



ANNUAL REPORT

AND ACCOUNTS

2021-22

Northern Ireland Policing Board

Annual Report and Accounts together with
the Assembly Accountability and Audit Report
for the period 1 April 2021 – 31 March 2022

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 11 August 2022.

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information@nipolicingboard.org.uk

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CONTENTS

1 BOARD CHAIR'S REPORT	4
• Outcomes Overview: 1 April 2021 - 31 March 2022	7
2 PERFORMANCE REPORT	8
• Overview	8
• Chief Executive's Introduction	8
• Statement of the Purpose and Activities of the Organisation	9
• Risks and Key Issues	10
• Going Concern	11
• Performance Summary	12
• Performance Analysis	
- NIPB Corporate 2020-23 and Business Plan 2022-23	14
- Policing Plan 2020-25 and Performance Plan 2022-23	33
3 ACCOUNTABILITY REPORT	79
• Corporate Governance Report	79
• Remuneration and Staff Report	101
• Assembly Accountability and Audit Report	117
4 NORTHERN IRELAND POLICING BOARD FINANCIAL STATEMENTS	123
5 GLOSSARY	143

1. BOARD CHAIR'S REPORT

I am pleased to present the Northern Ireland Policing Board's (NIPB) Annual Report and Accounts for the period 1 April 2021 - 31 March 2022.

This has been another challenging year, with Covid-19 continuing to have an impact on the Police Service of Northern Ireland's (PSNI) operations and service delivery. The policing approach to particular events during the course of the pandemic has influenced public perceptions of policing and efforts have been focused this year on engagement where relationships were affected.



National events and local incidents have also shaped public perception and confidence in policing. Following the murder of Sarah Everard, a focus has been brought to the culture within policing, professional standards, ethics and vetting arrangements for police officers. The Board had a series of discussions with the Chief Constable and his leadership team on measures being taken to create and sustain a working environment that provides equality for all, and assurance to the public that robust policies and procedures are in place to deal effectively with inappropriate behaviours.

As with the wider public sector, Covid-19 sickness levels within the PSNI have been a focus over the last year and operational adjustments have been required to shift patterns to maximise officer availability for duty, and to respond to increases in duties linked to enforcement of Health Protection Regulations.

Prior to Covid-19 the Board was concerned about sickness absence within the Service and commissioned independent research to explore opportunities to reduce, and improve the management of, sickness absence. Key findings from this research show opportunities for enhanced management as well as a need for continued investment in health and wellbeing support for officers, often working in a challenging operating environment, and one where assaults and attacks are increasing. In the last year, there were 1541 assaults on police officers, 909 of which resulted in injury. Attacks of any kind on our officers are not acceptable.

Information on progress against the Board's Corporate Plan and Annual Business Plan 2021-22 is included within this report. During 2021-22, the Board completed the restructure of the PSNI's leadership team with 4 appointments made at Assistant Chief Officer and Assistant Chief Constable level. The Board looks forward to the strengthened leadership team driving transformational change across policing, and also continuing work to improve representativeness in the service.

The Board has scrutinised the overall work of the Police Service with regular monthly reports from the Chief Constable on all aspects of policing and reports from the PSNI leadership team to Committee meetings on policing strategies. Board Members also met with the Director General of the National Crime Agency (NCA) who reports on the work the Agency undertakes with the PSNI. Debate on the outworking of the European Union (EU) Exit, will continue and the Board will monitor the impact on PSNI's ability to work across borders with other law enforcement partners.

Oversight of specific recommendations from a review of the Policing of Covid-19 continued, and the Board also considered the review report by Her Majesty's Inspectorate of Constabulary Fire and Rescue Services (HMICFRS) on issues relating to the policing approach taken at the funeral of Bobby Storey, as well as a Report on the policing of South Armagh, with the Chief Constable reporting to the Board on actions being taken to address the recommendations made from each of these reports.

The recently published Strategic Review of Policing for England and Wales makes a range of recommendations for the future development of policing. The Board looks forward to discussing its relevance and learning for NI with the Report Authors in the Autumn.

Whilst the PSNI has remained resilient throughout the pandemic, it is clear that overall demand for policing services is rising and will likely surpass pre-Covid-19 levels. The Board is also mindful of new responsibilities for policing arising from various legislative changes being made. Latest crime figures published for the 2021-22 financial year show that there were 106,621 crimes recorded in Northern Ireland, an increase of 12,390 (13.1%) when compared with the previous 12 months. The level recorded in the latest 12 months is the highest in the last 12 years.

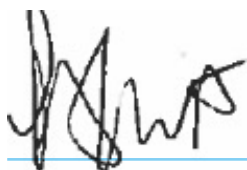
This Report contains an assessment of performance against the outcomes set out in the Annual Policing Plan and Performance Plan 2021-22. Taking account of the changing nature of crime, the PSNI and the Board has made significant inroads into establishing better baselines for a range of performance metrics and, with restrictions easing, is committed to improving the effectiveness of local policing with focus on retaining Neighbourhood Policing levels notwithstanding the budgetary pressures.

Policing has a significant resource available to it, but the Board has concerns around the ability of the service to meet policing demand in an environment where budgetary pressures will potentially result in a reduction in officer numbers, despite New Decade New Approach commitments to an establishment of 7,500 officers.

The Board has discussed at length the consequences of reducing numbers but also how budget pressures on other parts of the public sector will also likely have a knock on effect on demand on policing, and may well result in policing having to prioritise responses to particular incidents.

The work of the Board is wide ranging and as this term of the Board concludes, I would like to place on record my appreciation to the Members for their commitment and contributions, and to the team of staff who support us through the Chief Executive.

Thanks are also extended to all who work with us throughout the year, including those who give their time and effort to our independent Custody Visiting and Community Observer volunteer schemes, and through the network of Policing and Community Safety Partnerships (PCSPs).



Doug Garrett

Policing Board Chair

OUTCOMES OVERVIEW: 2021 - 2022

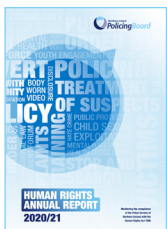


KEY DOCUMENTS PUBLISHED



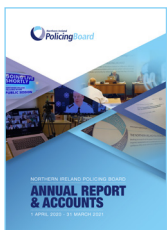
POLICING PLAN 2020-25 AND ANNUAL PERFORMANCE PLAN 2020-21

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



HUMAN RIGHTS ANNUAL REPORT

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



ANNUAL REPORT

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



THEMATIC REVIEW OF USE OF SPIT & BITE GUARDS

This report considers all relevant information and provides a human rights assessment of the application of Spit and Bite Guards. It also reviews all the current evidence, safe-guards and protections and makes a number of recommendations in relation to training and guidance.



HUMAN RIGHTS MONITORING FRAMEWORK

The Human Rights Monitoring Framework sets out in detail the standards against which the performance of the police in complying with the Human Rights Act 1998 is assessed by the Board.



16 Board Meetings



10 Board Public Accountability Sessions



34 Committee Meetings



65 Committee Reports/Briefings



155 Oral Questions



114 Publications



55 Written Questions

POLICING BOARD RESOURCES

19 Board Members

46 Board Staff

£6.58m Board Funding

£1.52m Board PCSP Funding

24 Custody Visitors

10 Community Observers

APPOINTMENT PROCESSES

1 Chief Executive

2 Assistant Chief Constables

3 Assistant Chief Officers

2. PERFORMANCE REPORT

Overview

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

Chief Executive's introduction



I was appointed Accounting Officer for the Northern Ireland Policing Board on 4 October 2021 and assumed responsibility for day-to-day management of the organisation.

Since taking up my position as Chief Executive, I have reviewed all aspects of the Board's governance and operating arrangements. It is my job to make sure that the Board's Governance structures and financial provisions meet the compliance requirements set by the Department of Finance

(DoF) and the Department of Justice (DoJ) in the Management Statement and Financial Memorandum (MSFM).

During the reporting period, the Board continued to adapt its working practices to respond to the COVID-19 pandemic. Risk assessments and actions were taken to adjust business and staff working arrangements to maintain compliance with the Northern Ireland (NI) Executive's guidelines and to ensure the legislative duties of the Board continued to be delivered.

I provided regular reports on all aspects of organisational performance to the Board and to the DoJ on a range of governance issues. This includes assessments of organisational performance against the measures set in the Board's Corporate and Business Plan, information management and legislative compliance with statutory provisions applicable to our work. Managing risks which may impact on delivery is embedded in our corporate approach. I report on this in more detail in the Governance Statement.

A handwritten signature in black ink that reads "Sinead Simpson".

Sinead Simpson

Chief Executive

Statement of the Purpose and Activities of the Organisation

History

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

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

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

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

Principal Activities

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

- To consult with the community to obtain their views on policing and their co-operation with the police in preventing crime;
- To set and publish outcomes and measures for the PSNI as part of an Annual Policing Plan and to monitor the PSNI's performance against this plan;
- To appoint all Chief Officers of the PSNI above the rank of Chief Superintendent including police staff equivalents;
- To approve the annual budget for policing and monitor expenditure;
- To monitor trends and patterns in complaints against the PSNI;
- To keep itself informed as to trends and patterns in recruitment of police and police support staff and the extent to which membership of the police and police support staff is representative of the community in Northern Ireland;
- To keep itself informed of police complaints and disciplinary proceedings;
- To monitor the PSNI's compliance with the Human Rights Act 1998;
- To ensure arrangements are in place to secure continuous improvement within the PSNI and the NIPB;
- To assess the level of public satisfaction with the performance of the police and improving the performance of and assessing public satisfaction with Policing and Community Safety Partnerships; and

- To monitor the exercise of the functions of the National Crime Agency (NCA) in Northern Ireland and to make arrangements for obtaining the co-operation of the public with NCA in the prevention of organised crime.

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

Risks and Key Issues

Risks

Risk is managed on an ongoing basis through the Senior Management Team (SMT), Audit and Risk Assurance Committee (ARAC) and the Board. The Board's approach to managing risk complies with Her Majesty's Treasury's Orange Book guidance and integrates with the Board's approach to corporate and business planning. The Corporate Risk Register is managed proactively and all risks are regularly reviewed to ensure that the ratings and content are up-to-date. The Corporate Risk Register was reviewed and updated during the reporting period as required. There are currently seven risks on the Corporate Risk Register, and each risk is managed by a member of the Board's SMT. The Corporate Risk Register also documents the Board's risk appetite for each risk, alongside the mitigations in place to manage each of the risks. It is reviewed regularly by SMT with changes reported to each ARAC meeting.

During 2021-22 the following seven corporate risks were identified:

- 1. The effect of actions by the PSNI on the Board's reputation** - actions by the PSNI may impact on public confidence in policing, and the Policing Board as the PSNI's accountability body, resulting in a detrimental impact on the reputation of the Board.
- 3. Capacity and Capability** – insufficient resources and capacity and the extent of the work created in fulfilling the Board's statutory responsibilities may result in significant issues not being identified which may cause legal, financial and/or reputational damage to the Board.
- 4. Independent Medical Referee Process** - due to the legislative structure and disparate processes governing the Selected Medical Practitioner (SMP) and Independent Medical Referee (IMR) procedures there may be irregularities and inconsistency of approach in how the police pension and injury on duty schemes are administered which may result in legal and reputational damage to the Board.
- 5. Business Continuity COVID 19** - the emerging and dynamic global situation as a result of the COVID-19 virus may mean that the Board will be unable to conduct normal business which may result in key statutory responsibilities not being met.

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

7. FoI/GDPR backlog - due to the current number of operational priorities, staffing vacancies and the out-workings from the relocation exercise the Board may fail to meet its statutory obligations under data protection (UK GDPR / DPA 2018) and FoI legislation. This may lead to reputational damage to the Board and regulatory intervention from the UK Information Commissioner.

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

Key issues

In April 2021 that there was a historic priority one internal audit recommendation outstanding from 2012 in respect of the development of an electronic case management system for Police Administration Branch. However, it is acknowledged that this recommendation has subsequently been superseded by the recommendations in the NIAO's Injury on Duty report dated 13 March 2020. As a result, no further developments on the case management system will be progressed until the recommendations in this report have been implemented.

A Steering Group and Sub Group was convened by the DoJ with all key stakeholders to consider the recommendations in the NIAO report. The work of these Steering and Sub Groups remains ongoing and a consultation document seeking views on the updates to the IOD legislation has been drafted, and is due to be issued soon.

Going Concern

The Statement of Financial Position as at 31 March 2022 shows net liabilities of £2,455k reflecting liabilities due in future years. To the extent that these are not to be met from the NIPB's other sources of income, they may only be met by future grants or grants-in-aid from the NIPB's sponsoring Department, the DoJ, which is supply financed and draws its funding from the Northern Ireland Consolidated Fund. Therefore, there is no liquidity risk in respect of the liabilities due in future years.

Grants from the NIPB's sponsor Department for 2021-22 take into account the amounts required to meet the Board's liabilities falling due in that year and have already been included in the Department's estimates for that year.

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

Performance Summary

The NIPB is resourced by funds approved by the DoF through the latest comprehensive spending review. The final budget for 2021-22 was £6,586k. The Board's expenditure against budget is reported monthly in the Management Accounts which were scrutinised by the SMT and quarterly by Resources Committee, with in-year pressures and easements reported to the DoJ through the formal process of monitoring rounds. The budget and actual expenditure for 2021-22 is shown below:

Expenditure heading	Budget £000	Actual £000
Resource DEL		
Salaries	2,480	2,541
PCSPs	1,520	1,430
Other	2,444	2,319
Cash payment of provisions	142	101
Total Resource DEL	6,586	6,391
Resource AME	1,400	5
Cash requirement	6,586	6,227
Capital DEL	50	41

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

COVID-19 Pandemic

Following the outbreak of Covid-19 in Northern Ireland and lockdown, the NIPB incurred the following expenditure during the year 2021-22.

Budget allocation	Amount £000
IT equipment for remote working	53
PPE supplies	1
IT Licenses	3

NIPB was required to provide additional IT equipment to staff, including video conferencing licenses, to ensure continuity of service. During lockdown the Headquarters was kept open to facilitate certain functions and this required the purchase of personal protection equipment to ensure the safety of staff.

Basis of Accounts

The Accounts have been prepared in accordance with an Accounts Direction issued by the DoJ on 31 March 2022.

Events after the Reporting Period

No event as defined in International Accounting Standard 10 has occurred subsequent to the year-end, as disclosed in note 17 of the Accounts

Performance Analysis – NIPB Corporate Plan 1 April 2020 – 31 March 2023 and Business Plan 2021-22

The Corporate Plan 2020-23 contains three Outcomes which align with the draft Programme for Government, the Department of Justice's Corporate Plan and the Northern Ireland Policing Plan 2020-2025. These outcomes are that:

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

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

- To monitor resourcing plans for the PSNI; advocating on issues which support policing, including transformational change, and delivery of a representative service.
- To monitor, oversee and assess the performance of the PSNI through the Board and its Committees and ensure the delivery of Human Rights based, community focused policing.
- To work collaboratively with the community, PCSPs and partners, to deliver the outcomes for policing and allow them to be informed and engaged with the Board's work.
- To deliver independent, fair and transparent processes for former and serving officers in line with Police Pension, Injury Benefit and Appeals legislation.

1 APRIL 2020 - 31 MARCH 2023

CORPORATE PLAN

**& BUSINESS PLAN
2021-22**

BUSINESS PLAN 2021- 22

A Business Plan for the 2021-22 Financial Year was approved and published by the Board. Throughout the 2021-22 year the Board monitored progress against the 13 actions included in the Board's Business Plan 2021-22, each of which were assigned to Members of the Board's SMT. The actions also demonstrated how the Board would build upon this progress during Year 3 of the Corporate Plan cycle.

As at the end of the 2021-22 year, Business Plan monitoring assessment shows there were no actions not achieved, however 2 actions have been identified as being partially achieved and will require additional resources or time in order to be achieved. These actions are Objective B, Action (iii) - *Monitor delivery of those Actions which remain outstanding in the Local Policing Review Implementation Plan*, and Objective D, Action (i) - *Implement and monitor the effectiveness of revised guidance to Selected Medical Practitioners and Independent Medical Referees*. Both of these actions have been carried forward to the Board's agreed Annual Business Plan for 2022-23 and further commentary regarding proposed next steps is detailed below.

The below table provides a high level summary of progress against the 13 actions detailed in the Board's 2021-22 Annual Business Plan as at 31 March 2022.

