electronic system for conducting identification parades in place of the old line up parades. District E-Crime (DESU) and Video Identification Units (VIU) exist to triage mobile devices and also to process video evidence. The Continuous Improvement Project seeks to explore how these units can be optimised to deliver a</p>

Project	Description	Progress
		<p>more efficient and effective service. The key milestones achieved during this reporting period were:</p> <ul style="list-style-type: none"> <li>- Consolidation of VIPER location from 7 to 4 sites (Completed June 2016).</li> <li>- Introduction of a more efficient shift pattern for VIPER Location (Completed September 2016)</li> <li>- Clarification of Inspectors roles and responsibilities (Completed June 2016).</li> <li>- Installation of new VIPER booths for image capture (Completed June 2016).</li> <li>- Introduction of a central booking system for BIPER capture requests (Completed September 2016).</li> </ul> <p>Progress has also been made with regard to DESU and VIU. A project team was established to consider the role and functions of DESU/VIU, its relationship with e-crime, staffing levels, locations and training. The key milestones achieved were:</p> <ul style="list-style-type: none"> <li>- Current demand on each function captured (June 2016).</li> <li>- Business Case (Options for Change) November 2016.</li> <li>- Detail design of preferred option February 2017.</li> </ul>
Business Services.	To review the Business Services functions and align to the new organisational structures.	<p>The primary purpose of this project is to review the Delivery of Business Services across PSNI and make recommendations for improvement, including the identification of potential efficiencies. Business Services includes all support services provided under the remit of the Department of Finance and Support Services, together with the other services currently provided by Business Services. The key milestones achieved in this reporting year were:</p> <ul style="list-style-type: none"> <li>- Task analysis and stakeholder engagement completed with a number of high level options</li> </ul>

Project	Description	Progress
		<p>developed to deliver Business Services. Consideration was given against project objectives with approval given to proceed to a central reporting model from April 2016.</p> <ul style="list-style-type: none"> <li>- Moving to a two transactional hubs for local finance function</li> <li>- Agreement to centralise certain expenditure budgets under main spending branches.</li> </ul>
Custody Reform.	To deliver a custody reform programme incorporating sustainability and safer custody to meet the complex needs of the environment.	<p>Custody Reform is a long term project spanning several years. It includes a rolling programme of custody suite upgrades and closures, as well as the development of a long term healthcare process and operational improvements. Key Healthcare developments over the last 12 months (Mar 16 – Mar 17) include:</p> <ul style="list-style-type: none"> <li>- Contributed to the development of the '<i>Improving Healthcare in Criminal Justice Strategy</i>'</li> <li>- Gained the support of the Chief Medical Officer and Chief Nursing Officer to explore the role of Health partners in forensic healthcare commissioning</li> <li>- Secondment of research physician from the Public Health Agency (PHA) to explore the health needs of the detained population</li> <li>- Health Needs Assessment developed in partnership with the Public Health Agency</li> <li>- Rowan Sexual Assault Referral Centre (SARC) Forensic Medical Officers (FMO) engaged through an open competition</li> <li>- Multi agency benchmarking process undertaken and exploration of forensic healthcare contingency provision</li> </ul>

Project	Description	Progress
		<ul style="list-style-type: none"> <li>- Demographic analysis of the FMO cohort to inform on succession planning and immediate Continuing Professional Development requirements</li> <li>- Stabilisation of forensic healthcare provision, amid reduced resources and shortage of FMO provision</li> <li>- Secondment of PHA Commissioning Lead and development the <i>'Review of Custody Healthcare Provision in Northern Ireland options'</i> and commencement of the custody healthcare specification.</li> </ul>
Review of Corporate Communication Department (CCD).	To develop a fit for purpose Corporate Communications Department covering internal and external communications including reactive and proactive messaging	<p>Following the agreed project framework the project team completed and outlined a Business Case which has been approved. A recommended solution for change and restructure was ratified in April 2016. The key milestone achieved were:</p> <ul style="list-style-type: none"> <li>- Stage plan completed Feb 2016</li> <li>- Solution design template completed Feb 2016</li> <li>- STC Daily Model in place March 2016</li> <li>- Daily tasking report in place March 2016</li> <li>- Screening model in place to provide clear direction to users in place March 2016</li> <li>- Press Appeal and Press Release Templates issued to Service July 2016</li> <li>- Detailed description of Corporate Communication Department (CCD) functions including details of responsibilities in place May 2016.</li> <li>- Departmental IPR process reviewed and implemented June 2016</li> <li>- Key internal and external stakeholders identified June 2016</li> <li>- Job descriptions for Senior Press Officer, Press Officer, Digital</li> </ul>

Project	Description	Progress
		<p>Comms Officer and Corporate Comms Officers Completed March 2016.</p> <ul style="list-style-type: none"> <li>- ServiceFirst Board agreed CCD restructure April 2016.</li> <li>- In consultation with Central HR restructure of resources in place 6<sup>th</sup> June 2016.</li> <li>- External Recruitment agreed by ServiceFirst Board April 16 for Senior Press Officer and Press Officer Roles. Two Senior Press Officers commenced 12 December 2016 and 12 January 2017</li> </ul>

In developing the Policing Plan for 2017-18 the Board took account of the NI Audit Office report and recommendations, HMIC PEEL report recommendations, the Programme for Government Objectives and PSNI's performance against the targets within the 2016-17 Plan. The Board also consulted and engaged with a wide range of stakeholders and all PCSPs which fed directly into the development of the 2017-18 Policing Plan.

The Policing Plan 2017-18 reflects the Board's Strategic Outcomes for Policing 2016-2020 which comprises of five overarching themes:

1. Communication and Engagement;
2. Protection of People and Communities;
3. Reduction in Offending;
4. More Efficient and Effective delivery of justice; and
5. More Efficient and Effective Policing.

Within these five themes are 9 Strategic Outcomes, a reduction of three from the previous year. The Board during 2016-17 reviewed the Strategic Outcomes for Policing and consolidated the original 12 Outcomes into 9 without losing the overall outcome to be achieved.

The table below shows the changes to the Strategic Outcomes:



Previous Strategic Outcome wording	New Strategic Outcome wording
2.1 Reducing harm caused by crime and anti-social behaviour with a focus on protecting the most vulnerable.	2.1 Harm caused by crime and anti-social behaviour is reduced with a focus on protecting the most vulnerable, including repeat victims.
2.2 Protecting and supporting repeat victims.	
4.1 Delivering significant improvement in the quality of files and disclosure to the Public Prosecution Service [PPS].	4.1 Achieve an effective partnership with the Public Prosecution Service and the wider Criminal Justice agencies to deliver more positive outcomes for victims.
4.2 Achieving an effective partnership with the PPS and other key partners in the Criminal Justice System in order to deliver an effective professional service which strives for positive outcomes for victims.	
5.1 Providing an efficient, effective police service focused on protecting frontline services and continually improving and responding to need.	5.1 An efficient and effective police service.
5.2 Demonstrating the best use of resources for the PSNI.	

It was with these new Strategic Outcomes that the Board and PSNI developed the 2017-2018 Policing Plan. During this year the Board will monitor PSNI's progress in meeting the measures set out in the 2017-18 Policing Plan through the Board's performance monitoring framework. This is a new development for this year and provides a more focused reporting platform whilst also aiming to instil a continuous improvement approach to the reporting process.

## Long term expenditure trends

### Performance Budget

The charts below show details of NIPB budget patterns across the period 2014-15 to 2016-17:

Chart 1: Resource DEL Budget 2014-15 to 2016-17

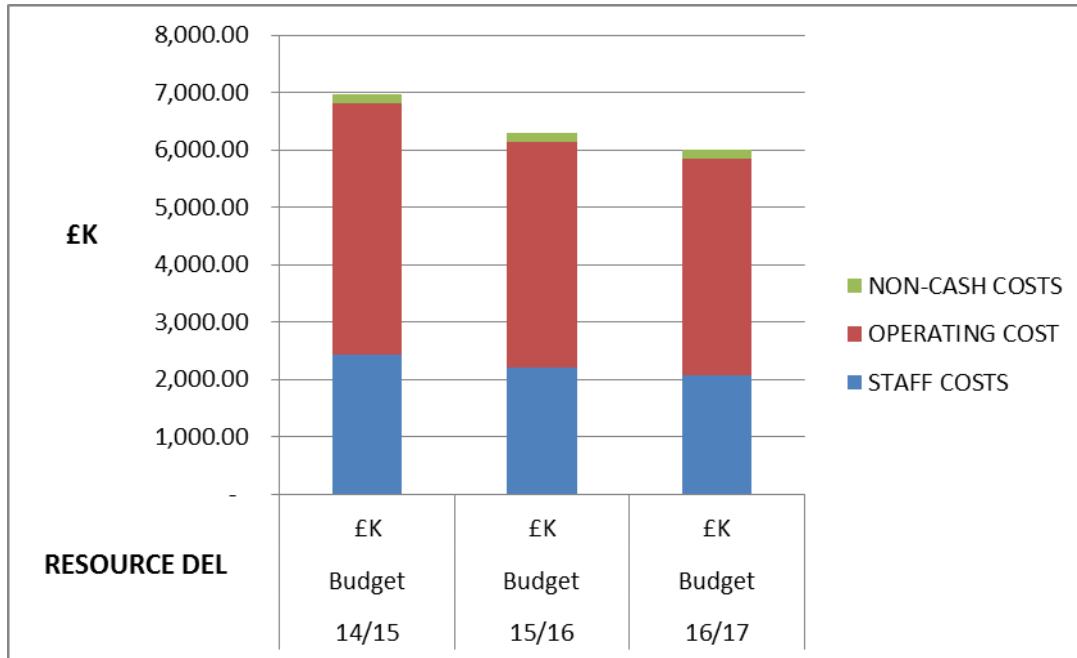


Chart 1 above shows the final budget allocation for each of the years 2014-15 to 2016-17, and how this budget was split.

The budget for the 2014-15 was set as part of the four year Budget 2011-15 periods whilst the 2015-16 and 2016-17 budgets were one year allocations. During 2014-15, 2015-16 and 2016-17, in-year budget cuts (£376k 2014-15, £736k 2015-16, £126k 2016-17) 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 and in 2016-17, the starting point for the Board's budget was a 2% cut against the 2015-16 budget - a cut equivalent to £126k.

## **2017-18 Financial Year**

The Northern Ireland Assembly was dissolved as from 26 January 2017 for an election which took place on 2 March, on which date political Board members also ceased to hold office. An Executive was not formed following the election within the period specified in the legislation. As a consequence, a Budget Act is not yet in place for 2017-18 and new political members could not be appointed to the Board. In the absence of a budget for 2017-18 determined by an Executive, Section 59 of the Northern Ireland Act 1998 and Section 7 of the Government Resources and Accounts Act (Northern Ireland) 2001 provide for the Permanent Secretary of the Department of Finance to issue cash to departments from the NI Consolidated Fund. These powers are an interim measure designed to ensure that services can be maintained until such times as a budget is agreed and a Budget Act passed.

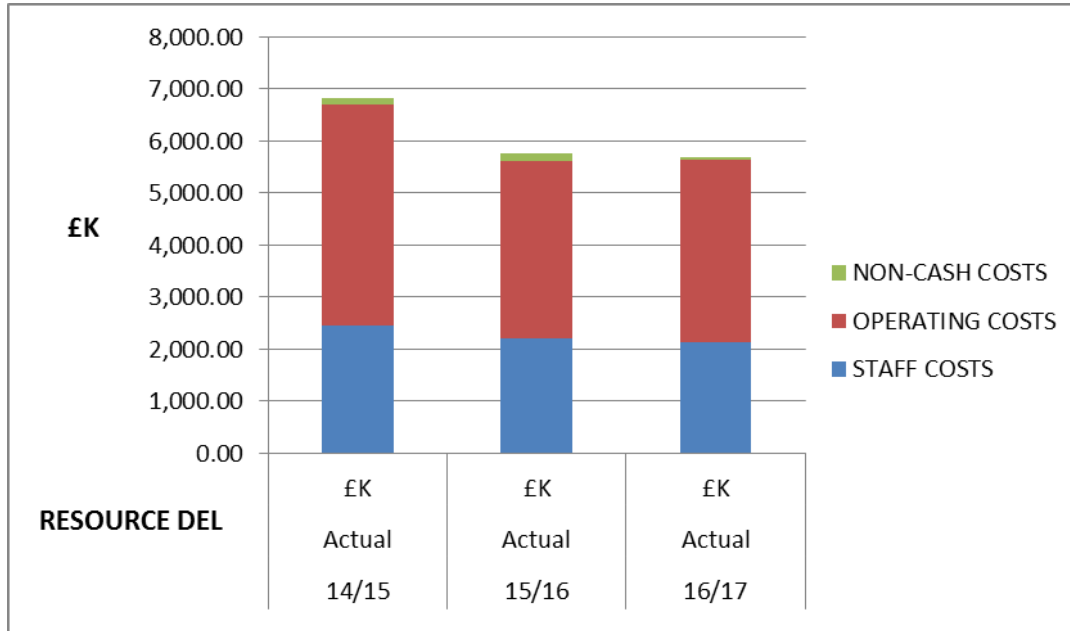
On 24 April the Secretary of State outlined an indicative 2017-18 Budget position and set out indicative allocations for Northern Ireland departments. This was intended to give clarity to departments as to the basis for departmental allocations, so that Permanent Secretaries could plan and prepare to take more detailed decisions in that light. Whilst the Secretary of State's statement sets out an indicative budget for departments for 2017-18, it is important to note that this may be adjusted by an incoming Executive.

On this basis NIPB was asked to operate within a net reduction of 4% (or £247k) on the 2016-17 opening budget.

## Performance Expenditure

The chart below show details of NIPB expenditure patterns across the period 2014-15 to 2016-17:

Chart 2: Resource DEL Expenditure 2014-15 to 2016-17



## Results for the 2016-17 Financial Year

The Statement of Comprehensive Expenditure is set out on page 123 and shows a deficit for the year of £6.2m (£5.8m in 2015-16). The Total Resource DEL budget allocation available for 2016-17 was £6.0m. The DEL expenditure against this budget during the financial year was £5.7m, resulting in a reported underspend of £0.3m.

The total Annually Managed Expenditure (AME) 2016-17 budget allocation (including AME impairments, Release and Movements in Provisions) was £651k. The AME expenditure against this budget during the year was £529k, resulting in an overall underspend of £122k due to the successful outcome of some legal cases during the year.