Readers should note that in terms of **Progress Summary and Status**:

RED – indicates an Action was not achieved;

AMBER – indicates an Action was partially achieved; and

GREEN – indicates an Action was achieved

CORPORATE PLAN OBJECTIVE A:

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

BUSINESS PLAN ACTION

- i. Progress appointment of PSNI Chief Officer and Senior staff vacancies

PROGRESS SUMMARY AND STATUS**ACHIEVED**

During quarters 1 and 2 of the 2021-22 year the Board successfully completed the appointment processes for the PSNI Assistant Chief Officer (ACO) Corporate Services and PSNI ACO Strategic Planning and Transformation positions. Both appointments were ratified by the Board and approved by the Minister of Justice in December 2021. Throughout quarters 3 and 4 the Board also progressed work towards the appointment of a third PSNI ACO, Director of People and Organisational Development. Following the appointment process, the Board and Minister of Justice ratified the decision of the appointment panel in March 2022 with the successful candidate due to take up post in June 2022. In respect of two vacant PSNI Assistant Chief Constable (ACC) posts, a competition was launched in December 2021 which resulted in 4 applications being received. Following an assessment day in January 2022, the appointment panel agreed 2 preferred candidates and 1 further candidate was placed on a reserve list. Their recommendation was approved at a Special Board meeting on 20 January 2022. One candidate took up post at the end of January 2022 and the other in March 2022.

CORPORATE PLAN OBJECTIVE A:

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

BUSINESS PLAN ACTION

- ii. Monitor the effectiveness of PSNI Financial Management and the Action Plan to address recommendations from the NIAO report on 'Reducing Costs in PSNI'

PROGRESS SUMMARY AND STATUS

ACHIEVED

Throughout the year the Resources Committee has continued to receive monthly Finance Reports from PSNI which provide year to date updates on the ongoing budgetary position (including pressures and easements) and full year projections. Members have, over this reporting period, had the opportunity to interrogate these financial reports on a number of areas including overtime expenditure (including a breakdown of costs by district), costs relating to the COVID-19 pandemic and how expenditure from the various PSNI funding streams is managed. Other areas discussed by Members and the PSNI over the course of the year included business cases relating to the redevelopment of the Police College, the replacement of public order vehicles and the rollout of ruggedized laptops to front line officers and staff. Updates on the year to date capital expenditure position and the postponement of the March 2022 intake of student officers due to lack of clarity on budget position were also subjects considered by the Committee. Throughout the last quarter of the year the Resources Committee and PSNI had extensive discussions in respect of the proposed draft PSNI budget, its likely implications on service delivery and the prevailing budgetary uncertainty as a consequence of the collapse of the NI Executive.

In September the Committee received a briefing from the PSNI Chief Operating Officer (COO) on the implementation of the five recommendations in the NIAO report on "Reducing Costs in the PSNI". PSNI's report to the Committee noted that all 5 recommendations had been discharged and the COO informed Members that, going forward, the PSNI would use a 'Force Management Statement' to quantify the demand for capacity across the organisation. The Committee noted that this model is also used by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The COO offered the Committee assurances advising that the approach was in line with the NIAO recommendations and that the appropriate level of governance was in place.

CORPORATE PLAN OBJECTIVE A:

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

BUSINESS PLAN ACTION

iii. Monitor the effectiveness of measures taken to ensure that membership of the PSNI is representative of the community

PROGRESS SUMMARY AND STATUS

ACHIEVED

During Quarter 1 the Resources Committee received a final update on the 2020 PSNI recruitment campaign including the equality figures which showed significant increase in female representation (42.4%) following the Assessment Centre stage of the process. In respect of the 2021 recruitment campaign the Committee was briefed on the focus to be placed on outreach to under-represented communities and was subsequently updated on the diverse range of community engagement initiatives which took place in support of the campaign. These events included engagement with organisations such as the Ethnic Minority Police Association, Black and Minority Ethnic community representatives, the Grand Orange Lodge of Ireland and the Ulster Council of the Gaelic Athletic Association.

In January 2022 the Resources Committee received a briefing from PSNI on the PSNI People Strategy and Annual Action Plan, which included an update on People Principle 1 - Being Representative and Inclusive. Members received an overview of the actions being progressed which included amongst other things the commissioning of a Barriers to Recruitment Strategy, the creation of a Gender Action Plan, quarterly PULSE surveys planned from March 2022 to be administered against the 5 People Principle headings and the development of a Violence against Women and Girls Strategy.

During Quarter 4 the Committee also considered the final report regarding research which had been commissioned regarding Barriers to ACC Recruitment in the PSNI.

CORPORATE PLAN OBJECTIVE B:

To monitor, oversee and assess the performance of the PSNI through the Board and its Committees and ensure the delivery of Human Rights based, community focused policing

BUSINESS PLAN ACTION

- i. Deliver the 2021-22 Performance Plan in line with the 2020-2025 Northern Ireland Policing Plan

PROGRESS SUMMARY AND STATUS

ACHIEVED

A Performance Monitoring Timetable was developed and agreed early in the reporting period. This timetable provided for reports against each Policing Plan Measure to be considered by the Board's various Committees (Performance, Partnership and Resources), at least once throughout the year. At all Committee meetings the responsible ACC presented the main findings of each of the Outcomes Based Accountability (OBA) Report Cards and Committee Members engaged in scrutiny, monitoring and evaluation of the PSNI's Performance. Reporting against the Performance Plan 2021-22 concluded in March 2022 with all Measures having been scrutinised according to the Performance Monitoring Timetable.

Following on from the work in the Policing Plan Review Working Group (PPRWG) in 2020-21, in the first quarter of this reporting period the group recommended the introduction of two new Measures to Outcome 3 of the Policing Plan. The PPRWG also recommended to the Board that an Outcome 3 Working Group (O3WG) be established to further develop how these two new Measures would be measured and report back to the Partnership Committee. This group subsequently met on three occasions, 22 April, 20 May and 14 June, to progress this work. In Quarter 3 the PPWG was re-established following approval at the September Board meeting and in Quarter 4 provided its recommendations for consideration at the 3 February 2022 Board meeting. The Policing Plan 2020-25 and Annual Performance Plan 2022-23 was subsequently agreed and published on 31 March 2022.

Throughout the year work was also progressed in support of 2 Survey areas:

- A stakeholder survey allowing key groups to indicate the level of engagement they have with PSNI Neighbourhood Policing Teams (NPTs); and
- A NI Policing Plan Survey.

As at March 2022 the NI Policing Plan survey field work had concluded and a report was received in March 2022. It is intended that these findings will be published as Official Statistics. In respect of the Online Community Stakeholder Survey a summary report has been produced for the 8 pre-identified NPT areas and 8 stakeholder engagement focus groups were undertaken as part of the Board's Engagement Strategy and facilitated by Business Consultancy Services (BCS). BCS finalised their evaluation report at the end of March 2022.

CORPORATE PLAN OBJECTIVE B:

To monitor, oversee and assess the performance of the PSNI through the Board and its Committees and ensure the delivery of Human Rights based, community focused policing

BUSINESS PLAN ACTION

- ii. Implement a framework to assess PSNI's compliance with the Human Rights Act (1998)

PROGRESS SUMMARY AND STATUS

ACHIEVED

A key piece of work completed during Quarter 1 was finalising the development of the Board's Human Rights Monitoring Framework which, following a consultation process, was approved by the Board at its 1 July 2021 Board meeting. The Human Rights Annual Report 2020-21 was finalised and presented for consideration to the September 2021 Performance Committee. Following Board approval the report was published and launched on International Human Rights Day on 10 December 2021.

A review of the PSNI Code of Ethics is also ongoing. This work has included consultation with external organisations such as Office of the Police Ombudsman for NI (OPONI) and the Equality Commission and also engagement by the Performance Committee with the Police Federation.

A further significant piece of work completed by the Board's Human Rights Advisor was the production of a report reviewing the PSNI's use of Spit and Bite Guards. The review involved extensive stakeholder engagement by the Board's Human Rights Advisor and his report considers current evidence, safeguards and protections and makes a number of recommendations in relation to training, guidance and the use of spit and bite guards on vulnerable persons. The Board agreed to the report's publication and also that a governance framework should be produced in the event spit and bite guards continue to be used by PSNI. The Report was published on 1 March 2022.

Throughout the year engagement by Board officials and the Human Rights Advisor has been ongoing and included meetings with, amongst others, the NIO on non-jury trials, MI5 and the senior PSNI Team and the Independent Reviewer of National Security. In addition Performance Committee Members met with the Independent Reviewer of the Justice and Security (NI) Act and considered his report and that of the Independent Reviewer of Terrorism Legislation. The Performance Committee has also met with representatives of PSNI's Professional Standards Department to keep itself informed in relation to professional standards and ethical issues being addressed by the service.

Throughout the year work continued to be progressed in respect of monitoring the outstanding recommendations contained in the previous year's Human Rights Annual Report and the report on the Thematic Review of the Policing Response to COVID-19. A number of Police Appeals Tribunals have also been progressed throughout this reporting period.

CORPORATE PLAN OBJECTIVE B:

To monitor, oversee and assess the performance of the PSNI through the Board and its Committees and ensure the delivery of Human Rights based, community focused policing

BUSINESS PLAN ACTION

iii. Monitor delivery of those Actions which remain outstanding in the Local Policing Review (LPR) Implementation Plan

PROGRESS SUMMARY AND STATUS

PARTIALLY ACHIEVED

In June 2021 the PSNI provided the Board's Partnership Committee with an update in respect of remaining open actions in the LPR Action Implementation Plan. Members acknowledged that 14 actions were now complete however given that a number of completion dates were either imminent or were now overdue, the Committee agreed to seek an update from PSNI on progress towards closure of those actions.

Correspondence was provided to and considered at the October 2021 Partnership Committee which included recommendations to close some of the imminent or overdue actions and extend others. The Committee were broadly content with the rationale provided for each, however, agreed that a final decision on the PSNI recommendations should be taken at the next update in February 2022 where further discussion could take place.

In February 2022, Partnership Committee considered a further update from the PSNI on progress to deliver remaining LPR actions, and the Committee agreed that of the 31 open actions, 20 could be closed, 3 would move to be centrally implemented through PSNI existing structures, which could be monitored by the Policing Board's Resources Committee, and 8 would be closed by 31 March 2023. The Committee were in agreement that the remaining 8 should be extended to allow for further work, sometimes outside the control of the PSNI, to take place, for example, ongoing survey work or the resolution of either technical or legal issues. It was further agreed that an update should be provided to the public to outline the delivery status of the recommendations identified in the LPR. This is underway, and an update is to be made public by October 2022 using an infographic jointly designed between the Board and the PSNI which will be published on both parties' websites and promoted through social media channels. A final report on delivery of all 45 actions is expected following March 2023.

CORPORATE PLAN OBJECTIVE B:

To monitor, oversee and assess the performance of the PSNI through the Board and its Committees and ensure the delivery of Human Rights based, community focused policing

BUSINESS PLAN ACTION

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

PROGRESS SUMMARY AND STATUS

ACHIEVED

Throughout the 2021-22 reporting period the Board met on 16 occasions and, in line with our statutory duty to hold at least 8 meetings in public, this year the Board held 10 meetings in public.

In terms of the Board's Committees, throughout the year:

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

As outlined above, during the year all 11 Measures in the Northern Ireland Policing Plan 2020-25 were monitored by 3 of the Board Committees (Performance, Partnership and Resources) and additionally each of the Board's Committees has taken forward and reported throughout the year on the Business Plan 2021-22 actions relevant to the respective Committees. Further details on the work of each Committee can be found in the Committee Report for the period 1 April 2021-31 March 2022 published on the Board's website.

Throughout the year the Audit and Risk Assurance Committee supported the work of the Board by *inter alia*, recommending the Board approve the Annual Report and Financial Statements for the year ended 31 March 2021, approving a new Internal Audit Charter for 2021-22, monitoring the updates provided on the ongoing work of Internal Audit and progress towards the implementation of any outstanding Internal Audit recommendations. The Committee also gave detailed consideration to the Board's Corporate Risk Register at each meeting and continued to regularly monitor the Board's Complaints Handling process and Gifts and Hospitality Register. The Committee also kept itself informed regarding the various statutory responsibilities and obligations of the Board as the Police Pension Scheme Manager. In December 2021 the Committee received a presentation from the Board's Independent Pensions Advisor and the Police Pension Board Chair and were provided with an update in relation to the current position in respect of the McCloud Remedy Project and associated implications as it relates to the work of the Board. The ARAC Committee are also regularly sighted on the Police Pension Board Risk Register.

CORPORATE PLAN OBJECTIVE C:

To work collaboratively with the community, PCSPs and partners, to deliver the outcomes for policing and allow them to be informed and engaged with the Board's work

BUSINESS PLAN ACTION

- i. Support the delivery of the PCSP Action Plans which contribute to increased community safety and confidence in policing

PROGRESS SUMMARY AND STATUS

ACHIEVED

Board officials have been working with DoJ to provide extensive support to PCSPs to ensure that their 2021-22 Action Plans contributed to increased community safety and confidence in policing. Officials have additionally provided daily support to both PCSP Staff and Members to ensure effective implementation of the Action Plans. A programme of induction training for new independent members was implemented in September 2021 which included six training events. A total of 61 of the 118 Independent Members attended. Board Officials monitored potential underspends throughout the reporting period and, despite the challenges of continuing to operate within the parameters of COVID-19 restrictions, PCSPs continued to adapt their Action Plans to ensure delivery of projects and initiatives and quarterly reports showed innovative achievements, particularly via the use of online platforms. Action Plans for 2022-23 were received in early March and are currently being assessed with all PCSPs receiving feedback to ensure that their Action Plans report against the objectives of the amended PCSP Strategic Priorities.

CORPORATE PLAN OBJECTIVE C:

To work collaboratively with the community, PCSPs and partners, to deliver the outcomes for policing and allow them to be informed and engaged with the Board's work

BUSINESS PLAN ACTION

ii. Deliver a Communications Action Plan

PROGRESS SUMMARY AND STATUS

ACHIEVED

During the year a series of communications activity against the Communications Action Plan was delivered. This included proactive and reactive communications support for Board meetings and Committee meetings, the production and publication of editions of Policing Matters, the Board's Ezine and In partnership newsletters. Bespoke communication plans were developed in support of the appointment of 3 new Assistant Chief Officers and 2 Assistant Chief Constables, the appointment of a new NIPB Chief Executive in October 2021 and also in relation to the 20th Anniversary of the new Policing arrangements in Northern Ireland including the establishment of the Policing Board. Social Media activity increased and focused on Board and Committee business including awareness for the Police Property Fund Small Grants Scheme, PCSPs and the 5th anniversary of the Scamwise NI partnership. Communications activity also included support on a number of Board issues including the publication of the South Armagh Policing Report, the Human Rights Annual Report and the Human Rights Advisors Review of Spit and Bite guards. A Report on progress against the Communications Action Plan for 2021-22 was considered by the Board's Partnership Committee in the fourth quarter of this reporting period.

CORPORATE PLAN OBJECTIVE C:

To work collaboratively with the community, PCSPs and partners, to deliver the outcomes for policing and allow them to be informed and engaged with the Board's work

BUSINESS PLAN ACTION

iii. Deliver the Engagement Strategy 2020-23 to support the Board's outcomes

PROGRESS SUMMARY AND STATUS

ACHIEVED

In June 2021 Partnership Committee was provided with an updated Annual Programme of Work to support the delivery of the Engagement Strategy 2020-23. Members acknowledged that engagement plans would evolve in line with society's transition out of COVID-19 public health regulation restrictions following which additional opportunities for planned engagements would be brought to the Committee for consideration.

During the year a wide range of events were organised and facilitated by Board officials. These included hosting a significant engagement event to mark the 20th anniversary of the NIPB and the new policing arrangements in Northern Ireland, hosting stakeholder focus groups in 8 Neighbourhood Policing Team (NPT) areas which followed the completion of a community survey commissioned by NIPB and self-assessment surveys completed by NPT members within PSNI. Other engagement work undertaken related to the Board's Independent Volunteer Schemes. The Independent Custody Visitors Scheme (ICV) is managed by the Board's Engagement Team who have during this reporting period undertaken training of PSNI Custody Sergeants and Custody Detention Officers on the role of ICVs. In respect of the Independent Community Observer (ICO) scheme, (a volunteer scheme run by the Board where volunteers visit PSNI assessment centres to ensure the recruitment process is independent, transparent and fair for all), Board officials delivered training to a cohort of new ICOs prior to PSNI Assessment Centres commencing in January 2022. During the year, other engagement events were organised which included a Volunteers' Recognition Event, visits by Board Members to the PSNI's Contact Management Centre and hosting a stand at the Balmoral Show within the Rural and Business Crime Partnerships marquee alongside PSNI, DoJ's Organised Crime Task Force and a number of PCSPs. Board Members attended this event to engage with the public and increase awareness of the role of the Policing Board and also promote the forthcoming recruitment campaign for the Independent Custody Visitor Scheme.