*Amanda Stewart*

**Amanda Stewart**  
**Chief Executive**  
**28 June 2017**

## 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 2016 – 31 March 2017 Board membership comprised:



Details of Members are outlined below. Members' Register of Interests can be found on the Board website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)

1. Anne Connolly, **(I)** Independent member (Chair)
2. Keith Buchanan MLA, **(IV)** Political member DUP
3. Joanne Bunting MLA, **(IV)** Political member DUP
4. Jonathan Craig MLA, **(II)** Political member DUP
5. Brice Dickson, **(I)** Independent member
6. Linda Dillon MLA, **(IX)** Political member SF
7. Stephen Farry MLA, **(IV)** Political member Alliance
8. Ryan Feeney, **(I)** Independent member
9. Brenda Hale MLA, **(III)** Political member DUP
10. Ross Hussey MLA, **(VII)** Political member UUP
11. Dolores Kelly MLA, **(II)** Political member SDLP
12. Gerry Kelly MLA, **(III)** Political member SF
13. Trevor Lunn MLA, **(II)** Political member Alliance
14. Nichola Mallon MLA, **(V)** Political member SDLP
15. Jennifer McCann MLA, **(VI)** Political member SF
16. Raymond McCartney MLA, **(IV)** Political member SF
17. Nelson McCausland MLA, **(IV)** Political member DUP
18. Daniel McCrossan MLA, **(VIII)** Political Member SDLP
19. Roisin McGlone, **(I)** Independent member
20. David McIlveen MLA, **(II)** Political member DUP
21. Robin Newton MLA, **(II)** Political member DUP
22. Paul Nolan, **(I)** Independent member
23. Wendy Osborne, **(I)** Independent member
24. Catherine Pollock, **(I)** Independent member
25. Caitríona Ruane MLA, **(II)** Political member SF
26. Pat Sheehan MLA, **(II)** Political member SF
27. Philip Smyth MLA, **(X)** Political member UUP
28. Deirdre Toner, **(I)** Independent member
29. Deborah Watters, **(I)** Independent member (Vice Chair)

(I) 1/4/16- 31/3/17

(III) 1/4/16 - 5/5/16 & 3/6/16 – 2/3/17

(V) 3/6/16 – 19/9/16

(VII) 3/06/16 - 24/01/17

(IX) 2/12/16 - 2/3/17

(II) 1/4/16 - 5/5/16

(IV) 3/6/16 – 2/3/17

(VI) 3/6/16 - 2/12/16

(VIII) 19/9/16 – 2/3/17

(X) 24/1/17 – 2/3/17

### **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 2017-18 Policing Plan on 31 March 2017. The 2017-18 plan is set within the 5 Overarching themes outlined within the Board's Strategic Outcomes for Policing 2016-20 document. This plan is the second year of working towards achieving the 2020 Outcomes and has a range of specific targets and measures for the PSNI to achieve by the end of March 2018.

The measures and targets are set within the 5 Overarching Themes as outlined in the Strategic Outcomes for Policing 2016-2020 document which are:

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

This year the Board developed a Performance Monitoring Framework which will assist in strengthening the Board's oversight of police performance and service delivery. The Board look forward to continuing to build on progress already achieved on the journey towards fulfilling the 2020 Strategic Outcomes.

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.

### **Charitable Donations**

No charitable donations were made in the year. (2015-16: £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% (2015-16: 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 2016-17 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 120-122.



The audit fee for the work performed by the staff of the C&AG during the reporting period, and which relates solely to the audit of these Financial Statements, was £15,000 (2015-16: £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 2016-17. 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 89-119.

### **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 2004/5 and to date, has no protected personal data incidents to report. There were no incidents to report in the reporting period of 1 April 2016 – 31 March 2017. 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 in the first instance 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 Chair's Advisory 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 received one complaint during the 2016-17 financial year in line with this policy. The complaint was not upheld.

## **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 DOF.

## 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. It is the role of the Board to secure the delivery of an effective, efficient and impartial policing service and to hold the Chief Constable to account for that. For example through:

- developing and monitoring the Annual Policing Plan, the key document for policing in Northern Ireland setting the outcomes and measures for an effective and efficient police service;
- monitoring police performance in delivering key strategies – including Equality, Diversity and Good Relations, People, Training and Development; Information and Communication Systems; Estate Services; Procurement and Logistic Services, Transport Service, Counter Terrorism and Community Engagement.
- monitoring the compliance of the police with the Human Rights Act, which includes the developing and monitoring of the Code of Ethics which governs the conduct of police officers;
- appointment and discipline of senior officers\staff in PSNI.
- negotiating the annual budget for policing and scrutinising expenditure;
- assessing the level of public satisfaction with the performance of the police assessing the effectiveness and public satisfaction of Policing and Community Safety Partnerships (PCSPs) and DPCSPs;
- making arrangements to gain the co-operation of the public with the police in preventing crime;
- ensuring arrangements are in place to secure continuous improvement within PSNI and the Board; and
- 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.

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 DOJ 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 2017 and up to the date of approval of the annual report and accounts, and accords with DOF guidance.

### **Governance Framework**

Membership of the Board is governed by Part III of Schedule 1 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 principles at the request of the Minister of Justice. In June 2016, as a result of the Assembly elections, seven new political Members joined the Board. Members work together and act as a single corporate body.

The Chair has particular responsibility to provide effective and strategic leadership to the Board. The Chair will ensure that all members of the Board, when taking up office, are fully briefed on the terms of their appointment and on their duties, 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 events, 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.

There has not been a fully functioning Board following the NI Assembly elections on 3 March 2017. At the last meeting of the Board in 27 February 2017, I sought and approved scenario planning information for the Board based in a 4% budget reduction and for PSNI based on a 3% reduction. In approving the scenario planning information the Board agreed the associated cash and resources be released as required in order to maintain services within NIPB and PSNI.

At that meeting, I also sought and received delegated authority from the Board, for the Chair, Vice Chair and the Chief Executive to consider and if deemed suitable, approve high value compensation requests, land acquisitions/disposals, assisted removals, PSNI secondments and the NIPB Corporate Plan 2017 – 2020.

Details of the Members are set out on page 83 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
<b>Members as at 31 March 2017</b>		
Mrs Anne Connolly	13	13
Prof Brice Dickson	13	11
Mr Ryan Feeney	13	13
Ms Roisin McGlone	13	12
Dr Paul Nolan	13	10
Mrs Wendy Osborne	13	10
Ms Catherine Pollock	13	7
Ms Deirdre Toner	13	10
Ms Deborah Watters	13	12
<b>Members who left during the year</b>		
Mr Keith Buchanan	12	9
Ms Joanne Bunting	12	7
Mr Jonathan Craig	1	1
Ms Linda Dillon	2	1
Mr Stephen Farry	12	10
Mrs Brenda Hale	13	8
Mr Ross Hussey	11	7
Mrs Dolores Kelly	1	1

Mr Gerry Kelly	13	13
Mr Trevor Lunn	1	1
Ms Jennifer McCann	10	7
Mr Raymond McCartney	12	9
Mr Nelson McCausland	12	11
Mr Daniel McCrossan	7	1
Mr David McIlveen	1	1
Members Name	Number of Board meetings eligible to attend	Number of Board meetings attended
<b>Members who left during the year (cont.)</b>		
Ms Nichola Mallon	5	5
Mr Robin Newton	1	1
Ms Caitriona Ruane	1	1
Mr Pat Sheehan	1	1
Mr Philip Smith	2	2

## Northern Ireland Policing Board

The purpose of the Board is to:

- secure an effective and efficient local police service;
- hold the Chief Constable to account by receiving a monthly report on policing and questioning the Chief Constable in public and private;
- appoint and dismiss, if necessary PSNI senior officers/civilian staff;
- oversee the Board's Corporate Business Planning arrangements;
- publish a 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.
- 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 four occasions. It scrutinised the NIAO continuous improvement arrangements in policing report for 2015-16 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 Annual Plan.

In terms of governance, the Committee scrutinised the revised Management Statement and Financial Memorandum, 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 2016-17.