Throughout the reporting period a number of planned events had to be postponed due to rising COVID-19 cases, these included a visit by Board Members to both Crossmaglen and Newtownhamilton Police Stations and to various sections within Operational Support Department. These visits will be rescheduled.

CORPORATE PLAN OBJECTIVE C:

To work collaboratively with the community, PCSPs and partners, to deliver the outcomes for policing and allow them to be informed and engaged with the Board's work

BUSINESS PLAN ACTION

iv. Deliver a funding programme to support and increase community engagement with policing

PROGRESS SUMMARY AND STATUS

ACHIEVED

The Police Property Fund (PPF) is a fund made up of assets recovered by the PSNI as a result of criminal investigations and administered by the Board in line with the Police (Property) Regulations NI 1997. The programme was created to support and increase community engagement with police and was launched early in the 2021-22 year. The first call for applications to the Small Grants Scheme (projects between £1,000 and £10,000), closed on 8 July 2021 and received 148 applications with the total funding requested over all applications in excess of £1 million. Following consideration by an assessment panel, Letters of Offer were issued to thirty-one projects and the PPF Programme team have continued to support and provide advice to applicants throughout the process. A second call for applications to the PPF Small Grants Scheme was launched in 17 February 2022. To assist potential applications, the Programme team updated their Guidance for Applicants document and FAQ document in order to provide clarification for applicants in the second call cohort. Both documents are now available on the NIPB website and can be accessed via the link provided. [Police Property Fund Grant Schemes | Northern Ireland Policing Board \(nipolicingboard.org.uk\)](https://www.nipolicingboard.org.uk) Funding is expected to be allocated to successful projects by early July 2022. It is anticipated that the Large Grants Scheme will open during Autumn 2022.

CORPORATE PLAN OBJECTIVE D:

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

BUSINESS PLAN ACTION

- i. Implement and monitor the effectiveness of revised guidance to Selected Medical Practitioners and Independent Medical Referees

PROGRESS SUMMARY AND STATUS

PARTIALLY ACHIEVED

Throughout this year progress was made on the further development of revised guidance to Selected Medical Practitioners (SMP) and Independent Medical Referees (IMR). Board Officials worked with the Board's legal advisors to adapt and share a revised case law guidance document which was shared with SMPs and discussed at one of the scheduled SMP Forums throughout the year. As development of the revised guidance progressed throughout the year (which included additional input from both the Board's legal advisors and the medical practitioners tasked with implementing the guidance), the full complexity and requirements of the guidance have become apparent. This has led to further discussions and meetings on the most appropriate means to finalise this document to ensure it is fit for purpose and in line with the recommendations included in the NIAO's report on Injury on Duty Schemes in Northern Ireland. Therefore, following further consideration, it has been agreed that assistance will be sought from a third party supplier to bring this work to a conclusion. Scoping work in respect of securing this assistance has commenced and a procurement exercise will be undertaken early in the next financial year.

CORPORATE PLAN OBJECTIVE D:

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

BUSINESS PLAN ACTION

- ii. Progress any recommendations made by the Northern Ireland Audit Office from their reporting on the Northern Ireland Injury Benefit Scheme

PROGRESS SUMMARY AND STATUS

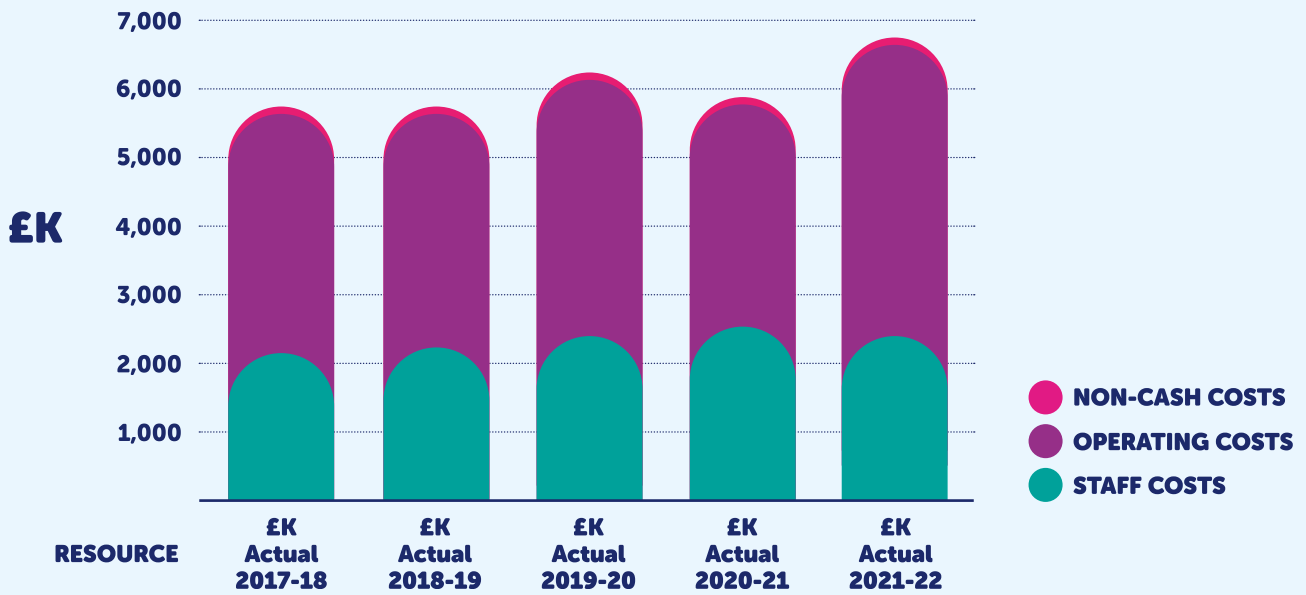
ACHIEVED

In respect of the implementation of the recommendations included in the March 2020 NIAO report, Injury on Duty schemes for officers in the Police Service of Northern Ireland and the Northern Ireland Prison Service, engagement between stakeholders continued throughout the reporting period. Various discussions took place to ensure that a consistent process was enacted in relation to both Injury on Duty and Ill Health Retirement applications and discussions also took place between DoJ/NIPB/PSNI regarding future legislative amendments. Staffing changes throughout the year (and thus changes in the membership of the Sub and Steering Groups) has had an impact on the progress towards completion of a final draft document to go forward for consultation. However, a consultation document is now in its final stages for agreement and it is anticipated that a consultation will launch in the coming months. In addition, work in respect of the communication plan remains ongoing.

Long Term Expenditure Trends

Performance Budget

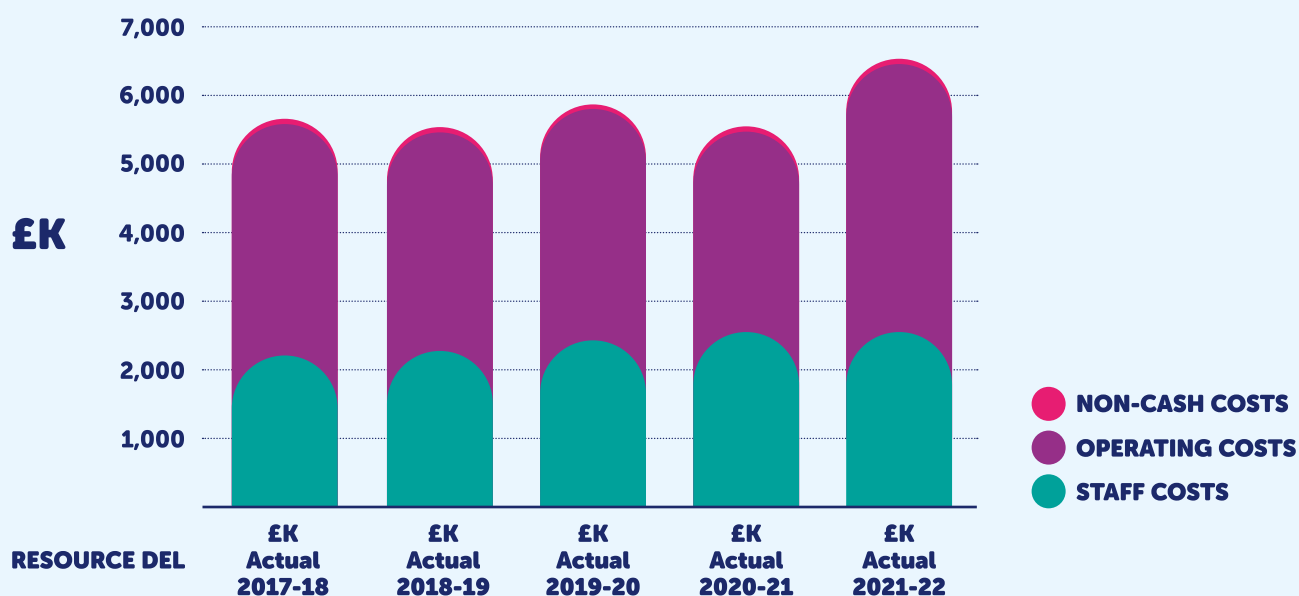
Chart 1 shows the final budget allocation for each of the years 2017-18 to 2021-22, and how this budget was split.



The budgets for the periods 2017-18 to 2021-22 were one year allocations. Over the two year period 2017-18 to 2018-19 in-year budget cuts (£247k 2017-18, £84k 2018-19) were absorbed by the organisation. However, during 2019-20 additional funding of £375k was obtained to accommodate the recruitment of independent members to PCSPs and the increase to employer pension contributions. In 2020-21 additional funding of £116k was allocated to assist with inflationary pressures and in 2021-22 additional funding of £447k was allocated to cover dilapidation costs associated with the relocation from Waterside Tower to James House.

Performance Expenditure

The chart below show details of NIPB expenditure patterns across the period 2017-18 to 2021-22:

Chart 2: Resource DEL Expenditure 2017-18 to 2021-22

Results for the 2021-22 Financial Year

The Statement of Comprehensive Expenditure is set out on page 123 and shows a Resource DEL deficit for the year of £6.4m. The Total Resource DEL budget allocation available for 2021-22 was £6.6m. This includes £0.5m received as part of the January 2022 monitoring to cover dilapidation costs, relating to the move from Waterside Tower to James House, with DEL expenditure against this budget during the financial year of £6.4m, resulting in a reported underspend of under £0.2m.

2022-23 Financial Year

Following the collapse of the Executive on 2 February 2022, a Budget for 2022-23 could not be finalised. The Finance Minister wrote to departments to set out a way forward in the absence of an Executive to agree a Budget. This process involved DoF issuing departments with contingency planning envelopes for the 2022-23 financial year. These envelopes provided departments with an assessment of the minimum funding they could reasonably expect for 2022-23 and allowed departments to plan for expenditure until such times as a Budget could be agreed. As a result, the financial year 2022-23 will be challenging for the Board to deliver normal statutory responsibilities in addition to moving headquarters from Waterside Tower to James House.

Freedom of Information

Through the Freedom of Information Act 2000 (FoIA) the public have the right to request information from the Board. During the period 1 April 2021 to 31 March 2022, the Board received 48 requests for information.

The Board responded to 67% of these requests within regulatory timeframes. This compares to 41% in the 2020-21 period.

Complaints

The Policing Board values the opportunity to engage with the public in respect of handling complaints as this can assist in improving its service to the public and can also offer a form of remedy in instances where our customers feel dissatisfied with the service received. In line with the Board's dedication to high customer service standards and ethos of continuous improvement, the Board's Complaints Policy was reviewed, updated and subsequently agreed by the Board on 6 November 2019 and is consistent with complaints handling across the public sector in Northern Ireland. The policy details the three possible outcomes of a complaint:

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

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

During the 2021-22 year a total of 2 complaints have been received and processed under the Board's Complaints Policy. In one instance the complainant availed of the 2 stage process however the complaint was not upheld. The second complaint received during the reporting period was forwarded during the last week in March 2022 and has not yet progressed to a conclusion. Both complaints have been processed in accordance with the procedures outlined in the Board's Complaint's Policy document which can be found on the Board's website.

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



**THE NORTHERN IRELAND
POLICING
PLAN
2020-2025**

**& ANNUAL
PERFORMANCE
PLAN
2021-22**

PERFORMANCE ANALYSIS - THE NIPB AND PSNI POLICING PLAN 2020-2025 AND ANNUAL PERFORMANCE PLAN 2021-22

The Northern Ireland Policing Plan 2020-2025 and Annual Performance Plan 2021-22

outlines three Outcomes that the Policing Board want delivered for the people of Northern Ireland, namely:



1

**WE HAVE
A SAFE
COMMUNITY**



2

**WE HAVE
CONFIDENCE
IN POLICING**



3

**WE HAVE ENGAGED
AND SUPPORTIVE
COMMUNITIES**

The Police (NI) Act 2000 requires the Board to prepare and publish for each financial year a summary of the Board's Assessment of the Chief Constable's performance and delivery of the Policing Plan. This Annual Assessment is the Board's report on Year 2 of the five year Policing Plan and examines thirteen measures. To deliver on its statutory requirement and to outline continuous improvement, each Measure within the 2021-22 Performance Plan has been considered in detail in the paragraphs below. It has also been subject to scrutiny throughout the year by the Board's Committee structure. At each Committee meeting, Members were provided with a paper which included the PSNI's Outcomes Based Accountability (OBA) Report Card for each Measure and the Board officials' analysis, encompassing a summary of Key Issues and Opportunities. At each Committee meeting, the responsible PSNI Assistant Chief Constable (ACC) was present and Members engaged in scrutiny, monitoring and evaluation of each Measure.

All thirteen Measures within the Performance Plan 2021-22 were presented at least once to Members through either the Performance, Partnership or Resources Committees between May 2021 and March 2022. This approach enabled the compilation of an evidence based Annual Assessment which takes cognisance of Policing Board Members' views. Therefore, this report provides an Assessment of the PSNI's performance as reflected through the monitoring and scrutiny provided by Members.

2021-22 represents Year 2 of a five year Policing Plan and reports mainly on the progress made by PSNI in the gathering of data against the baselines and the reporting of emerging impacts. Over the past year the Board has placed increased focus on establishing increasingly robust baseline reporting metrics around all PSNI measures and improving survey type analysis to gain a better understanding of PSNI performance in terms of how safe people feel, the level of confidence in PSNI and the effectiveness of working arrangements in place between PSNI and community representatives, alongside the strengthening of Neighbourhood Policing Teams (NPTs). The Board has also identified the specific impacts that are to be achieved in each Measure. This allows the Board to identify further initiatives that will result in continuous improvement in both performance and results. Therefore, both the impact and continuous improvement initiatives are identified for each Measure in the report below.

A further development in this year's reporting is the Board applying a Red Amber Green (RAG) status to each Measure with an assessment of what has been achieved to date. This was a recommendation of the NIAO's inspection of Continuous Improvement last year and has been included in the final section of each Measure reported below. As this is still relatively early in the lifespan of the Policing Plan the majority of the Measures have not been fully achieved and this report focuses on the progress made to date. This means that almost all of the Measures have been assessed as being partially achieved.

Outcome 1 of the Policing Plan sets out impacts that the Board wishes to see in policing in order to make Northern Ireland a safe place to live. It is encouraging that when compared to other areas in England and Wales, Northern Ireland continues to be one of the safest places, recording the second lowest overall crime rate. Indeed, recent survey data finds that only a small proportion of people feel very unsafe (7%). However, rises in domestic violence and abuse incidents, more hate crime incidents and an increase in repeat victims are worrying in this year. Statistics for repeat offending remain similar, whilst Anti-Social Behaviour levels fell. The report highlights successes of multi-agency working with some reduction in ASB levels and children at risk figures and the focus on reducing drug related activity. A suite of legislative provisions to address ASB is being developed based on partnership and collaboration between key stakeholders. However, the number of recorded crimes being assigned an outcome by PSNI decreased in this year by 2.6%. Therefore, progress has been made this year on Outcome 1 'We have a safe community'.