### **Performance Committee**

The purpose of this Committee is to:

- Monitor police performance against the Annual Policing Plan and Strategic Objectives and support the Board in holding the Chief Constable to account for delivery on the Plan and Strategic Objectives;
- Monitor the implementation of recommendations from OPONI, HMIC, CJINI 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;
- Monitor PSNI compliance with the Human Rights Act 1998 and produce an annual report;
- Assess the effectiveness of the PSNI Code of Ethics and review the Code when required;
- Monitor trends and patterns in complaints against PSNI; keep informed about claims against the police service, suspended officers and the outcome of disciplinary procedures to ensure that lessons are learned and that best practice is promoted;
- Lead on the Board's oversight responsibilities with regard to the operation of the National Crime Agency (NCA) in Northern Ireland;
- Lead on the Board's responsibilities with regard to the establishment and oversight of the work of the Historical Investigations Unit (HIU);
- Oversee the role and operation of the Custody Visitors Scheme;
- Receive reports on the outcome of Police Appeals Tribunals in accordance with the legislative provision;
- Consider reports of the Police Ombudsman on investigations and liaise with the Police Ombudsman in relation to policy and practice;
- Consider complaints about services provided by the Board and make recommendations to the Board for any necessary action; and
- Ensure arrangements are in place to secure Continuous Improvement within the Policing Board and the PSNI.

The Committee met on eight occasions during 2016-17 to consider a range of matters such as public complaints against the police and disciplinary proceedings; Public Protection and the work of the Child Internet Protection Team; PSNI's response to the HMIC inspection on Effectiveness which focussed on vulnerability and the police response to domestic abuse, missing persons and child sexual exploitation; police custody reform, particularly in relation to healthcare; police use of Small Unmanned Aircrafts (SUA); police use of Body Worn Video; 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; updates on NCA performance and activity in Northern Ireland; 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.

A summary of the Board's Human Rights Annual Report 2016 was published on 28 March 2017. The summary document provides an overview of some of the areas of human rights monitoring carried out by the Performance Committee during 2016. The summary report also outlines work undertaken by PSNI to give effect to the 14 recommendations made by the Human Rights Annual Report 2015 in areas such as training, case file preparation, the deployment of Small Unmanned Aircraft, domestic abuse, the service of non-molestation orders, police detention and custody healthcare. The full Human Rights Annual Report 2016 will be published following Board reconstitution.

In 2016-17 PSNI reported to the Board on progress made on the implementation of its nine Continuous Improvements projects for the year. The Committee monitored the implementation of the nine projects bi-annually. Five of the nine Continuous Improvement projects from 2016-17 will continue into 2017-18. The Committee also considered and agreed arrangements in place for the Board's Continuous Improvement project for 2017-20. The Board's project focused for 2017-20 can be found on the Board's website and will focus on IIP accreditation and progression against the IIP standards framework.

### **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 six 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 and/or the full Board also monitored a range of PSNI supporting strategies and during the year receiving bi-annual updates on the following: PSNI Equality, Diversity and Good Relations Strategy; PSNI Estate Strategy; PSNI People Strategy, PSNI Transport Strategy, PSNI ICT Strategy and the PSNI Procurement Strategy. The Committee and/or the full Board considered issues relating to impropriety around Student Officer examinations and agreed to commission Chief Superintendent Alan Gibson from Police Scotland to carry out a review and make recommendations to address any issues. The Committee accepted the Gibson Report and the 34 recommendations which were made and agreed to establish an Oversight Panel consisting of 4 Board Members to oversee the implementation of the recommendations. This work is ongoing and future progress reports will be considered by the Resources Committee under the agreed Terms of Reference for the Oversight Panel.

The Committee also considered the HMIC PEEL Inspection and recommendations (Efficiency strand) during the year and work remains ongoing with PSNI to ensure the full implementation of recommendations.

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.

## **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:

- Co-ordinate the development of the Annual Policing Plan and the Board's Strategic Outcomes for Policing;
- 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 the development and embedding of a Policing with the Community culture in the PSNI;
- Develop, implement and monitor a Partnership Strategy for the Board; making arrangements for obtaining the co-operation of the public with the police in the prevention of crime;
- Develop, implement 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 Siochana;
- Co-ordinate the Board's Research Programme and where appropriate, with similar work in PSNI and DOJ; and
- Oversee the PSNI external communications strategy and profile.

During 2016-17, the Committee met on 6 occasions to progress a number of key issues including: the development of the Policing Plan; the Board's responsibilities contained within the Northern Ireland Executive action plan on paramilitary activity; criminality and organised crime; the Policing Plan targets of research in areas where confidence in policing is lower and where young people's confidence in policing is lower; the Policing Plan target of implementing and evaluating models of good practice in areas of high deprivation (and/or crime) to address anti-social behaviour; the Policing Plan target of implementing Policing with the Community; PSNI presentations including the Concern Hub and the Continuous Improvement Project; setting up an ASB working group; PCSP vacancies and complaints in relation to Independent members; items raised via the PCSP Joint Committee including the Independent Review of PCSP Members Expenses; Board

engagement with PCSPs; the Business Crime Action Plan; the TALK programme; proposals for public themed meetings; proposals for research.

A key focus for the Partnership Committee during this year was on progressing specific targets in the Policing Plan, Board engagement with PCSPs and reviewing the overall effectiveness of PCSPs. During 2016-17 work was undertaken to update the Policing Plan for 2017/18 which included:

- Developing an Outcome Based Accountability (OBA) performance monitoring framework for each of the measures in the plan;
- Engaging with the PSNI and key stakeholders at thematic round table events in November and December 2016 to capture views on the current Policing Plan targets and how these could usefully be updated for 2017-18;
- Facilitating a workshop in March 2017 with PCSP Managers to clarify how information from a local level will feed into the Board's monitoring of targets.

The 11 PCSPs receive a significant financial contribution from the Board so consideration was given to the effectiveness of PCSPs and the information that the Board receives from them in relation to monitoring the Policing Plan.

In support of its work to address the issue of anti-social behaviour (ASB), the Committee set up an ASB working group which included representatives from the DOJ as well as Members nominated by the Committee. The Committee continued to work with the PSNI to address issues in relation to the Policing Plan targets of community confidence in policing and young people's confidence in policing. Reports received by the Committee on the Vulnerability Hub (MASH) in Derry indicated that this multi-agency set up administered by the local PCSP was proving a successful approach to supporting the most vulnerable people in communities.

The Committee extended the TALK programme, a programme focusing on transformation, advocacy, leadership and knowledge for individuals aged 18-30 in partnership with the PSNI, the US Consulate and the Department for Foreign Affairs. The programme was extended to 31 March 2017 which enabled the TALK members to discuss the research

relating to young people's confidence in policing and to contribute to the development of the 2017-18 Policing Plan. The TALK members are also PCSP Independent Members.

During this year the Partnership Committee contributed to the Board's work to identify policing priorities to inform the 2017-18 Policing Plan through PCSPs, the Youth Advisory Panel and thematic round table engagement events.

### **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 Management Statement and Financial Memorandum's in place with DOJ. I have regular 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 2015-16. 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 two priority 2 recommendations.

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 2016-17 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 2017 I also carried out an evaluation of the Board's effectiveness during 2016-17 and am satisfied with the level and type of information the Board received during the period. I reviewed Board performance over the financial year 2016-17 using the National Audit Office Board Evaluation Questionnaire – 'Unlocking Your Board's Full Potential'. All but five of the forty seven 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. The only outstanding issue is the implementation of an electronic case management system which due to IT compatibility issues has not been implemented. Following implementation this recommendation will be discharged. Regular updates on the remedial action taken was provided to the Audit and Risk Management Committee at its meetings during 2016-17 and the recommendations are expected to be fully implemented during the 2017-18 financial year subject to the availability of capital funding.

### **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 2016-17 contained an overall assurance statement on the Board's internal control framework, governance and risk management process. On the basis of the audit work performed during the year, they were able to provide **satisfactory assurance** in relation to the adequacy of the systems of control in place within the organisation and their operation throughout the year. They have received responses from management on issues raised and acknowledge that recommendations for improvements are being implemented.

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 2016-17 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 2016-17.

## **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 of Finance. The Minister of Finance approves the pay remit for Senior Civil Service (SCS) staff. The SCS remuneration arrangements are based on a system of pay scales for each SCS grade containing a number of pay points from minima to maxima, allowing progression towards the maxima based on performance. In 2012, upon creation, there were 11 points on each scale. The minimum point has been removed in each year from 2014 to 2016 (the scales now have 8 pay points) to allow progression through the pay scales within a reasonable period of time.