Outcome 2 seeks to improve confidence in policing. Survey data in this year points to the overall rating for public confidence in policing remaining high at 80% and this follows the trend of confidence in policing rating remaining largely static from 2011 onwards. Figures for confidence in local policing (62%) and in local police engagement (34%) remain

somewhat lower. Results from Victim Satisfaction Surveys also tend to remain high with 86.6% of participants agreeing that Police Officers treated them with fairness and respect. Representativeness within the Police Service is also used as an indicator of confidence and this year PSNI recorded, through the most recent recruitment campaigns, an increase in the number of female, Lesbian, Gay, Bisexual, Transgender, Queer and Questioning (LGBTQ+) and ethnic minority applicants. Applications from a Catholic background remained consistent at 30%. Overall, we would conclude that confidence levels have remained similar during 2021-22. However, Members are also aware of confidence issues within communities.

The Board and the PSNI invested time in this year to develop Outcome 3 in more detail and to identify the baseline information and relevant impacts that would contribute to having more engaged and supportive communities. Measures 3.1.2 and 3.1.3 are newly introduced to the Policing Plan by the Board in April 2021 and therefore this was the first year of their implementation. Progress has been made in implementing the recommendations of the Local Policing Review and an extra 400 officers were added to Neighbourhood Policing Teams. It is envisaged that this development will have a major impact on engagement with communities in the remaining years of the Policing Plan. Also, during this year a number of surveys were conducted in order to provide baseline data for both new Measures and an independent evaluation was completed with recommendations to improve the monitoring and evaluation of this Outcome in the future.

Overall, steady progress has been made during 2021-22 in delivering the Measures of the Policing Plan whilst still dealing with the consequences of the pandemic. It is anticipated that the delivery of impact will be the focus in the remaining three years of the Plan. The Board will also focus on strengthening survey feedback and performance measurement arrangements and continue to support PSNI with their initiatives to address organised crime, domestic abuse, violence against women and girls and outreach programmes to address under-representation including of the Catholic community. Particular focus will also be brought to strengthening the arrangements in place at local level to increase confidence in local policing and optimising the role of the Neighbourhood Policing Teams.

NORTHERN IRELAND POLICING PLAN 2020-2025 AND PERFORMANCE PLAN 2021-22

OUTCOME 1: WE HAVE A SAFE COMMUNITY

INDICATOR	MEASURES 2021-2022
1.1 FEWER REPEAT VICTIMS OF CRIME	1.1.1 Repeat victimisation rate and report on initiatives to support repeat victims with a focus on victims of (i) Domestic Abuse, (ii) Child Sexual Abuse and Exploitation (CSAE) and (iii) Hate Crime in 2021/22.
1.2 FEWER REPEAT OFFENDERS OF CRIME	1.2.1 Repeat offending rate and report on initiatives to reduce repeat offenders with a focus on Domestic Abuse in 2021/22. 1.2.2 Through frustration, disruption and dismantling activity, reduce the capacity and capability of Organised Crime Groups (OCGs) and paramilitary organisations to engage in criminal activity.
1.3 PEOPLE IN ALL COMMUNITIES FEEL SAFE	1.3.1 Number of people in Northern Ireland who feel safe in their; local area, local high street or town centre and own home. 1.3.2 Rate of places repeatedly victimised.
1.4 CRIME RATES AND TRENDS SHOWCASE AN EFFECTIVE POLICE RESPONSE	1.4.1 Benchmark PSNI crime rates against previous PSNI levels and other most similar police services.

OUTCOME 2: WE HAVE CONFIDENCE IN POLICING

INDICATOR	MEASURES 2021-2022
2.1 THE LEVEL OF PUBLIC CONFIDENCE IN POLICING	2.1.1 Number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused.
2.2 THE LEVEL OF SATISFACTION WITH THE SERVICE RECEIVED	2.2.1 Number of victims and service users who are satisfied with the service they have received.
2.3 THE REPRESENTATIVENESS OF THE POLICE SERVICE	2.3.1 Improve representativeness of the service across ranks, grades and departments by gender and community and socio-economic background.
2.4 DELIVERY OF EFFECTIVE CRIME OUTCOMES	2.4.1 Levels of crime outcomes to identify and respond to areas of concern in outcomes statistics, with a particular focus on domestic abuse in 2021/22.

OUTCOME 3: WE HAVE ENGAGED AND SUPPORTIVE COMMUNITIES

INDICATOR	MEASURES 2021-2022
3.1 POLICE, IN PARTNERSHIP WITH LOCAL COMMUNITIES, INCLUDING PCSPS, IDENTIFY AND DELIVER LOCAL SOLUTIONS TO LOCAL PROBLEMS.	3.1.1 In collaboration with the community deliver the commitments outlined in the Local Policing Review. 3.1.2 Identify and report on the Neighbourhood Policing Team initiatives to address local problems and tackle local issues, including co-designed solutions, in line with Neighbourhood Policing Guidelines. 3.1.3 Assess and evaluate the impact of partnership working with local communities, including but not exclusively, in areas of high deprivation and areas that have been repeatedly victimised.

OUTCOME 1: WE HAVE A SAFE COMMUNITY

INDICATOR 1.1:

Fewer repeat victims of crime

MEASURE 1.1.1:

Repeat victimisation rate and report on initiatives to support repeat victims with a focus on victims of (i) Domestic Abuse (ii) Child Sexual Abuse and Exploitation (iii) Hate Crime and repeat victims overall

Measure 1.1.1 is made up of four separate areas that are considered individually in the paragraphs below:

(i) DOMESTIC VIOLENCE AND ABUSE

IMPACT/S UPDATE

Are there fewer repeat victims of crime?

- PSNI reported in February 2022 that, ‘...for the first time since 2018-19, *the daily average severity of domestic motivated crimes is increasing*; and
- **PSNI statistics** show that in the 12 months from 1 January 2021 to 31 December 2021, the number of Domestic Abuse incidents and crimes have increased. The number of domestic abuse crimes rose to 20,827, an increase of 1,717 (9.0 per cent) on the previous 12 months and the highest 12 month total recorded since the data series began in 2004-05.

Initiatives to Continuously Improve Performance

- A ‘**Repeat Perpetrator Strategy**’ had been developed to directly support and ensure all opportunities for criminal justice outcomes are being explored. The PSNI advised that the Strategy was making a difference in dealing with repeat offenders and that it is focused on, and has had meaningful impact on, repeat offending through positive and effectively partnership working; and
- An impact from previous 2020-21 reporting was the ‘Repeat Victim Domestic Abuse Call Back’ scheme. The Victim Call Back Scheme was staffed by officers re-deployed on COVID-19 duties however following a return to business as usual, the PSNI could not resource the Call Back Scheme and it was closed. However, in order to bridge that gap, they introduced the **Domestic Abuse Advocacy Scheme** in September 2021 with a positive uptake to the service.

BOARD SCRUTINY OF PERFORMANCE

PERFORMANCE COMMITTEE:

13 May 2021 and 10 February 2022

PSNI OBA REPORT CARDS:

M 1.1.1 (with additional reporting on Domestic Violence and Abuse also in M 1.2.1 and M 2.4.1).

Police performance monitoring of Domestic Violence and Abuse (DV/A) was considered by Members twice, in May 2021, followed by February 2022. This enabled reinforcement of accountability and advocacy in this challenging area by the provision of timely updates, qualitative verbal scrutiny and quantitative comparative data which further highlighted continuous improvement. The PSNI reported in February 2022 that, '*...for the first time since 2018-19, the daily average **severity** of domestic motivated crimes was greater than the daily average **count** of domestic motivated crime.*' Members raised concerns in relation to this change and indeed the increased level of DV/A, and recognised the complexities of policing DV/A.

Members were informed that the PSNI were in discussions with DoJ, Public Prosecution Service (PPS) and Courts to introduce a new 'Domestic Abuse pilot court' in Belfast in Spring/Summer 2022. Members noted their intention to revisit this area and commented on the pilot focus being on assault related investigations where there is an anticipated not guilty plea. The PSNI advised that the aim of the pilot will be '*to reduce the length of time it takes for domestic abuse cases to reach a criminal justice conclusion in an attempt to reduce victim attrition*'.

With regard to repeat offending in relation to DV/A, the PSNI provided Members with assurance that a 'Repeat Perpetrator Strategy' had been developed to directly support and ensure all opportunities for criminal justice outcomes were being explored¹. At the time they stated that, '*...the repeat perpetrator strategy currently focuses on those who have been identified as involved in 7+ domestic incidents/crimes in the last 12 months*'. Members challenged the rationale of the repeat perpetrator strategy focusing on those that have been involved in 7+ domestic incidents/crimes, as they perceived it as a very high reoffending rate before the Strategy response was applied. In response the PSNI provided assurance that while indeed the strategy focuses on offenders involved in 7+ incidents/crimes, there are other mechanisms in place, such as Multi Agency Risk Assessment Conferences (MARAC) whereby victims and repeat victims are protected through a preventative approach in addition to and in parallel to the catch and deter of offenders.

¹ Aims to ensure that repeat perpetrators are provided with pathways to address causes of their behaviour and in turn reduce repeat offending and victimisation.

In addition, the PSNI outlined that the Strategy was making a difference in dealing with repeat offenders and that it is focused on and has had meaningful impact on repeat offending through positive and effectively partnership working.

In February 2022, Members questioned the status of the 'Repeat Victim Domestic Abuse Call Back' scheme, as reported by the PSNI in May 2021. The PSNI had previously highlighted that the scheme was being reviewed in light of the positive response to further signpost and support victims of DV/A. The PSNI provided Members with an update that the Victim Call Back Scheme was staffed by officers re-deployed on COVID-19 duties as a response to concerns that DV/A would increase as a consequence of lockdowns. Following a return to business as usual post lockdown, the PSNI could not resource the Call Back Scheme and it was closed. However, the PSNI recognised the progress that had been made through the provision of the service to victims and advised Members that they had bridged that gap by introducing the Domestic Abuse Advocacy Scheme. They noted it was launched in September 2021 and focusses on high risk offences with, to date, a positive uptake to the scheme. PSNI also outlined the Assist NI scheme, which also aims to support victims and was launched with support from the PSNI and DoJ working with three voluntary sector partners.

Members posed the question to PSNI, in terms of financial and human resourcing sustainability in ensuring the services are continued. The PSNI provided assurance that both schemes (Advocacy and Assist NI) will continue to focus and ensure the needs of victims are being met.

(ii) CHILD SEXUAL ABUSE AND EXPLOITATION

PERFORMANCE COMMITTEE:

10 June 2021 and 10 March 2022

PSNI OBA REPORT CARDS:

Measure 1.1.1

IMPACT/S UPDATE

Are there fewer repeat victims of crime?

- The PSNI reported that 13.9% of victims under 18 were repeat victims of crime. They also stated that 32 children at risk of Child Sexual Exploitation (CSE) had been removed from this classification in this time period as a result of multi-agency intervention between police and Health and Social Care. There were 37 children in total identified at risk of CSE in December 2021.

Initiatives to Continuously Improve Performance

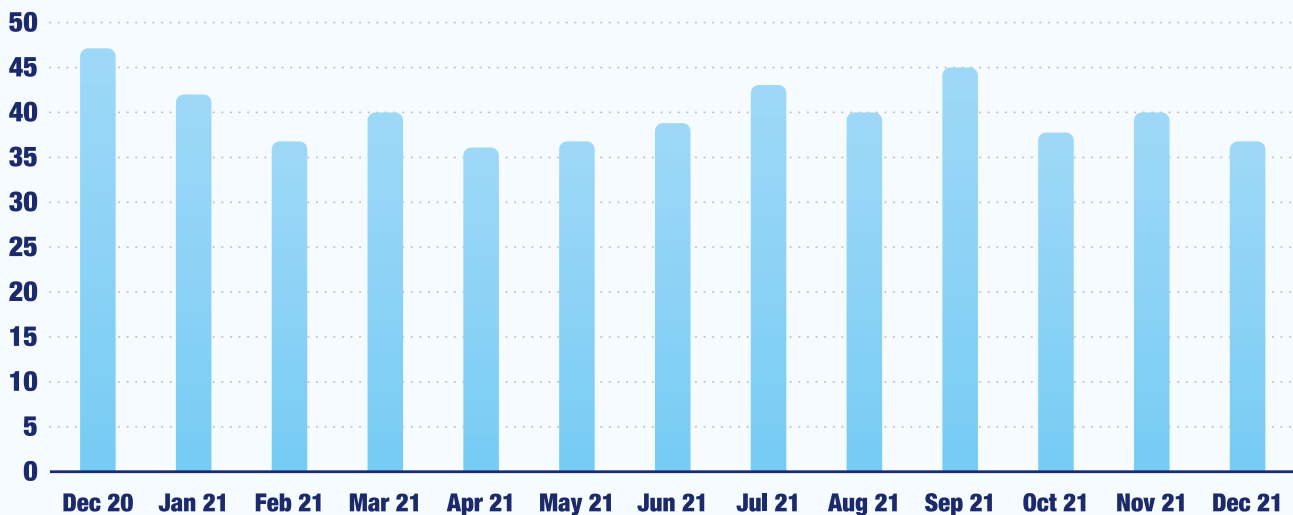
- The PSNI outlined that across all areas of **Child Sexual Abuse and Exploitation (CSAE)** they had more than doubled their actions from previous reporting in June 2021 as well as one Detective Inspector and two Detective Sergeants now dedicated to the role of CSE. This had resulted in a reduction in investigative file submission times and an improvement in quality of investigations which enhances consistency and raises standards of practice and investigation.

BOARD SCRUTINY OF PERFORMANCE

Members were encouraged with PSNI's reporting in March 2022 that there were, '...32 children at risk of Child Sexual Exploitation (CSE), removed from this classification over the course of the last six months as a result of multi-agency intervention between police and Health and Social Care. There were currently 37 children in total identified at risk of CSE in December 2021,' as per figure 1 below:

Figure 1

TOTAL NUMBER OF CHILDREN IDENTIFIED AT RISK OF CSE



In addition PSNI reported that across all areas of CSAE and in line with the need for continued improvement in this area, there had been more than double the actions from previous reporting in June 2021 including, ‘...75 taskings have been allocated in this period up from 54 in the previous reporting period; including 32 for child abuse bail checks and 37 regarding CSE persons of concern.’ As such, **Members acknowledged** the increased focus and action by the PSNI in this regard.

In line with the Criminal Justice Inspection Northern Ireland (CJINI) report on ‘**Child Sexual Exploitation in Northern Ireland: An Inspection of the Criminal Justice System’s Response**’ (published in June 2020), the PSNI provided further reassurance to Members through their March 2022 report, that they have a dedicated CSE supervision structure across the PSNI, which had been in place for one year. They advised that, ‘... one Detective Inspector and two Detective Sergeants are now dedicated to the role of CSE and this has seen a reduction in investigative file submission times, and an improvement in quality of investigations which enhances consistency and raises standards of practice and investigation. There is also a comprehensive internal and external CSE awareness and engagement strategy undertaken by the CSE team across identified areas of concern.’

Members also probed the technological advances which continue to progress at pace as more time is spent by young people and children online and revisited a statistic provided in June 2021, that on average there were five cases per week recorded by the PSNI involving a child being targeted online by sex offenders. Members questioned the PSNI about the Child Internet Protection Team (CIPT) and its capability and capacity to forward files to the PPS. In response, the PSNI provided assurances that interim measures had been taken to improve the performance of CIPT and that any changes had to be reconciled with budget demands, however they recognised the need to adapt to increasing internet based crime. The PSNI outlined certain capacity issues within the Court Service and the need to examine all evidential material which lead to delays in criminal justice outcomes which continues to be an ever changing and challenging area for policing.

(iii) HATE CRIME

PERFORMANCE COMMITTEE:

10 June 2021 and 10 March 2022

PSNI OBA REPORT CARDS:

Measure 1.1.1

IMPACT/S UPDATE

Are there fewer repeat victims of crime?

- **PSNI statistics** show that In the 12 months from 1 January 2021 to 31 December 2021, there were more hate incidents recorded across each hate motivation strand when compared with the previous twelve months, with the exception of transphobic incidents.

Initiatives to Continuously Improve Performance

- Members noted **the Hate Crime Advocacy Service (HCAS)** as a key opportunity due to the positive nature of the service as well as steps taken by the PSNI and partners to further support victims of hate crime and in line with recommendations made by Judge Marrinan through the review of Hate Crime Legislation.

BOARD SCRUTINY OF PERFORMANCE

Members considered information from the PSNI in March 2022 that the highest number of repeat victims² continued to be subject to racist, sectarian and homophobic abuse. They specifically noted that racist repeat victimisation in particular had increased in 2021-22 and was similar to the overall increase in reported racist abuse. They further stated that, '*...this confirms that victims of hate crime or abuse are often victims of other crime and incident types also. This may be due in part to the prevalence of ongoing harassment and disputes within the hate profile,*' and as such, Members noted the possibility that these victims experience enhanced vulnerability.