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.

<b>Audited Information</b>	<b>2016-17</b>	<b>2015-16</b>
<b>Name and Title</b>	<b>£000</b>	<b>£000</b>
Ms D Blakely (Appointed 1 July 2015)	<b>15</b>	12
Mrs A Connolly (Chair)	<b>50</b>	58
Professor B Dickson	<b>15</b>	17
Mr R Feeney	<b>15</b>	17
Mr S MacDonnell (Vice-Chair term completed 30 June 2015)	-	12
Ms R McGlone (Appointed 1 July 2015)	<b>15</b>	12
Dr P Nolan (Appointed 1 July 2015)	<b>15</b>	12
Mr G Ó'hEára (Term completed 30 June 2015)	-	5
Mrs J O'Hagan (Term completed 30 June 2015)	-	5
Mrs W Osborne (Appointed 1 July 2015)	<b>15</b>	12
Mr B Rea (Term completed 30 June 2015)	-	5
Ms C Pollock (Appointed 1 July 2015)	<b>15</b>	12
Mr B Rowntree (Term completed 30 June 2015)	-	5
Ms D Watters (Vice-Chair from 3 July 2015)	<b>30</b>	30

## 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 £15,534 (2015-16: £15,538).

Remuneration for Independent Board Members (excluding the Chair and Vice-Chair) is £15,000 per annum (2015-16 £15,000).

Disclosed below is Board members' remuneration.

### Senior Officials Salary and pension entitlements (Audited Information)

Audited Information Title	2016-17				2015-16			
	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 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 15 May 2016)	5-10 (75-80 full year equivalent)	-	-	5-10 (75-80 full year equivalent)	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 15 May 2016); Chief Executive (From 16 May 2016)	65-70	-	114	175-180	45-50	-	23	70-75
Mr. David Wilson, Director of Support Services	50-55	-	15	65-70	50-55	0-5	20	70-75
Mr Brian McDonald, Acting Director of Support Services (From 18 January 2016 to 15 May 2016)	5-10 (45-50 full year equivalent)	-	2	5-10 (45-50 full year equivalent)	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
Mrs Siobhan Fisher, Acting Director of Policy (From 1 June 2015 to 31 July 2015); Acting Director of Partnership (From 17 August 2015 to 19 June 2016)	10-15 (45-50 full year equivalent)	-	3	10-15 (50-55 full year equivalent)	25-30 (45-50 full year equivalent)	-	30	55-60 (75-80 full year equivalent)

Audited Information	2016-17				2015-16			
	Salary (£'000)	Bonus Payment (£'000)	Pension Benefits* (to nearest £1000)	Total (£'000)	Salary (£'000)	Bonus Payment (£'000)	Pension Benefits* (to nearest £1000)	Total (£'000)
Mrs Paula Gow, Acting Director of Partnership (From 12 September 2016 to 31 March 2017)	25-30 (45-50 full year equivalent)	-	22	45-50 (65-70 full year equivalent)	-	-	-	-
Ms Jenny Passmore, Acting Director of Policy (From 25 May 2016 to 31 January 2017); Director of Policy (From 1 February 2017)	35-40 (45-50 full year equivalent)	-	63	100-105 (105-110 full year equivalent)	-	-	-	-

\* 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 2016-17 relate to performance in 2015-16 and the comparative bonuses reported for 2015-16 relate to performance in the 2014-15 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.

	2016-17	2015-16
Band of Highest Paid Director's Total Remuneration	65-70	100-105
Range of staff remuneration	15-20 to 65-70	15-20 to 100-105
Median Total	29,605	27,569
Ratio	2.3	2.8

In 2016-17, and in 2015-16, 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 31/03/17 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/03/17	CETV at 31/03/16	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)*	-	-	-	1,089	-	-
Mr Edgar Jardine, Acting Chief Executive (From 1 December 15 to 15 May 2016)	-	-	-	-	-	-
Mrs Amanda Stewart, Director of Partnership (From 12 April 2013 to 31 July 2015); Director of Policy (From 1 August 2015 to 15 May 2016); Chief Executive (From 16 May 2016)	15.0 - 20.0 Plus lump sum of 45.0 – 50.0	5.0 – 7.5 Plus lump sum of 10.0 – 12.5	247	181	55	-
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	299	281	5	-



Northern Ireland Policing Board Annual Report and Accounts

Senior Employees	Accrued pension at pension age as at 31/03/17 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/03/17	CETV at 31/03/16	Real increase in CETV	Employer Contribution to partnership pension account
	£000	£000	£000	£000	£000	Nearest £100
Mr Brian McDonald, Acting Director of Support Services (From 18 January 2016 to 15 May 2016)	10 – 15.0	0 – 2.5	153	147	1	-
Mr. Peter Gilleece, Director of Policy (From 1 April 2015 to 31 May 2015)	-	-	-	-	-	-
Mrs Siobhan Fisher, Acting Director of Policy (From 1 June 2015 to 31 July 2015); Acting Director of Partnership (From 17 August 2015 to 19 June 2016)	5.0 – 10.0	0 – 2.5	112	107	1	-
Mrs Paula Gow, Acting Director of Partnership (From 12 September 2016 to 31 March 2017)	5.0 – 10.0 Plus lump sum of 15.0 – 20.0	0 – 2.5 Plus lump sum of 0 – 2.5	120	103	12	-
Ms Jenny Passmore, Acting Director of Policy (From 25 May 2016 to 31 January 2017); Director of Policy (From 1 February 2017)	10.0 – 15.0 Plus lump sum of 35.0 – 40.0	2.5 – 5.0 Plus lump sum of 5.0 – 7.5	253	198	46	-

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 Schemes

Pension benefits are provided through the Northern Ireland Civil Service pension schemes 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 reviewed annually in line with changes in the cost of living. Prior to 2011, pensions were reviewed 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 reviewed annually in line with changes in the cost of living.

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 reviewed annually in line with changes in the cost of living.

Increases to public service pensions are the responsibility of HM Treasury. Pensions are reviewed each year in line with the cost of living. Any applicable increases are applied from April and are determined by the Consumer Prices Index (CPI) figure for the preceding September. The CPI in September 2016 was 1% and HM Treasury has announced that public service pensions will be increased accordingly from April 2017.

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

<b>Annualised Rate of Pensionable Earnings (Salary Bands)</b>		<b>Contribution rates – Classic members or Classic Members who have moved into Alpha</b>	<b>Contribution rates – All other members</b>
<b>From</b>	<b>To</b>	<b>From 01 April 2015 to 31 March 2016</b>	<b>From 01 April 2015 to 31 March 2016</b>
£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 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach 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 is linked to the member's State Pension Age but cannot be before age 65. Further details about the NICS pension schemes can be found at the website <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 benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the NICS pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 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.

### **Real increase in CETV**

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period. However, the real increase calculation uses common actuarial factors at the start and end of the period so that it disregards the effect of any changes in factors and focuses only on the increase that is funded by the employer.

## Compensation for loss of office

One member of staff left under Voluntary Redundancy during the 2016-17 financial year. They received a compensation payment in the band £25k - £50k.

## 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:

<b>(i) Staff costs comprise:</b>	<b>2016-17</b>	2015-16
	<b>£000</b>	£000
<b>Permanently employed staff</b>		
Wages and salaries	<b>1,592</b>	1,531
Social security costs	<b>151</b>	114
Other pension costs	<b>302</b>	287
<b>Total permanent staff costs</b>	<b>2,045</b>	1,932
Secondments/agency costs	<b>226</b>	279
<b>Total cost</b>	<b>2,271</b>	2,211

The Northern Ireland Civil Service pension schemes are unfunded multi-employer defined benefit schemes but (insert employer's name) 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 DOF Superannuation and Other Allowances Annual Report and Accounts as at 31 March 2017.