A key aspect of Members consideration was the **Hate Crime Legislation in Northern Ireland - Independent review** (published on 1 December 2020) as led by Judge Marrinan, noting the overarching impact on policing, with regard to legislative changes and how this practically impacts on police officers carrying out their responsibilities (including training for officers) effectively, which was previously highlighted to Members in June 2021.

Members asked the PSNI for a progress update on the review recommendations and if there had been improvement in safeguarding victims of hate crime and in response the PSNI confirmed that work was still ongoing to implement the 34 recommendations made through the independent review.

² Repeat hate victims are persons who have experienced two or more of the same strand of hate abuse (incident and/or crime) in the past 365 days.

In linking Judge Marrinan's Review, the PSNI also provided Members with further detail on the Hate Crime Advocacy Service. They outlined that *'...work to support and improve the HCAS is ongoing, including technical work to support the PSNI referral process, consideration of the Marrinan recommendation to expand the service, and awareness raising,'* and that *'...the uptake for advocacy referrals is generally good, with individual support provided to victims of hate crime and/or abuse.'* Members noted this service as a key opportunity both in June 2021 and March 2022 reporting due to the positive nature of the service as well as evidenced steps taken by the PSNI and partners to further support victims of hate crime.

(iv) REPEAT VICTIMS

PERFORMANCE COMMITTEE:

10 June 2021 and 10 March 2022

PSNI OBA REPORT CARDS:

Measure 1.1.1

IMPACT/S UPDATE

Are there fewer repeat victims of crime?

- The PSNI reported in March 2022 that the repeat victimisation³ rate is currently 17.6% which is a slight increase from 17.3% when last reported in June 2021.

Initiatives to Continuously Improve Performance

- While noting the slight increase, the PSNI had reported in June 2021 that through a **data driven process to identify and target repeat victims of crime**, they had seen an 8.6% reduction in the number of active **Repeat Victims they were addressing through the process** and this was noted by Members as a potential positive impact on reducing repeat victim levels.

BOARD SCRUTINY OF PERFORMANCE

Members noted through March 2022 reporting, that the repeat victimisation rate was 17.6% which was a slight increase from 17.3% when last reported in June 2021. In June 2021 Members also considered repeat victimisation rates by District Council as per figure 2:

³ A repeat victim is a person who has been linked to more than one crime within the past 365 days.

Figure 2

Repeat Victimization Rate by District	Repeat Victim Count	Repeat Victimization Rate
A - Belfast City	2,929	19.3
D - Newry, Mourne & Down	832	16.9
E - Armagh City, Banbridge & Craigavon	1,130	17.8
F - Mid Ulster	462	14.8
G - Fermanagh & Omagh	341	14.4
B - Lisburn & Castlereagh City	580	16.0
C - Ards & North Down	656	16.5
J - Causeway Coast & Glens	652	19.2
K - Mid & East Antrim	633	17.3
L - Antrim & Newtownabbey	753	18.1
H - Derry City & Strabane	1,059	20.1
Unknown	321	12.3
Service	10,348	17.6

Members were encouraged to note the commencement of a PSNI process to address Repeat Victimization in September 2021 which uses Pulse to identify and target repeat victims of crime and that this focuses on all victims ‘...experiencing 10 or more crimes in a 365 day period.’ In addition, the PSNI also outlined that they were ‘...looking at those under 18 years and over 60 years who experience 6 or more crimes in that same 365 day period.’ The PSNI had previously reported in June 2021 that the data driven process to identify and target repeat victims of crime, ‘...will encourage officers to utilise crime prevention and early intervention techniques, alongside effective problem solving initiatives and toolkits’. They stated that through the period of 1 September 2021 - end of December 2021 they had ‘...seen an 8.6% reduction in the number of active Repeat Victims we are addressing through this process,’ and thus was noted by Members as a potential positive impact on reducing repeat victim levels.

Members queried whether the Repeat Victimization thresholds were assessed as appropriate or were they capacity driven and the PSNI reassured Members that the Repeat Victimization thresholds had been set as a response to staffing capacity and are subject to change. The thresholds were determined following a review of the information available from other police Services. As a result the PSNI set a level to initiate the process, taking into consideration staffing and other resources. The PSNI outlined their ambition to review and reduce the intervention threshold to bring it as low as possible.

In relation to vulnerability which had been a key area of concern for Members, it was reported in June 2021 that, ‘...75% of repeat victims have been flagged as having a vulnerability (including mental and physical health, drug and alcohol dependency) which indicates that officers are aware of the victims and the issues they are experiencing’. In response, the PSNI provided assurance that the process involves officers engaging with victims and utilising crime prevention and early intervention techniques to address vulnerability and reduce further victimisation.

BOARD ASSESSMENT OF MEASURE 1.1.1

IMPACT - ARE THERE FEWER REPEAT VICTIMS OF CRIME?

RAG Status

PARTIALLY ACHIEVED

The PSNI outline and evidence a range of initiatives to address this Measure. This is Year 2 of the Policing Plan and to date the evidence points to an increase in incidents, crimes and severity of Domestic Violence and Abuse, an increase in hate incidents and an increase in repeat victimisation. Therefore, at this point, the Board assess the Measure as being partially achieved with the PSNI making progress towards achieving a positive impact by investing in a number of initiatives to achieve fewer repeat victims of Domestic Violence and Abuse, CSAE, hate crime and repeat victimisation overall.

INDICATOR 1.2:

Fewer repeat offenders of crime.

MEASURE 1.2.1:

Repeat offending rate and report on initiatives to reduce repeat offenders with a focus on Domestic Abuse in 2021-22.

IMPACT/S UPDATE

Are there fewer repeat victims of crime?

- The PSNI reported in October 2021 that over 3,000 offenders were identified as having committed 2 or more offences, which equated to 22.1% of all offenders. These offenders were responsible for 45.8% of all offences where an offender had been identified. When comparing this to previous reporting on the issue in December 2020 the number of repeat offenders and the number of juveniles identified as repeat offenders had remained statistically consistent.

Initiatives to Continuously Improve Performance

- The PSNI reported that the **Repeat Domestic Abuse (DA) Perpetrator Strategy** was making a difference in dealing with repeat offenders and that it is focused on, and has had meaningful impact on, repeat offending through positive and effectively partnership working; and
- The **Chief Constable's Accountability report** at the October 2021 Board meeting outlined that '*...the focus on repeat victim and repeat offenders continues to evolve with new search functionality on our **PULSE system** to identify threat and risk.*'

BOARD SCRUTINY OF PERFORMANCE

PERFORMANCE COMMITTEE:

14 October 2021

Members considered that over a third of all domestic abuse offenders are repeat offenders. The PSNI reported concentrating efforts on these offenders with the aim of reducing the overall harm caused. A recurring issue noted by Members is that a repeat offender can also be a repeat victim. For example, it was highlighted that of the 3,000 repeat offenders identified in 2021-22 reporting, almost half (48%) were also a victim during the same time period and over a quarter (27.4%) of repeat offenders were also repeat victims. Members identified the need for the PSNI to continue their ongoing collaborative work in respect of how to address the victim and perpetrator overlap, specifically given the complexities of this overlap and understanding this is not solely a policing issue.

In October 2021, Members were encouraged to learn that the PSNI's Public Protection Branch (PPB) was working on the implementation of a 'Repeat Domestic Abuse Offender Call Back' scheme, anticipated to start in October 2021. The offender call back scheme sits within the Repeat Domestic Abuse (DA) Perpetrator Strategy, which focuses on two priorities. This interim strategy was implemented mid-October 2021 and since that time there had been 234 victims identified.

Following contact with the victims the PSNI had received consent to contact named perpetrators by 54 victims. After consent was provided, attempted contacts were made with the relevant perpetrators to engage and provide information in respect of services available through General Practitioner (GP) and other organisations to remind them of bail conditions and any ancillary orders. This had led to contact being successful with 18 perpetrators during this time. As such, this approach was welcomed by Members and was recognised as a potential advocacy opportunity for the Board.

The PSNI informed the Board about the Reducing Offending in Partnership (ROP) which includes three main strands (Prevent and Deter; Catch and Control; and Rehabilitate and Resettle) and the Reducing Offending Units (ROUs) which are based across all Northern Ireland policing areas as mechanisms to address repeat offenders. When reported upon in October 2021, the PSNI told the Board that 207 individuals were being managed by ROUs across Northern Ireland which was a decrease from 222 in previous 2020-21 reporting. Members however, questioned the significantly lower percentage of offenders (9.6%) that had moved from 'Catch and Control' to the 'Rehabilitate and Resettle' strand when compared to April-September 2019 (37%). In response the PSNI told Members that the COVID-19 lockdown, shop closures and people working from home were all reasons for a decrease as there was less opportunity to commit crime.

BOARD ASSESSMENT OF MEASURE 1.2.1

IMPACT – ARE THERE FEWER REPEAT OFFENDERS OF CRIME?

RAG Status

PARTIALLY ACHIEVED

During 2021-22 PSNI advised of initiatives to address this Measure and build on continuous improvements. This is Year 2 of the Policing Plan and to date the evidence points to numbers remaining static in this year. This could be interpreted as a positive impact with no increase in repeat offenders in this year. Therefore, at this point in the Policing Plan, the Board assess the Measure as being partially achieved with the PSNI making good progress towards achieving a positive impact by investing in a number of initiatives to achieve fewer repeat offenders of crime.

INDICATOR 1.2:

Fewer repeat offenders of crime.

MEASURE 1.2.2:

Through frustration, disruption and dismantling activity, reduce the capacity and capability of Organised Crime Groups (OCGs) and paramilitary organisations to engage in criminal activity.

IMPACT/S UPDATE**Are there fewer repeat offenders of crime?**

- As of October 2021 the PSNI was responsible for investigating 69 OCGs. The PSNI stated their ambition is to reduce the capacity and capability of OCGs by Frustrating, Disrupting and Dismantling them, which will help achieve safer, more engaged and more confident communities. The number of OCGs **Frustrated** increased during the year; **Disrupted** - activity resulting in OCGs being disrupted, doubled within the year; and **Dismantled** - the number of OCGs dismantled had remained consistent during the period reflected.

Initiatives to Continuously Improve Performance

- Members were supportive and encouraged by the range of PSNI activity undertaken in relation to drugs through '**Operation Dealbreaker**' which was established by the PSNI in July 2021.

BOARD SCRUTINY OF PERFORMANCE**PERFORMANCE COMMITTEE:**

11 November 2021

Members noted the PSNI's ambition to reduce the capacity and capability of OCGs by Frustrating, Disrupting and Dismantling them, thus aiming to achieve safer, more engaged and more confident communities. When reported upon in November 2021, the PSNI was responsible for investigating 69 OCGs. With regard to Paramilitary activity, the PSNI reported that the Paramilitary Crime Task Force (PCTF) was, '*...proactively investigating 6 paramilitary organisations which are involved in a wide range of criminality.*'

A key and continued aspect of Members' consideration was information on Modern Slavery and Human Trafficking (MSHT), as linked to OCGs. Members queried the strategic overview of activity regarding MSHT through recommendations made to the PSNI by the Criminal Justice Inspection Northern Ireland (CJINI) first assessment of '**How the Criminal Justice System deals with Modern Slavery and Human Trafficking in Northern Ireland**' in October 2020.

Furthermore, Members sought an update on the implementation by the PSNI of the six recommendations and two areas of improvement made through the report. Subsequently a response, with a full update across each recommendation, was received from the PSNI which Members considered and noted at the 10 February 2022 Performance Committee.

Members noted an overview of ‘Operation Dealbreaker’ which was established by the PSNI in July 2021, bringing all drug-related operational activity in the entire organisation under one umbrella. The PSNI reported that all information relating to drug criminality is collated and included in a monthly Drug Report Card at Service and District locality level and that information used on social media channels provides a strong collective message about how the PSNI prioritise preventative and enforcement action against drug crime and the impact that it has on communities and their confidence in policing. In November 2021, the PSNI reported that as a result of ‘Operation Dealbreaker’ from 17 September to 4 October 2021 there had been:

- £1.34 million value of Drug Seizures;
- 129 Drug Related Arrests; and
- 55 Drug Related Charges.

As such, Members were supportive and encouraged by the range of PSNI activity undertaken in this reporting period in relation drugs but recognised that there is still much to be done in this area.

BOARD ASSESSMENT OF MEASURE 1.2.2

IMPACT – ARE THERE FEWER REPEAT OFFENDERS OF CRIME?

RAG Status

PARTIALLY ACHIEVED

During 2021-22 PSNI have achieved a degree of success in this area during this period in terms of Frustrations and in particular in relation to drug seizures, arrests and charges. However, overall the number of repeat offenders has remained static. Therefore, at this point in the Policing Plan, the Board assesses the Measure as being partially achieved with the PSNI making good progress towards achieving a positive impact by increasing the levels of Frustrations and drug interventions to contribute towards achieving the impact of fewer repeat offenders of crime.

INDICATOR 1.3:

People in all communities feel safe.

MEASURE 1.3.1:

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

IMPACT/S UPDATE**Are people in all communities feeling safer?**

- The **Northern Ireland Safe Community Survey (NISCS) 2019-20** found that only, '7% of respondents felt very unsafe when walking alone in area after dark,' and this has remained consistent with 2018/19 findings; and
- The PSNI reported in November 2021 that **Districts**⁴ A, F and G had the highest level of respondents feeling 'very unsafe' walking along in their areas after dark. In turn, they outlined an increase in reporting crime across all Districts, excluding Fermanagh and Omagh and Ards and North Down. The most significant increase illustrated is in three Districts A, E and H.

Initiatives to Continuously Improve Performance

- PSNI has implemented seven recommendations from a recent **CJINI** report to improve the support to victims of crime and improve feelings of safety; and
- Members noted an update on the PSNI **Violence and Intimidation inc Against Women and Girls (VIAWG) strategy** and recognised this as a key opportunity for future monitoring.

BOARD SCRUTINY OF PERFORMANCE**PARTNERSHIP COMMITTEE:**

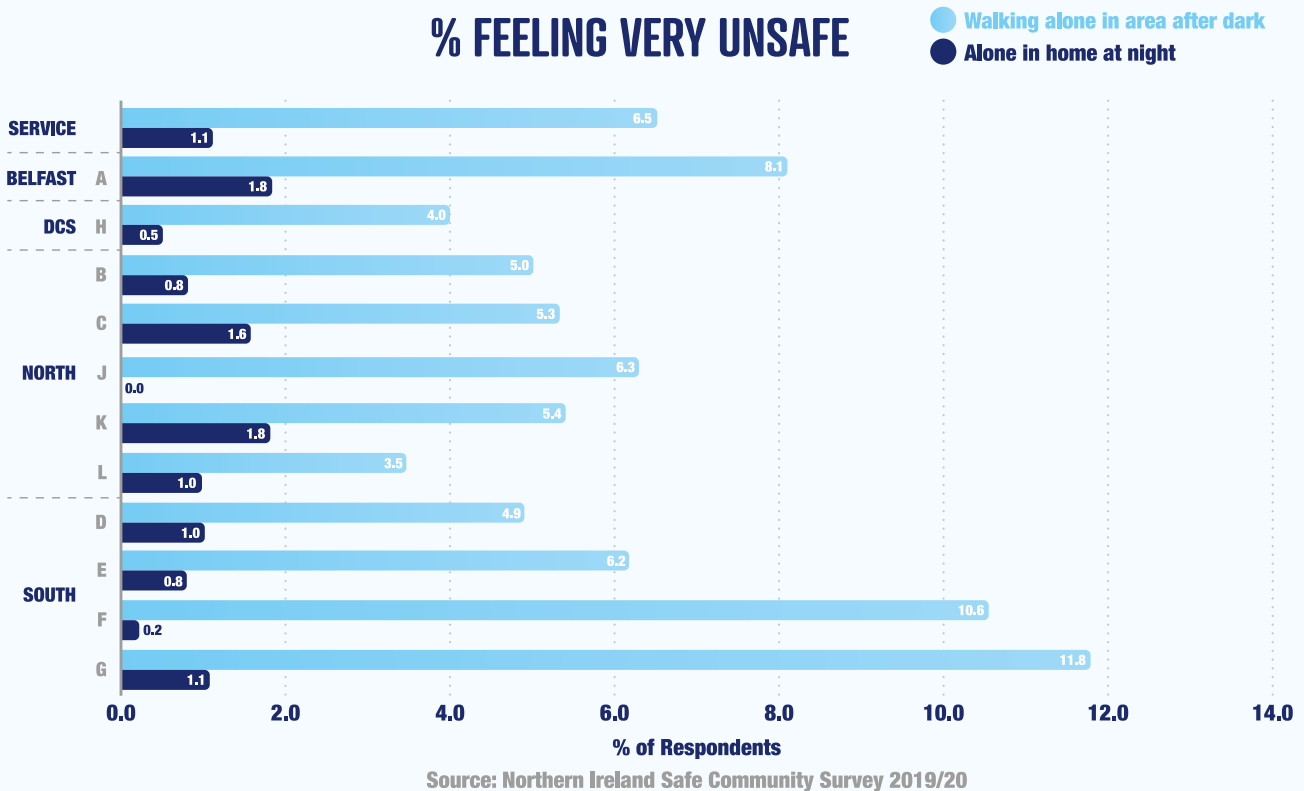
18 November 2021

Members considered data on those feeling unsafe walking alone in area after dark.

By way of contextualisation, data from the **Northern Ireland Safe Community Survey (NISCS) 2019-20** showed that, '...7% of respondents felt very unsafe when walking alone in area after dark,' and that that was consistent with 2018-19 findings. Members further considered a summary of the NISCS 2019/20 findings as per figure 3 below:

4 A - Belfast City; B - Lisburn and Castlereagh; C - Ards and North Down; D - Newry, Mourne and Down; E - Armagh City, Banbridge and Craigavon; F - Mid Ulster; G - Fermanagh and Omagh; H - Derry City and Strabane; J - Causeway Coast and Glens; K - Mid and East Antrim; and L - Antrim and Newtownabbey.

Figure 3



An area of continued scrutiny by Members was the Criminal Justice Inspection Northern Ireland (CJINI) [**Report into the Care and Treatment of Victims and Witnesses**](#) (published in July 2020). Within this inspection, there were two strategic and six operational recommendations made to the PSNI, in order to support victims of crime to improve feelings of safety. The PSNI stated it had worked closely with Criminal Justice (CJ) partners and key stakeholders to deliver “many” of the recommendations from the inspection. At the time of reporting, it was understood that seven of the eight recommendations had been discharged by the PSNI, with one operational recommendation which was due to be delivered within 6 months of publication of the report.

Members probed the PSNI on this area and they were provided with an update which outlined:

- A Service wide process to reduce repeat victimisation had been implemented;
- A protocol has commenced between PSNI and PPS to ensure that in incidents of serious crime, bereaved families receive the appropriate level of support throughout the CJ process; and
- Student officers are now receiving enhanced training into dealing with victims and witnesses.

Members considered an update on the PSNI VIAWG strategy. The PSNI had established a Strategic Coordination Group to provide oversight and impetus in their response to the issue of Violence and Intimidation against Women and Girls. Three work streams had been derived from the Police Service strategy, namely the pursuit of perpetrators, safer spaces and improved trust and confidence in policing. As the 'safer spaces' work stream is directly related to the Indicator within this Measure, PSNI reported that:

- *A dedicated rape and sexual crime media campaign was planned for November 2021;*
- *Update of Operation Nitelife strategies to ensure specific focus on Violence and Intimidation Against Women and Girls;*
- *Scoping of the potential to introduce the National Police Chief's Council recommended 'street safe' initiative;*
- *Safety campaign 'Ask for Angela' was to be launched in partnership with Hospitality Ulster; and*
- *Support to ONUS safe places for day-time retail.*

Members therefore identified this as a key opportunity given the focus on perpetrators, safer spaces, improved trust and confidence in policing and will continue to monitor the development of the Strategy through future reporting.

BOARD ASSESSMENT OF MEASURE 1.3.1

IMPACT – ARE PEOPLE IN ALL COMMUNITIES FEELING SAFER?

RAG Status

PARTIALLY ACHIEVED

During 2021-22 the PSNI has achieved a degree of success in this area in terms of the consistency in NISCS 2019-20 Safe Community Survey findings, specifically those feeling very unsafe staying marginally low at 7% and the PSNI progressing most of the recommendations from the CJINI [Report into the Care and Treatment of Victims and Witnesses](#). Therefore, at this point in the Policing Plan, the Board assesses the Measure as being partially achieved.

INDICATOR 1.3:

People in all communities feel safe.

MEASURE 1.3.2:

Rate of places repeatedly victimised.

IMPACT/S UPDATE

Are people in all communities feeling safer?

- Recorded crime levels remain static across Northern Ireland; and
- Anti-Social Behaviour (ASB) levels in Northern Ireland fell in 2021 by 7.5% (April to September 2021).

Initiatives to Continuously Improve Performance

- Members noted that a **strategic approach** was being undertaken, inclusive of the PSNI **to address ASB** through the development of a suite of legislative provisions based on partnership and collaboration between key stakeholders modelled on that already available in England and Wales; and
- Members also welcomed the PSNI's implementation of the Prevention First Strategy that focuses on early intervention, engagement and effective problem solving to enhance the safety of communities and reducing harm to the vulnerable.

BOARD SCRUTINY OF PERFORMANCE

PARTNERSHIP COMMITTEE:

18 November 2021

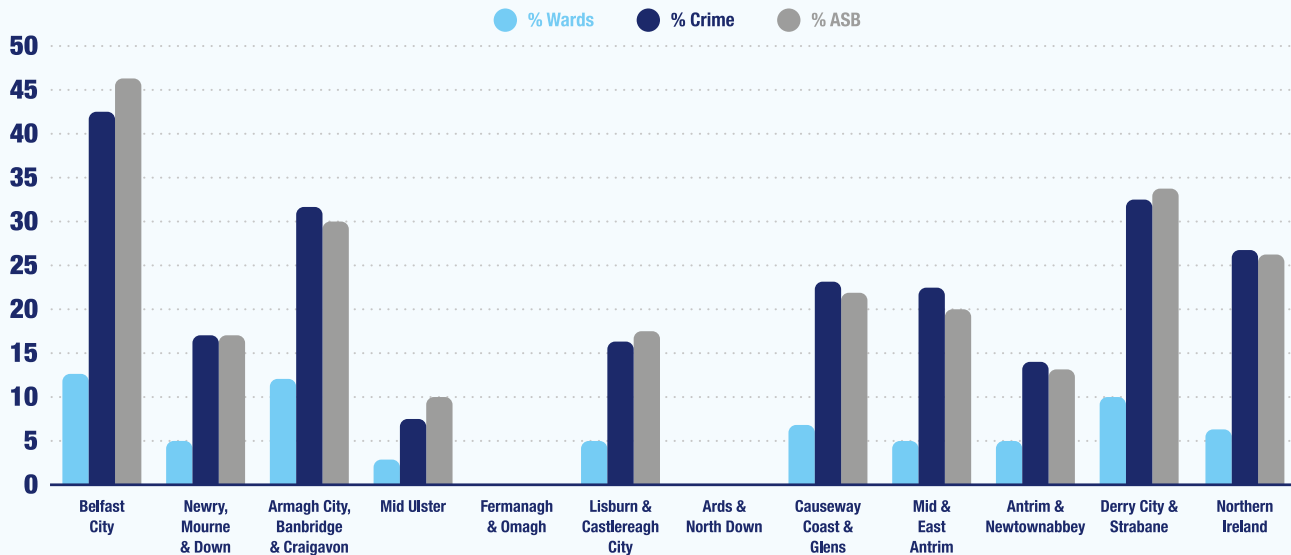
PSNI reported statistics for the April to September period 2021 in which they recorded a 13% increase in recorded crime. However, a 13% decrease in this period in 2020 due to the COVID-19 pandemic, returning the figures to similar levels previously recorded. On average, 296 crimes being recorded every day.

Levels of ASB across Northern Ireland decreased by a fifth (20.6%) during this same period of April to September 2021. Again this can be linked to COVID-19 as ASB incidents increase the previous year by 40.3% but overall this results in a decrease in ASB levels by 7.5% in the same period. Members discussed and considered their concerns about ASB and PSNI outlined that there had been 186 ASB incidents recorded per day in this period.

PSNI reported that crime increases varied across Northern Ireland with some places experiencing a disproportionate amount of crime, with a small number of wards (6.3%) experiencing higher than average crime and ASB levels and the graph below identifies these:

Figure 4

WARDS RECORDING ABOVE AVERAGE LEVELS OF CRIME AND ASB



Members noted that a strategic approach was being undertaken, inclusive of the PSNI to address ASB through the development of a suite of legislative provisions based on partnership and collaboration between key stakeholders modelled on that already available in England and Wales. The DoJ are leading on this work which is supported by the PSNI by the Service ASB lead and Criminal Justice Branch. Following discussion with the PSNI, Members wrote to the DoJ and received an update on the timescale for delivery of legislation in respect of ASB. The DoJ outlined that this cross-departmental and multiagency work is ongoing.

Members were also updated on the progress of the implementation of the PSNI's crime prevention strategy of 'Prevention First' and its associated action plan. This strategy aims to place the prevention of crime at the heart of everything the PSNI do and focuses on early intervention, engagement and effective problem solving to enhance the safety of communities and reducing harm to the vulnerable.

BOARD ASSESSMENT OF MEASURE 1.3.2

IMPACT – ARE PEOPLE IN ALL COMMUNITIES FEELING SAFER?

RAG Status

PARTIALLY ACHIEVED

During 2021-22 the PSNI has achieved a degree of success in this area with recorded crime levels remaining static and levels of ASB decreasing. PSNI are also aiding the development of a strategic approach to address ASB and started to implement the Prevention First Strategy at a local level. Therefore, the Board at this time, assesses this Measure as being partially achieved.

INDICATOR 1.4:

Crime rates and trends showcase an effective police response.

MEASURE 1.4.1:

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

IMPACT/S UPDATE

Is the community safer compared to (i) previous PSNI rates and (ii) other areas?

- Northern Ireland has the **second lowest overall crime rate** when compared to seven other services across England and Wales, with the lowest being North Yorkshire. When the PSNI is compared to seven comparable Services, it is shown to have the lowest recorded crime rates;
- The PSNI reported in December 2021 that that between April and October 2021 the **crime rate** in Northern Ireland was 57.2 crimes per 1,000 population. PSNI's recent report showed an increase when compared to last year's reporting of 53.6 crimes per 1,000 population. By way of comparison, statistics in England and Wales showed 81.3 crimes per 1,000 population; and
- The latest reported PSNI **recorded crime** table shows that crime rates for all categories, (Crimes against Women; Crimes against Men; Crimes against children; Domestic Abuse and Hate Crime) except crimes against older people, were recording an increase.

BOARD SCRUTINY OF PERFORMANCE

PERFORMANCE COMMITTEE:

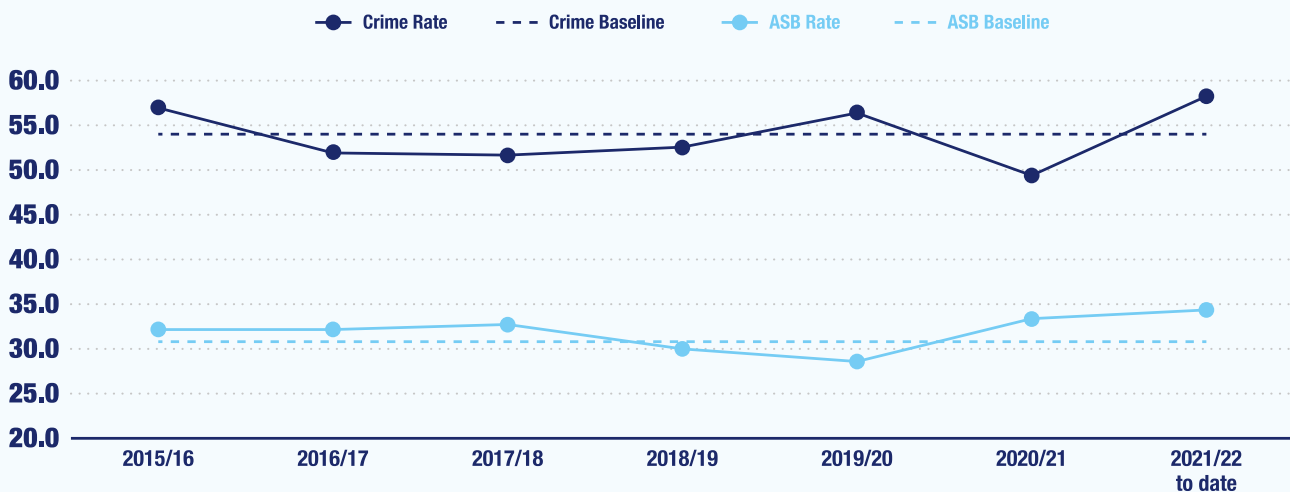
9 December 2021

Members noted that between April and October 2021 the crime rate in Northern Ireland was 57.2 crimes per 1,000 population, as per figure 5 (below). The PSNI advised Members that this was an increase when compared to 2020-21 reporting of 53.6 crimes per 1,000 population. By way of comparison, statistics in England and Wales showed 81.3 crimes per 1,000 population.

When the PSNI is compared to (the seven comparable services or Most Similar Groups (MSGs) for England and Wales determined as Greater Manchester, West Yorkshire, West Midlands, Northumbria, Merseyside, Nottinghamshire and Devon and Cornwall) Northern Ireland was shown to have the lowest recorded crime rates.

Figure 5

RECORDED CRIME RATE PER 1,000 POPULATION 2015/16 - 2021/22



Members examined the PSNI's crime types data, where the PSNI noted that violent and sexual offences were recording increases, most notably a 188% increase in harassment. Members noted that increased recorded levels of harassment were due to a change in counting rules, improved recording and increased reporting of Domestic Abuse, which accounts for a third of harassment offences.

Members raised an issue that ASB was also above the baseline (31.2) data with 34.5 incidents per 1,000 population and the PSNI provided assurance that crimes against older persons were decreasing as were ‘traditional crimes’, such as burglary. The PSNI also suggested that this may be a consequence of a changing society, less opportunities to commit an offence and a reduced re-sale market for stolen goods.

Members further queried the increased number of violent assaults as shown by the statistics and the PSNI provided an explanation that the National Crime Recording Standards (NCRS) was updated approximately eighteen months ago and therefore amended the statistical return to record violence against the person and harassment as two separate crimes. The PSNI had further advised that the crime of harassment could be in addition to other crimes recorded against a single suspect. Statistically the data showed the total number of crimes committed but this may not reflect the actual number of people who committed the crime.

Finally, and in showcasing an ‘effective police response’ as per the Measure and also as highlighted through Measure 1.2.2 (above), Members were encouraged to note the success ‘Operation Dealbreaker’ and their overall approach to drug misuse citing intelligence led proactive investigations.

BOARD ASSESSMENT OF MEASURE 1.4.1

IMPACT – IS THE COMMUNITY SAFER COMPARED TO (I) PREVIOUS PSNI RATES AND (II) OTHER AREAS?

RAG Status

PARTIALLY ACHIEVED

In terms of crime rates Northern Ireland remains one of the lowest crime rates in the UK. The crime rate reflects a slight increase from previous years however, remains significantly lower than in comparable police service areas at 57.2 crimes per 1,000 population. Therefore, at this point in the Policing Plan, the Board assesses the Measure as being partially achieved with the PSNI making good progress towards achieving a positive impact by maintaining the low levels of crime.

OUTCOME 2: WE HAVE CONFIDENCE IN POLICING

INDICATOR 2.1:

The level of public confidence in policing.

MEASURE 2.1.1:

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

IMPACT/S UPDATE

Is there improved confidence in policing?

- In December 2021, the PSNI cited statistics from the NISCS 2019-20 findings on **Perceptions of Policing and Justice**. The 2019-20 findings showed that the overall rating for public confidence in the police and the police accountability arrangements has dropped by one percent to 80%. This was not a statistically significant change and followed the trend of the confidence in policing rating remaining largely static from 2011 onwards;
- The PSNI noted that as per the NISCS 2019-20 findings, confidence in local policing had a rating of 62%. This represented a statistically significant decrease from 65% in 2018-19; and
- The NISCS 2019-20 findings demonstrated that public confidence in local police engagement was still low, sitting at 34%, dropping a further 2% points from 2018/19 findings.