For 2016-17, employers' contributions of £301,742 were payable to the NICS pension arrangements (2015-16 £286,945) 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 2017-18, the rates will range from 20.8% to 26.3%. The contribution rates are set to meet the cost of the benefits accruing during 2016-17 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 (2015-16 £Nil) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% (2015-16 3% to 14.7%) of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay. In addition, employer contributions of £Nil, 0.5% (2015-16 £Nil, 0.5%) of pensionable pay, were payable to the NICS Pension schemes to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees.

Contributions due to the partnership pension providers at the reporting period date were £Nil. Contributions prepaid at that date were £Nil.

No persons (2015-16: 0 persons) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £Nil (2015-16: £Nil).

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

	<b>2016-17</b>	2015-16
	<b>Number</b>	Number
Senior management	<b>4</b>	4
Other directly employed staff	<b>39</b>	40
<b>Total permanent staff numbers</b>	<b>43</b>	44
Secondments/agency	<b>8</b>	5
<b>Total number of employees</b>	<b>51</b>	49

The average number of Board Members during the year was 19 (2015-16: 19).

**(iii) Staff numbers**

Staffing at 31 March 2017, the staff of the Board comprised 24 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:

	2016-17		2015-16	
	Male	Female	Male	Female
Senior civil service equivalent	-	1	1	-
Directors	2	2	2	2
Staff	21	25	24	24
<b>Total</b>	<b>23</b>	<b>28</b>	<b>27</b>	<b>26</b>

**Voluntary Redundancy 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 2016-17	Total number of exit packages by cost band for 2015-16
<£10,000	-	-	-
£10,000 - £25,000	-	-	1
£25,000 - £50,000	1	1	-
£50,000 - £100,000	-	-	-
£100,000 - £150,000	-	-	-
£150,000 - £200,000	-	-	-
Total number of exit packages	1	1	1
Total resource cost band	1	<b>£25,000 – £50,000</b>	£10,000 - £25,000

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 2016-17 was 4.04% (2015-16: 5.64%).

### Off payroll disclosures (audited information)

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 2016	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 2017
1	-	-	-	1



**Consultancy costs (audited information)**

Details of all consultancy costs are outlined below:

	<b>2016-17</b> £	2015-16 £
Consultancy costs	-	22,278

**Losses and special payments (audited information)**

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

Type	<b>2016-17</b>		<b>2015-16</b>	
	No of Cases	£000	No of Cases	£000
Fruitless Payments	-	-	-	-

*Amanda Stewart*

**Amanda Stewart**  
Chief Executive  
28 June 2017

## **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 2017 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 Reports and the Assembly Accountability disclosures that are 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's and Chief Executives 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 2017 and of the net operating 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 Reports and the Assembly Accountability disclosures 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 Remuneration and Staff Reports and Assembly Accountability disclosures 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 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*  
*5 July 2017*

## 5. NORTHERN IRELAND POLICING BOARD FINANCIAL STATEMENTS

### Statement of Comprehensive Net Expenditure for the year ended 31 March 2017

		2016-17	2015-16
	Note	£000	£000
Other Operating Income	5	(138)	(107)
<b>Total Operating Income</b>		<b>(138)</b>	<b>(107)</b>
Staff costs	3	2,271	2,211
Depreciation	6 & 7	49	150
Provision Expense	4	578	151
Other Operating Expenditure	4	3,472	3,420
<b>Total Operating Expenditure</b>		<b>6,370</b>	<b>5,932</b>
<b>Net Operating Expenditure</b>		<b>6,232</b>	<b>5,825</b>
<b>Net expenditure for the year</b>		<b>6,232</b>	<b>5,825</b>
 <b><u>Other Comprehensive Net Expenditure</u></b>			
<b>Items that will not be reclassified to net operating costs:</b>			
Net (gain) loss on revaluation of Property Plant and Equipment	6	(8)	(33)
Net (gain) loss on revaluation of Intangibles	7	(3)	(1)
<b>Comprehensive Net Expenditure for the year</b>		<b>6,221</b>	<b>5,791</b>

The notes on pages 127-145 form part of these accounts.

**Statement of Financial Position as at 31 March 2017**

		2016-17	2015-16
	Note	£000	£000
<b>Non-current assets:</b>			
Property, plant and equipment	6	112	111
Intangible assets	7	<u>34</u>	<u>39</u>
<b>Total non-current assets</b>		<b>146</b>	<b>150</b>
<b>Current assets:</b>			
Trade and other receivables	9	100	136
Cash and cash equivalents	10	<u>113</u>	<u>66</u>
<b>Total current assets</b>		<b>213</b>	<b>202</b>
<b>Total assets</b>		<b><u>359</u></b>	<b><u>352</u></b>
<b>Current liabilities:</b>			
Trade and other payables	11	(1,565)	(1,871)
Provisions	12	<u>(1,185)</u>	<u>(764)</u>
<b>Total current liabilities</b>		<b><u>(2,750)</u></b>	<b><u>(2,635)</u></b>
<b>Total assets less current liabilities</b>		<b><u>(2,391)</u></b>	<b><u>(2,283)</u></b>
<b>Non-current liabilities</b>			
Provisions	12	<u>(113)</u>	<u>(5)</u>
<b>Total non-current liabilities</b>		<b>(113)</b>	<b>(5)</b>
<b>Total assets less total liabilities</b>		<b><u>(2,504)</u></b>	<b><u>(2,288)</u></b>
<b>Taxpayers' equity and other reserves</b>			
Revaluation reserve		61	50
General reserve		<u>(2,565)</u>	<u>(2,338)</u>
<b>Total Equity</b>		<b><u>(2,504)</u></b>	<b><u>(2,288)</u></b>

The financial statements on pages 123-145 were approved and authorised by NIPB on 28 June 2017 and were signed on its behalf by:



**Amanda Stewart**  
**Chief Executive**  
**28 June 2017**

The notes on pages 127-145 form part of these accounts.

**Statement of Cash Flows for the year ended 31 March 2017**

		<b>2016-17</b>	2015-16
	Note	<b>£000</b>	£000
<b>Cash flows from operating activities</b>		<b>(6,221)</b>	(5,791)
Adjustment for non-cash transactions	4,6 & 7	<b>619</b>	261
Decrease in trade and other receivables	9	<b>36</b>	13
	11	<b>(306)</b>	322
(Decrease)/Increase in trade and other payables			
Use of provisions	12	<b>(49)</b>	(115)
<b>Net cash outflow from operating activities</b>		<b><u>(5,921)</u></b>	<u>(5,310)</u>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	6	<b>(25)</b>	-
Purchase of intangible assets	7	<b>(12)</b>	-
<b>Net cash outflow from investing activities</b>		<b><u>(37)</u></b>	<u>-</u>
<b>Cash flows from financing activities</b>			
Grants from sponsoring department		<b>6,005</b>	5,312
<b>Net financing</b>		<b><u>6,005</u></b>	<u>5,312</u>
<b>Net increase in cash and cash equivalents in the period</b>	10	<b>47</b>	2
<b>Cash and cash equivalents at the beginning of the period</b>	10	<b>66</b>	64
<b>Cash and cash equivalents at the end of the period</b>	10	<b>113</b>	66

The notes on pages 127-145 form part of these accounts.