Initiatives to Continuously Improve Performance

- A key development that Member's advocated for and considered very important was the recruitment of **400 additional Neighbourhood Policing Team Officers**;
- The PSNI **Rape Crime Victim Survey** had achieved a 41.8% uptake rate and a new process had been implemented to increase this; and
- The Board has invested during 2021 in producing a bespoke Policing Plan Survey to outline evidence and inform this Outcome in subsequent years of the Policing Plan.

BOARD SCRUTINY OF PERFORMANCE

PARTNERSHIP COMMITTEE:

20 May 2021 and 16 December 2021

Ensuring individuals and communities across Northern Ireland have confidence in the PSNI is essential to supporting the prevention and detection of crime. This reporting year has presented a number of challenges for the PSNI in respect of enhancing and maintaining public trust and confidence in policing, not least navigating the continued COVID-19 public health messages. A summary of confidence in policing figures can be found below at figure 6:

Figure 6



For the Policing Plan, confidence in policing is regarded as being made up of four pillars: accessibility, visibility, responsiveness and being victim-focused. In respect of confidence in local policing the PSNI, through Policing Plan reporting and the Chief Constable's reports, had also referred to delivering a 'community-focused' approach. Member's consideration of the PSNI's performance against this Measure took into account the impact of the PSNI's programmes and initiatives in these areas.

A key aspect of Members' consideration was the allocation of an additional of 400 Neighbourhood Policing Team (NPT) Officers. Members were encouraged to note that the delivery of this additional resource had been successfully achieved. However, Members stressed that effective measurement of the impact of the additional NPT resource on confidence in policing was not clear and would be essential for future reporting and to ensure the investment delivers on its objectives.

Members were also encouraged to learn that the PSNI had launched a Rape Crime Victim Survey in March 2021, and they presented the survey's interim findings at the December 2021 meeting of the Partnership Committee. The Survey was designed to capture and better understand the experience and impact on rape crime victims. Reducing the attrition rates for sexual crimes was highlighted as a key priority for both the Board and the PSNI, and Members were keen to understand the processes in place to support victims through their criminal justice journey. In response the PSNI noted that final survey findings, due to be available when the survey closed at the end of March 2022, would inform and shape any changes or continued improvements to the support available to rape crime victims. The PSNI also noted that they were keen to improve the uptake of the survey amongst victims in order to build the evidence base further and subsequently advised a new process was being implemented to enable this.

Members also raised an issue of internal staff confidence and morale within the PSNI including probing if, and how, it is measured and asked the PSNI how they envisage it might impact on the public confidence in policing. The PSNI responded by recognising that its officers and staff were the Services' greatest asset. It was noted that there was a pattern of higher mental health issues amongst PSNI officers when compared to other police services or the wider public. The PSNI advised that the Chief Constable had been constructively engaging with Staff Associations and that the PSNI Executive were keen to expand the dialogue with officers and staff on promoting employee wellbeing.

Finally, a key issue was raised in respect to the lack of data available to accurately measure confidence in policing. Notably, the statistics used by the PSNI to date, to evidence confidence in policing⁵, pre-dated the current Policing Plan. The Board envisage that this gap will be addressed by the new Northern Ireland Policing Plan Survey 2022, which the Board has produced and its findings will be published in May 2022 and will be a major source of data on confidence in policing. It is anticipated that the Northern Ireland Policing Plan Survey will be an annual survey and provide a valuable data source to support Member's evidence-led oversight across all of the Policing Plan Outcomes in future reporting.

⁵ Northern Ireland Safe Community Survey 2019/20 findings - Available online: [Northern Ireland Safe Community Survey | Department of Justice \(justice-ni.gov.uk\)](https://www.justice-ni.gov.uk/niscc/)

BOARD ASSESSMENT OF MEASURE 2.1.1

IMPACT – IS THERE IMPROVED CONFIDENCE IN POLICING?

RAG Status

PARTIALLY ACHIEVED

The Northern Ireland Safer Community Survey is currently the main source of data for tracking confidence in policing. This survey has tracked consistently high rates of public confidence in policing of around 80% over the last 12 years and around 60% for confidence in local policing. These statistics have not changed significantly in this year. The Board has invested this year in producing a bespoke confidence survey that will produce a new data set for this Measure and its first findings will be published in May 2022. Therefore, at this point in the Policing Plan, the Board assesses the Measure as being partially achieved with a new data set coming forward to evidence PSNI's progress towards improved public confidence in policing.

INDICATOR 2.2:

The level of satisfaction with the service received.

MEASURE 2.2.1:

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

IMPACT/S UPDATE

Is there improved satisfaction in policing?

- The PSNI carried out a **Victim Satisfaction Survey** (VSS) via a text messaging service. In September 2021, the PSNI reported a positive increase in the overall response rate to 14.6% from 10.8% in the period April-August 2020;
- There was also an increase in the number of participants reporting positive responses to questions in relation to officer/staff treatment and satisfaction with being kept informed of progress in their cases with 86.6% of participants agreeing or strongly agreeing that police officers treated them with fairness and respect; and
- The PSNI reported service **user satisfaction data** based on the effectiveness of its non-emergency online reporting tool. While it was positive to note that 75% of users rated the tool as 'very good' or 'good', the PSNI did not provide a breakdown of users' demographic information or whether respondents were witnesses, victims or looking to engage with the PSNI for some other reason.

Initiatives to Continuously Improve Performance

- PSNI to continue to further improve both the surveys and the response rates.

BOARD SCRUTINY OF PERFORMANCE

PARTNERSHIP COMMITTEE:

16 September 2021

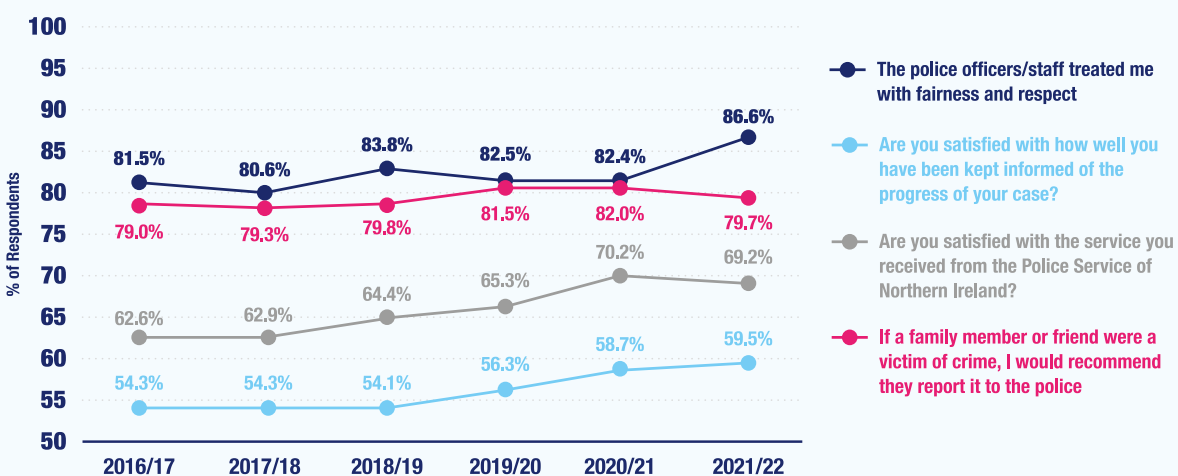
Ensuring that the PSNI provide a high quality service to victims of crime is essential in maintaining and building confidence in policing. This reporting year, Members considered for the first time the satisfaction of ‘service users’ in addition to victims whereby Measure 2.2.1 was expanded following a recommendation by the Policing Plan Review Working Group (PPRWG). The Measure is reported to give Members a comprehensive ‘view’ of both victim and service user satisfaction and reflect the work the PSNI is undertaking to improve satisfaction for those who engage with the service.

In considering performance under this Measure, Members reviewed findings from the PSNI Victim Satisfaction Survey (VSS)⁶. Members were encouraged to note that the response rate to the text message based survey had increased significantly to 14.6% from 10.8% in the period April-August 2020. However, Members raised a concern in respect to the consistently low response rate from under-represented groups, in particular young males aged 18-29 years old. PSNI noted that young males were a traditionally ‘hard to reach’ group for survey activity and that work was ongoing to improve engagement with this group.

In relation to the findings of the survey it was encouraging to note the increase in the number of participants reporting positive responses to questions in relation to officer/staff treatment and satisfaction with being kept informed of progress.

The findings are highlighted in Figure 7 below:

VICTIM SATISFACTION SURVEY RESULTS: APR - JUN 2021



⁶ The Victim Satisfaction Survey (VSS) allows the PSNI to monitor how well they are delivering their services and to identify areas for improvement. All adult victims of crime may be contacted although there are some exceptions. Victims of Domestic Abuse, serious violent and sexual offences will not be contacted. Invites to participate will be sent by Short Message Service (SMS) to mobile phone numbers provided by the victim during initial contact with police. The text message will contain a link to the survey.

The results for Q1 saw 86.6% of participants agree or strongly agree that police officers treated them with fairness and respect. This is an increase of 4.2% and is the highest proportion since the survey began. However, in respect of Q4, only 59.9% of respondents agreed or strongly agreed that they were ‘...satisfied with how well I have been kept informed of the progress of my case’. Despite a marginal increase in the proportion of positive responses, the results for this question still represent the lowest level of satisfaction across the 4 questions. The PSNI noted that the free text responses for this question indicate the main reason for dissatisfaction cited is the timeliness of follow-up and lack of responsiveness to phone calls/ emails.

Members also sought clarity on what action the PSNI was taking to follow up with victims who reported dissatisfaction with the service they had received. The PSNI noted that the survey responses were provided anonymously and as such it was not possible for officers to complete follow up engagement. While recognising the limitations of this approach, the PSNI explained that removing participants’ anonymity may negatively impact the survey’s response rate. In turn, Board officials will raise this as a future key issue within police performance monitoring by way of the PSNI exploring opportunities which allow for follow up with dissatisfied victims, e.g. an opt in selection, while maintaining their anonymity.

Members again raised concerns over the low numbers of VSS participants reporting satisfaction with the service they received from the PSNI in Districts G and J (Fermanagh and Omagh; and Causeway, Coast and Glens). In previous reporting the PSNI had advised that the Area Commander and District Commanders had reviewed the data for their respective District to identify any underlying issues and to establish any learning. Providing a further update, the PSNI noted that in respect to Fermanagh and Omagh, the variation in the number of positive responses was within the anticipated norms but that there was to be a particular focus on this area going forward. In respect to the Causeway Coast and Glens District, the PSNI noted at the time that the NPT were responding to the issues raised and that they would be focusing efforts in this area, ‘...over the coming weeks.’

BOARD ASSESSMENT OF MEASURE IMPACT – IS THERE IMPROVED SATISFACTION IN POLICING?

RAG Status

ACHIEVED

PSNI has provided the Board with evidence of an increased response rate to their Victim Satisfaction Survey and this survey also illustrates an increase in the number of participants reporting positive responses. Progress therefore has been made in this year in improving satisfaction in policing.

INDICATOR 2.3:

The representativeness of the police service.

MEASURE 2.3.1:

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

IMPACT/S UPDATE

Is there improved representativeness of the police service?

- PSNI continue to make improvements to recruitment campaigns in order to improve the representativeness of the police service;
- The 2020 and 2021 PSNI student officer recruitment campaigns increased the number of applicants from the female, LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, Queer and Questioning) and ethnic minority communities;
- In 2020 the Student Officer Campaign achieved a positive improvement in the representativeness of female applicants to 40.3%, an increase of 3% from the previous campaign and this remained at 40.1% for the 2021 campaign;
- The proportion of applications from a Catholic background remained consistent across the last six recruitment campaigns at between 29% and 32% and was 30% in 2021; and
- In terms of socio-economic background 19.6% of applicants applied from the 30% most deprived areas;
- More information is needed on representativeness in terms of those progressing to middle and senior ranks and grades and into departments where they were previously under-represented. Are these areas now more or less representative?
- Future reporting will include reporting on progression and retention.

Initiatives to Continuously Improve Performance

- The PSNI has specifically carried out a **programme of outreach** to under-represented communities and held an increasing number of engagement events in order to increase representativeness of those applying to the Service. It is envisaged that this will be enhanced and improved in the remaining years of the Policing Plan;
- While a number of initiatives took place in relation to training or mentoring it was possible only in limited circumstances to assess the outcome of such initiatives.

BOARD SCRUTINY OF PERFORMANCE

RESOURCES COMMITTEE:

23 September 2021 and 16 February 2022

Creating a police service that is representative of the communities it serves is important in enhancing engagement and improving confidence in policing. This Measure supports the Board's wider legislative duty under the Police (Northern Ireland) Act 2000 to monitor the representativeness of the PSNI. In reporting this Measure, Members considered the PSNI's actions to help achieve a more representative police service where local people can identify with PSNI police officers and staff. As of 1 February 2022 the PSNI workforce composition figures were:

Table 1: Workforce Composition Figures at 1 February 2022

	Police Officers	Police Staff
% Perceived Protestant	66.55	77.66
% Perceived Roman Catholic	32.10	20.06
% Not Determined	1.35	2.28
% Female	30.81	56.94
% Male	69.19	43.06
% Ethnic Minority	0.58	0.69
Total	7059	2592

A key element to improving the representativeness of the PSNI is through recruitment, however of equal importance, as this performance measure recognises, is the extent to which those in PSNI progress to more senior ranks and grades and are represented across the range of departments. Members considered the outcome of the 2020 PSNI student officer recruitment campaign and were encouraged to note the increase in the number of applicants from the female, LGBTQ+ and ethnic minority communities. In respect to socio-economic background, Members noted that in the 2020 recruitment campaign 19.6% of applicants applied from the 30% most deprived areas in NI.

The PSNI's report to the Committee showed improvement in terms of the representativeness of female applicants across all stages of the 2020 police officer recruitment campaign. The proportion of female applicants totalled 40.3%. This was the highest of any campaign and 3% higher than for the previous campaign. Additionally, the proportion of female candidates progressing to the merit pool increased by 8.6% to 42.4% compared to 33.8% in 2018.

The proportion of female applicants to the 2021 recruitment campaign was 40.1% which was largely in line with the 2020 recruitment campaign in which 40.3% of applicants were female.

The PSNI reported details on the results of the 2020 Officer Recruitment Campaign in respect of community background. The proportion of applications from Catholics had remained largely consistent across the last six recruitment campaigns, sitting between 29% and 32%. The proportion of Catholic applicants to the 2021 Student Officer Recruitment Campaign, totalled 30%. This was similar to figures from the 2020 Recruitment Campaign. This indicated that applications from the Catholic community were continuing to remain constant, with little improvement across the last six recruitment campaigns.

Members also discussed the importance of reporting on the levels at which underrepresented groups advanced to the merit pool and the possible factors or barriers that could lead to a lower rate of appointments in underrepresented groups.

Members further considered the focused engagement activity undertaken by PSNI with working class Protestant communities and some Members sought clarity as to why this approach had been taken given the low engagement across all working class communities. Some Members considered this extremely valuable. In February 2022, Members also discussed the drop in applications from the previous recruitment campaign, particularly in light of the engagement activity which had been carried out by PSNI representatives in support of the campaign. The PSNI commented that, in the context of consecutive recruitment campaigns, a fall in applications is not untypical. They also noted the work completed during the most recent recruitment campaign (which launched 2 November 2021), had specifically included outreach to under-represented communities and that engagement events regarding recruitment had taken place with organisations such as the Ethnic Minority Police Association, Black and Minority Ethnic community representatives, the Grand Orange Lodge of Ireland and the Ulster Council of the Gaelic Athletic Association.

Members also considered the PSNI's approach to achieving representativeness across police staff and officer grades and departments. Members raised the need for more information on those progressing to middle and senior ranks and grades and into departments where they were previously underrepresented.

In February 2022, Members noted the many commendable activities which are ongoing but stressed that more people data is necessary to measure the impact/success of the actions being taken. PSNI had not demonstrated the "impact" i.e. "what difference had been made" in order to evidence improvement in representativeness across ranks, grades and departments.

PSNI agreed that further focus should be brought to the areas of attraction/retention/progression with a view to fully understanding the barriers to progressing within the service and Members were keen to understand how activity being undertaken is benefitting certain groups, for example, in relation to gender, community background, ethnicity or disability.

Members discussed a change in the future format of reporting to the Committee by PSNI which would give a broader range of information on representativeness across the area of People and Organisational Development rather than just focus on Student Officer Recruitment. Members advised that they would like this to include areas such as diversity training and reverse mentoring and PSNI acknowledged that further data capturing behavioural change was necessary, rather than just reporting on numbers taking training in certain areas. Members were keen to stress the need for information on outcomes and on what changes had occurred.