## Statement of Changes in Taxpayers' Equity for the year ended 31 March 2017

	SoCNE Reserve £000	Revaluation Reserve £000	Taxpayers' Equity £000
<b>Balance at 31 March 2015</b>	(1,825)	16	(1,809)
<b>Changes in Taxpayers' Equity 2015-16</b>			
Grants from Sponsoring department	5,312	-	5,312
Comprehensive Net Expenditure for the year	(5,776)	-	(5,776)
Auditors Remuneration	(15)	-	(15)
Transfers between reserves	(34)	34	-
<b>Balance at 31 March 2016</b>	<b>(2,338)</b>	<b>50</b>	<b>(2,288)</b>
<b>Changes in Taxpayers' Equity for 2016-17</b>			
Grants from Sponsoring department	6,005	-	6,005
Comprehensive net expenditure for the year	(6,206)	-	(6,206)
Auditors Remuneration	(15)	-	(15)
Transfers between reserves	(11)	11	-
<b>Balance at 31 March 2017</b>	<b>(2,565)</b>	<b>61</b>	<b>(2,504)</b>

The notes on pages 127-145 form part of these accounts.



## **Notes to the Accounts**

### **1. Statement of Accounting Policies**

These financial statements have been prepared in accordance with the 2016-17 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 Trade and other receivables**

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

### **1.15 Cash and cash equivalents**

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

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

The 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.

### **1.17 Trade and other payables**

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

### **1.18 Employee benefits**

Under IAS 19, an employing entity should recognise the undiscounted amount of short term employee benefits expected to be paid in exchange for the service. The 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.

### **1.19 Contingent liabilities**

In addition to contingent liabilities disclosed in accordance with IAS 37, the Board discloses for Assembly reporting and accountability purposes certain statutory and non-statutory contingent liabilities where the likelihood of a transfer of economic benefit is remote, but

which have been reported to the Assembly in accordance with the requirements of Managing Public Money Northern Ireland.

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

### **1.20 Insurance**

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.

### **1.21 Accounting standards, interpretations and amendments to published standards and *FReM* - issued and effective in 2016-17 for the first time**

The Board has considered the accounting initiatives identified by HM Treasury effective in 2016-17 for the first time and considers that these changes are not relevant or material to its operations.

### **1.22 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 2017 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.

<b>Standard</b>	<b>IFRS 15 - Revenue from Contracts with Customers (IAS 18 Revenue replacement) (new)</b>
<b>Effective date</b>	1 January 2018 (not yet EU adopted) - with a view to include in the 2018-19 FReM.
<b>Description of revision</b>	<p>The core principle recognises revenue to depict the transfer of promised goods or services to the customer in an amount that reflects the consideration to which the company expects to be entitled, in exchange for those goods or services. The Standard sets out five steps to recognise revenue and also includes requirements for accounting for contract costs.</p> <p>The disclosure objective of the new Standard is to establish the application principles required for entities to report useful information to the users of financial statements to better understand the nature, amount, timing and uncertainty of revenue and cash flows from contracts with customers.</p>
<b>Comments</b>	<p>The introduction of IFRS 15 is subject to analysis and review by HM Treasury and the other Relevant Authorities. HM Treasury issued an Exposure Draft on IFRS 15 over the Summer of 2016. Feedback from this consultation process has been considered and will inform updates to the FReM. No adaptations to IFRS 15 have been proposed.</p>

<b>Standard</b>	<b>IFRS 16 - Leases (IAS 17 Leases replacement) (new)</b>
<b>Effective date</b>	1 January 2019 (not yet EU adopted) - with a view to include in the 2019-20 FReM.
<b>Description of revision</b>	<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>
<b>Comments</b>	The introduction of IFRS 16 is subject to analysis and review by HM Treasury and the other Relevant Authorities. HM Treasury will issue an Exposure Draft on IFRS 16 in early 2018.

### 1.23 Financial Reporting - Future Developments

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

## 2. Statement of operating costs by operating segment

At 31 March 2017 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 2017 are as follows:

	<b>NIPB £000</b>	<b>PCSPs £000</b>	<b>Total £000</b>
Gross expenditure	4,762	1,597	<b>6,359</b>
Income	(138)	-	<b>(138)</b>
Net Expenditure	<u>4,624</u>	<u>1,597</u>	<u><b>6,221</b></u>

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

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

### 3. Staff costs

**(i) Staff costs comprise:**

	<b>2016-17 £000</b>	<b>2015-16 £000</b>
<b>Permanently employed staff</b>		
Wages and salaries	<b>1,592</b>	1,531
Social security costs	<b>151</b>	114
Other pension costs	<b>302</b>	287
<b>Total permanent staff costs</b>	<u><b>2,045</b></u>	<u>1,932</u>
Secondments/agency costs	<b>226</b>	279
<b>Total cost</b>	<u><b>2,271</b></u>	<u>2,211</u>

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

<b>Other operating expenditure</b>	<b>Note</b>	<b>2016-17 £000</b>	<b>2015-16 £000</b>
Grants to PCSPs		<b>1,556</b>	1,560
PCSP Recruitment costs		<b>6</b>	71
PCSP Training costs		<b>35</b>	18
American Consulate Fund expenditure		<b>6</b>	32
Running costs		<b>487</b>	503
Accommodation costs		<b>397</b>	346
Rentals under operating leases		<b>399</b>	362
Press and public relations		<b>63</b>	48
Information technology		<b>165</b>	148
Human rights monitoring		<b>96</b>	93
Pension medical services and appeals		<b>234</b>	225
External audit fees		<b>15</b>	14
Loss on disposal – Tangible assets		<b>13</b>	-
<b>Total Other operating Expenditure</b>		<b>3,472</b>	3,420
<b>Provision expense</b>			
Provisions provided for in year	12	<b>880</b>	320
Provisions released in year not required	12	<b>(302)</b>	(169)
<b>Total Provision expense</b>		<b>578</b>	151

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

**5. Income**

<b>Income source</b>		<b>2016-17 £000</b>	<b>2015-16 £000</b>
Reimbursement of payroll costs for secondments		128	64
American Consulate Fund income		-	43
TALK Fund income		10	-
<b>Total income</b>		<b>138</b>	107

**6. Property, plant and equipment**

<b>2016-17</b>	<b>Information Technology</b>	<b>Furniture &amp; Fittings</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Cost or valuation</b>			
At 1 April 2016	463	302	765
Additions	7	28	35
Disposals	(380)	(6)	(386)
Revaluations	2	7	9
<b>At 31 March 2017</b>	<b>92</b>	<b>331</b>	<b>423</b>
<b>Depreciation</b>			
At 1 April 2016	424	230	654
Charged in year	9	20	29
Disposals	(367)	(6)	(373)
Revaluations	-	1	1
<b>At 31 March 2017</b>	<b>66</b>	<b>245</b>	<b>311</b>
Carrying amount at 31 March 2016	39	72	111
<b>Carrying amount at 31 March 2017</b>	<b>26</b>	<b>86</b>	<b>112</b>
<b>Asset financing:</b>			
Owned	26	86	112
<b>Carrying amount at 31 March 2017</b>	<b>26</b>	<b>86</b>	<b>112</b>

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

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

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

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

## 7. Intangible Assets

	<b>Software Licences £000</b>
<b>2016-17</b>	
<b>Cost or valuation</b>	
At 1 April 2016	99
Additions	12
Disposals	(34)
Revaluations	5
<b>At 31 March 2017</b>	<b><u>82</u></b>
<b>Amortisation</b>	
At 1 April 2016	60
Charged in year	20
Disposals	(34)
Revaluations	2
<b>At 31 March 2017</b>	<b><u>48</u></b>
Carrying amount at 31 March 2016	<u>39</u>
<b>Carrying amount at 31 March 2017</b>	<b><u>34</u></b>
<b>Asset financing:</b>	
Owned	<u>34</u>
<b>Carrying amount at 31 March 2017</b>	<b><u>34</u></b>

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

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

**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	2016-17 £000	2015-16 £000
<b>Amounts falling due within one year:</b>		
VAT	46	62
Trade receivables	16	14
Prepayments and accrued income	38	60
<b>Total receivables at 31 March</b>	<b>100</b>	<b>136</b>
(ii) Intra-government balances	2016-17 £000	2015-16 £000
<b>Amounts falling due within one year:</b>		
Balances with other central government bodies	16	14
Balances with local authorities	46	62
Subtotal: intra-government balances	62	76
Balances with bodies external to government	38	60
<b>Total receivables at 31 March</b>	<b>100</b>	<b>136</b>

**10. Cash and cash equivalents**

Commercial banks and cash in hand	2016-17 £000	2015-16 £000
Balance at 1 April	66	64
Net change in cash and cash equivalent balances	47	2
<b>Balance at 31 March</b>	<b>113</b>	<b>66</b>

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

(i) Analysis by type	2016-17 £000	2015-16 £000
<b>Amounts falling due within one year:</b>		
Other taxation and social security	7	7
Trade payables	243	244
Balances due to PCSPs	940	1,296
Accruals and deferred income	375	324
<b>Total payables at 31 March</b>	<b>1,565</b>	<b>1,871</b>

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

	2016-17	2015-16
	£000	£000
<b>Amounts falling due within one year:</b>		
Balances with other central government bodies	483	400
Balances with local authorities	940	1,296
Subtotal: intra-government balances	<u>1,423</u>	<u>1,696</u>
Balances with bodies external to government	142	175
<b>Total payables at 31 March</b>	<u><u>1,565</u></u>	<u><u>1,871</u></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 the PSNI. Payable balances with local authorities are with the local Councils and relate to the PCSPs.

**12. Provisions for liabilities and charges**

2016-17	Medical Appeals £000	IOD Cases £000	Legal Cases £000	Total £000
Balance at 1 April 2016	151	563	55	769
Provided in the year	337	373	170	880
Provisions not required written back	(2)	(245)	(55)	(302)
Provisions utilised in the year	(49)	-	-	(49)
<b>At 31 March 2017</b>	<u><u>437</u></u>	<u><u>691</u></u>	<u><u>170</u></u>	<u><u>1298</u></u>

Analysis of expected timing of discounted flows.

	Medical Appeals £000	IOD Cases £000	Legal Cases £000	Total £000
Not later than one year	437	578	170	1185
Later than one year and not later than five years	-	113	-	113
<b>At 31 March 2017</b>	<u><u>437</u></u>	<u><u>691</u></u>	<u><u>170</u></u>	<u><u>1298</u></u>



**12. Provisions for liabilities and charges (cont.)**

<b>2015-16</b>	<b>Medical Appeals £000</b>	<b>IOD Cases £000</b>	<b>Legal Cases £000</b>	<b>Total £000</b>
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)
<b>At 31 March 2016</b>	<b>151</b>	<b>563</b>	<b>55</b>	<b>769</b>

Analysis of expected timing of discounted flows.

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

**(i) Medical Appeals**

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

**(ii) Injury on Duty (IOD) Cases**

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

**(iii) Legal Cases**

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

	<b>2016-17</b>	2015-16
	<b>£000</b>	£000
<b>Premises</b>		
Not later than one year	<b>370</b>	370
Later than one year and not later than five years	<b>894</b>	1,264
	<u><b>1,264</b></u>	<u>1,634</u>
	<b>2016-17</b>	2015-16
	<b>£000</b>	£000
<b>Other</b>		
Not later than one year	-	6
Later than one year and not later than five years	-	5
	<u>-</u>	<u>11</u>

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

The Board has no contingent liabilities.

**16. 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, 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), 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 Policing and Community Safety Partnerships during the financial years 2015-16 and 2016-17.

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	
		2016-17	2015-16	2016-17	2015-16
		£000	£000	£000	£000
NI Alternatives	Grant funding	33	30	-	20

#### 17. Events after the reporting period

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

#### Date of authorisation for issue

The Accounting Officer authorised these financial statements for issue on 5 July 2017.

## 6.GLOSSARY

<b>ACC</b>	Assistant Chief Constable
<b>AME</b>	Annual Managed Expenditure
<b>AEP</b>	Attenuating Energy Projectile
<b>CARE</b>	Career Average Revalued Earnings
<b>C&amp;AG</b>	Comptroller and Auditor General
<b>CETV</b>	Cash Equivalent Transfer Value
<b>CJINI</b>	Criminal Justice Inspection Northern Ireland
<b>CPI</b>	Consumer Prices Index
<b>CSP</b>	Civil Service Pensions
<b>CTC</b>	Co-ordination and Tasking Centre
<b>DCC</b>	Deputy Chief Constable
<b>DFP</b>	Department of Finance (formally the Department of Finance and Personnel)
<b>DOF</b>	Department of Finance
<b>DOJ</b>	Department of Justice
<b>DPA</b>	Data Protection Act
<b>DPCSPs</b>	District Policing and Community Safety Partnerships
<b>ECHR</b>	European Convention on Human Rights
<b>FOI</b>	Freedom of Information
<b>FRm</b>	Financial Reporting Manual
<b>HET</b>	Historical Enquiries Team
<b>HIU</b>	Historical Investigations Unit
<b>HMIC</b>	Her Majesty's Inspectorate of Constabulary
<b>IA</b>	Information Assurance
<b>ICV</b>	Independent Custody Visitor
<b>IFRS</b>	International Financial Reporting Standards
<b>IIP</b>	Investors in People
<b>IIV</b>	Investors in Volunteers
<b>IOD</b>	Injury on Duty
<b>IMR</b>	Independent Medical Referee
<b>IPR</b>	Individual Performance Review
<b>IT</b>	Information Technology
<b>JATF</b>	Joint Agency Task Force
<b>JSA</b>	Justice Security Act
<b>KPI</b>	Key Performance Indicators
<b>LGB&amp;T</b>	Lesbian, Gay, Bisexual and Transgender
<b>LIB</b>	Legacy Investigations Branch
<b>MLA</b>	Member of the Legislative Assembly
<b>NCA</b>	National Crime Agency
<b>NDPB</b>	Non Departmental Public Body
<b>NI</b>	Northern Ireland
<b>NIAO</b>	Northern Ireland Audit Office
<b>NICS</b>	Northern Ireland Civil Service
<b>NIO</b>	Northern Ireland Office
<b>NIPB</b>	Northern Ireland Policing Board
<b>NIPSA</b>	Northern Ireland Public Services Alliance
<b>NISRA</b>	Northern Ireland Statistics and Research Agency
<b>OCG</b>	Organised Crime Group
<b>OCTF</b>	Organised Crime Task Force
<b>OBA</b>	Outcomes Based Accountability
<b>OPONI</b>	Office of the Police Ombudsman Northern Ireland
<b>PACE</b>	Police and Criminal Evidence Order
<b>PAT</b>	Police Appeals Tribunals
<b>PBR</b>	Priority Based Resourcing

<b>PCSP</b>	Policing and Community Safety Partnership
<b>PCSPS(NI)</b>	Principal Civil Service Pension Scheme
<b>PPS</b>	Public Prosecution Service
<b>PSNI</b>	Police Service of Northern Ireland
<b>PSMF</b>	Professional Standards Monitoring Framework
<b>PWC</b>	Policing with the Community
<b>RPA</b>	Review of Public Administration
<b>RPI</b>	Retail Prices Index
<b>SCS</b>	Senior Civil Service
<b>SMP</b>	Selected Medical Practitioner
<b>SMT</b>	Senior Management Team
<b>SPED</b>	Special Purchase of Evacuated Dwelling
<b>SUA</b>	Small Unmanned Aircraft
<b>TALK</b>	Transformation, Advocacy, Leadership, Knowledge



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## DOCUMENT TITLE

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Annual Report and Accounts  
For the Period 1 April 2016 — 31 March 2017

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.

## ONLINE FORMAT

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