Another area raised by Members which was taken on board by PSNI was in the area of exit interviews, who these are carried out by, consistency of approach and the value of any information received as a result of this process.

BOARD ASSESSMENT OF MEASURE 2.3.1

IMPACT – IS THERE IMPROVED REPRESENTATIVENESS OF THE POLICE SERVICE?

RAG Status

PARTIALLY ACHIEVED

The PSNI's improved engagement has reflected positively in achieving increased numbers of applicants from female, LGBTQ+ and ethnic minority backgrounds. However further progress is required to achieve a police service that is reflective of the community it serves and the Board will continue to actively monitor representativeness over the next three years of the Policing Plan. At this time, the Board assesses this Measure as partially achieved.

INDICATOR 2.4:

Delivery of effective crime outcomes.

MEASURE 2.4.1:

Levels of crime outcomes to identify and respond to areas of concern in outcome statistics, with a particular focus on Domestic Abuse in 2021-22.

IMPACT/S UPDATE

Is there improved delivery of effective crime outcomes?

- PSNI reported in December 2021 that 69.8% of recorded crimes have been assigned an outcome by the PSNI. This represents a decrease of 2.6% from the previous year;
- The PSNI explained that this decrease in assigned outcomes is due to, '*...the increase in the number of violent and sexual offences which generally require longer investigations which leads to outcomes not being assigned until later*';
- 42% of domestic abuse crimes result in 'evidential difficulties'. This is a decrease from 2020-21 where the 'evidential difficulties' outcome represented 50% of all domestic abuse crimes recorded; and
- Increased and subsequently consistently high rates of Body Worn Video (BWW) recorded for domestic abuse incidents.

Initiatives to Continuously Improve Performance

- The **Assist advocacy service** which provides support to victims of domestic and sexual crime had a 57% uptake in the service which was higher than originally forecast. The PSNI are taking forward further activity to promote and signpost to the service in order to further increase the uptake rate.

BOARD SCRUTINY OF PERFORMANCE

PERFORMANCE COMMITTEE:

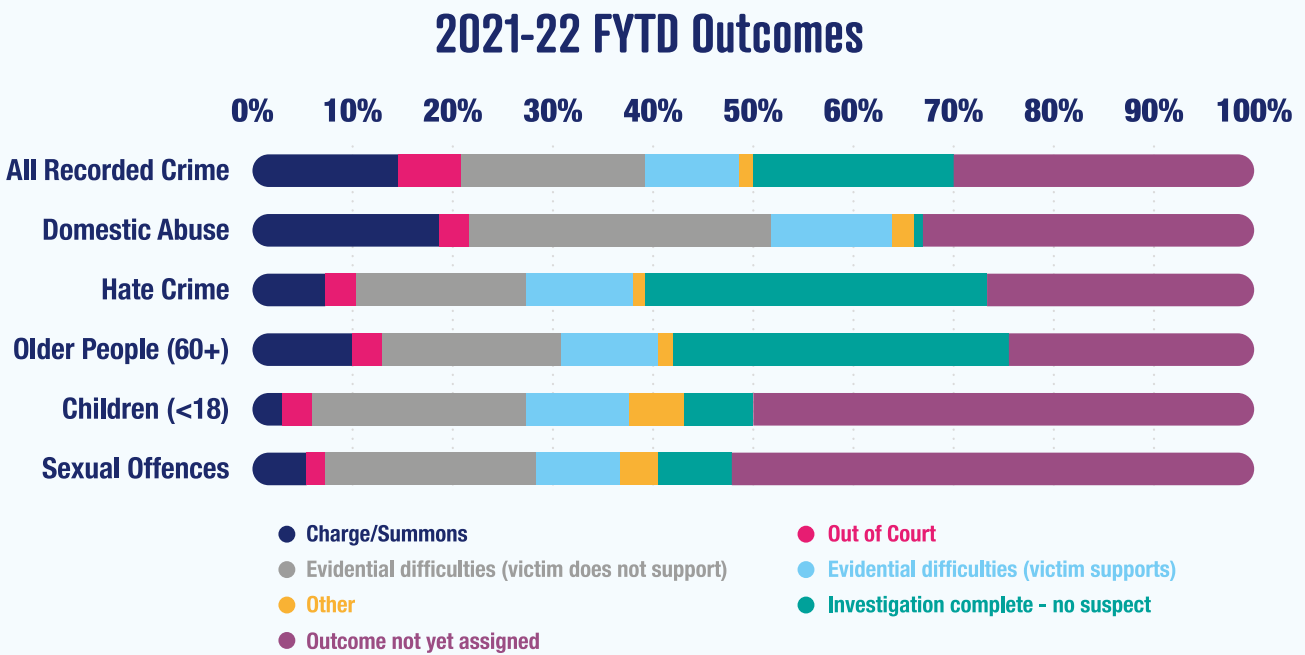
9 December 2021

The outcome rate is the rate at which recorded crimes achieve a successful police outcome. The purpose of this Measure is to provide a comprehensive overview of the PSNI delivery of effective crime outcomes. Monitoring and scrutiny of this area enables key trends to be identified and allows the PSNI to respond to areas of concern. It is important that the PSNI provide a victim-focused service where they can aim to play their part in securing appropriate and effective criminal justice outcomes in order to maintain and enhance confidence in policing.

In considering this Measure, Members noted the high proportion of crimes committed against children which had the outcome '*evidential difficulties (victim does not support)*'. Members noted with concern that 26.7%, as per figure 8 below, of crimes against children resulted in this outcome. Members sought clarity on how the PSNI were engaging with Social Workers, Health Trusts and The Safeguarding Board of Northern Ireland (SBNi) in respect of preventing crime against children in care, who are more vulnerable to crime.

Members reflected on the potential risk of exposure to crime for the child in the protected environment being weighed against the risk of leaving a child unprotected in the home and enquired if this was a strategic issue for policing. In response, the PSNI noted that a high proportion of repeat victims who are children are in the care system and of those a significant number are female. The PSNI also noted that further prevention and engagement work was being undertaken with the partner statutory agencies and it was agreed the PSNI would provide a further update to Members on this work.

Figure 8



Another key area of Members’ scrutiny and oversight was the usage of Body Worn Video (BWV) by PSNI officers. Members noted that figures provided by the PSNI indicated a lower rate of usage for all priority calls and emergency grade calls when compared to domestic abuse priority calls and domestic abuse emergency grade calls. The PSNI also offered further explanation as to the grading of calls for assistance noting that these were dictated by the circumstances and risk at scene as opposed to the crime type. While commending the PSNI on the increased and subsequent consistently high BWV usage for domestic abuse incidents, Members wished to gain clarity on why BWV was not used as standard on all call responses and what guidance on compliance was provided to officers.

In response the PSNI explained that officers are required to consider and make a decision if there is anything of evidential value before activating the BWV device. The expectation is that there should be 100%, or as close to, for BWV use at all domestic incidents. Members requested that the PSNI share the current BWV policy / guidance for officers so it can be considered further in future reporting.

BOARD ASSESSMENT OF MEASURE 2.4.1**IMPACT – IS THERE IMPROVED DELIVERY OF EFFECTIVE CRIME OUTCOMES?****RAG Status****PARTIALLY ACHIEVED**

Almost 70% of recorded crimes in this year have been assigned an outcome by the PSNI, representing a decrease of 2.6% from the previous year. Progress has been made in the area of domestic abuse with a decrease in crimes resulting in evidential difficulties and an increase recorded in the use of Body Worn Video for domestic abuse incidents. Therefore, at this point in the Policing Plan, the Board assesses this Measure as being partially achieved.

OUTCOME 3: WE HAVE ENGAGED AND SUPPORTIVE COMMUNITIES

INDICATOR 3.1:

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

MEASURE 3.1.1:

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

IMPACT/S UPDATE

- Of the 45 identified actions in the Local Policing Review 34 are now considered closed with 11 currently remaining open; and
- An additional 400 officers were added to Neighbourhood Policing Teams over the last two years.

BOARD SCRUTINY OF PERFORMANCE

PARTNERSHIP COMMITTEE:

17 June 2021 and 10 March 2022

This Measure focuses on the PSNI's implementation of the 45 actions emanating from the Local Policing Review of 2018-19. Following consultation, a comprehensive programme of work was identified and published in the **Local Policing Review (LPR) Response** to change local policing. This is being delivered through the six identified 'Headline Actions' with community empowerment playing a vital role in successfully achieving this Outcome.

Throughout the year Members were updated on the PSNI's progress against the 45 LPR actions. Over the course of this scrutiny, some points to note include action 6.4, which concerns the development of the local policing plans, whereby the PSNI had requested for the deadline to be extended and Members sought clarity on the activity being taken to progress this action and probed the PSNI to provide rationale for the extension. In response, the PSNI noted that work was being taken forward with PCSPs in respect of the development of local policing plans and that this work should be completed before the action was closed. The PSNI explained that engagement with PCSP included work to devise a template to report on Outcome 3 of the Policing Plan which will take an OBA format.

Members also clarified the development and operation of Multi-Agency Triage Teams (MATT). The MATT approach involves PSNI officers working in collaboration with mental health practitioners and paramedics aimed at providing on-the-spot help to vulnerable adults with mental health difficulties. The PSNI provided an update that MATTs were operational in Belfast and Ards and North Down areas at weekends and core times but that this work had been suspended. At the time, the PSNI however noted that there was a vetting process underway to allow the MATT to recommence this work.

Following February 2022 Partnership Committee Members agreed to close a significant number of actions that had been monitored and reported upon throughout the last 2 years. Members agreed with PSNI that 11 actions are still currently open. Linking to Resources Committee and the ongoing monitoring of the PSNI's People Action Plan, three outstanding actions were agreed to be considered through this reporting mechanism in the 2022/23 reporting period.

BOARD ASSESSMENT OF MEASURE 3.1.1

IMPACT – IMPLEMENT THE 45 ACTIONS OF THE LOCAL POLICING REVIEW?

RAG Status

PARTIALLY ACHIEVED

The PSNI has made significant progress in this year implementing 34 of the 45 actions identified within the Local Policing Review. Work continues on the implementation of the remaining 11 actions. Also it is significant that the 400 additional officers have been secured for the Neighbourhood Policing Teams. The Board, therefore, consider that this Measure has been partially achieved.

INDICATOR 3.1:

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

MEASURE 3.1.2:

Identify and report on the Neighbourhood Policing Team initiatives to address local problems and tackle local issues, including co-designed solutions, in line with Neighbourhood Policing Guidelines.

IMPACT/S UPDATE

Is the community more engaged and is there more support from communities?

- As this is the first year of reporting against this new Policing Plan Measure it is too early to report impacts at this stage.

Initiatives to Continuously Improve Performance

- PSNI designed and completed a Neighbourhood Policing Team (NPT) Self-assessment and Continuous Improvement Survey for 71 of the 75 NPTs. The survey will be run again in subsequent years in order to track improvements; and
- In light of increased suspected drug deaths, a six-month pilot initiative that was launched for the use of **Naloxone**⁷ by Neighbourhood Officers working in Belfast City Centre and this is reported to have resulted in the saving of a life.

BOARD SCRUTINY OF PERFORMANCE

PARTNERSHIP COMMITTEE:

21 October 2021 and 10 March 2022

Measures 3.1.2 and 3.1.3 were both newly introduced into the Policing Plan by the Board in April 2021 and therefore this is the first year of recording and reporting data against them. The data is still being developed in relation to the two Measures. As part of this information gathering phase, the PSNI had initiated and completed a Neighbourhood Policing Team (NPT) Self-assessment and Continuous Improvement Survey. Members noted the survey was undertaken by all NPTs but for the purposes of reporting at the time, the focus was on a criteria based selected sample of eight NPTs⁸. Members then reviewed the final PSNI NPT Self-assessment Survey report through March 2022 reporting. This was undertaken in order to contribute to the overall Indicator of identifying and delivering local solutions to local problems as well as helping to identify, develop and understand best practice in neighbourhood policing.

Members noted and discussed the PSNI's findings, which showed that five NPTs assessed they were effective at engaging local communities and partners in the identification of problems and solutions, with one giving a rating of highly effective. The remaining two NPTs responded with being somewhat effective or lower. Members noted the findings showed that all eight NPTs had identified Drugs and ASB as being key local issues that their teams had worked with communities / community partners to tackle.

7 The introduction of Naloxone nasal spray is a relatively new approach with governmental authorisation having been granted in February 2019. Clinical governance for this pilot is being provided by Northern Ireland Ambulance Service.

8 The agreed criteria for the selection of the areas was: Areas of high deprivation (but not exclusively); Areas that have been repeatedly victimised; A mixture of urban and rural areas; and East and West geographical locations to allow for a broad spread and representation.

They also noted that Hate Crime, Repeat Victimisation, Repeat Offending and Burglary were also identified as local issues by the majority of the NPTs. The PSNI provided assurances that there were good practice themes around engagement identified through NPT responses and that they were working in partnership with families and partner agencies to help facilitate resolutions to ASB concerns.

Members were encouraged to learn, in light of increased suspected drug deaths (as per May 2021 reporting) and as highlighted as an issue through the NPT survey responses, a six-month pilot initiative that was launched for the use of Naloxone by neighbourhood officers working in Belfast City Centre (September 2021 to March 2022). The pilot was being delivered in partnership with a number of agencies and by way of impact, it was reported that the first deployment of Naloxone under the pilot was successful in saving a life. As a result, Members recognised this pilot as a potential opportunity and positive impact of PSNI work in partnership.

In October 2021, Members queried the lack of PSNI examples that refer to co-design for their partnership working within their reports to the Board. This was noted as particularly disappointing as co-design is specific to the Measure. However, Members noted through the March 2022 reporting a number of case study examples highlighted by the PSNI specifically within the South Belfast, Castlederg and Omagh NPT's, which demonstrated co-design.

BOARD ASSESSMENT OF MEASURE 3.1.2

IMPACT – IS THE COMMUNITY MORE ENGAGED AND IS THERE MORE SUPPORT FROM COMMUNITIES?

RAG Status

PARTIALLY ACHIEVED

Measure 3.1.2 is newly introduced into the Policing Plan by the Board in April 2021 and therefore this is the first year of recording and reporting data against this Measure. The information is therefore still developing in relation to this. However, PSNI has completed a Neighbourhood Policing Team (NPT) Self-assessment and Continuous Improvement Survey and work has taken place in gathering the information needed to assess the impact of this Measure.

INDICATOR 3.1:

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

MEASURE 3.1.3:

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

IMPACT/S UPDATE

Is the community more engaged and is there more support from communities?

- As this is the first year of reporting against this new Policing Plan Measure it is too early to report impacts at this stage.

Initiatives to Continuously Improve Performance

- An **independent evaluation report** was finalised in March 2022 identifying a baseline position for effectiveness in year one and three recommendations for continued improvement.

As with Measure 3.1.2 above, this Measure was introduced into the Policing Plan in 2021 and is still in the early stages of gathering information in order to assess performance.

The preparation work for Measure 3.1.3 was developed through July/August 2021 with the actual operations for this Measure having commenced when initial findings for Measure 3.1.2 were identified. This assisted in enabling the Measure to gain an insight into the impact of PSNI neighbourhood policing actions at a local level and vitally obtain feedback from the local community on these actions. The monitoring of this Measure focused on qualitative data collected from three main sources: the PSNI self-assessment survey data, an online community stakeholder community survey and a series of stakeholder focus groups. The invites, for both the online community stakeholder survey and the stakeholder focus groups, were identified by the local PSNI NPT's and PCSPs. These key stakeholders were a mix of individuals and organisational representatives.

The Board undertook the online stakeholder community survey to engage with the key stakeholders. The Board's Police Performance Monitoring branch produced a final report for Members which was considered at the 10 March 2022 Partnership Committee meeting. In summary, the report provided an analysis broken down by the type of respondent, the most common issues identified (including a breakdown across each NPT area) and proposed solutions. It also included quantitative data in respect of (i) how involved respondents were in seeking solutions, (ii) their rating for shared priorities being resolved with a mutually satisfactory solution and (iii) a rating for the status of the issue.

The key stakeholders were then invited to their respective Community Stakeholder Focus Group. The eight (8) events which commenced 31 January and concluded on 3 March 2022, were independently facilitated by Business Consultancy Services (BCS). A key message from the pilot was that community interaction with NPTs was positive, however, possibly more engagement is required between NPTs and the community/organisations. Another key message conveyed was perceived barriers around communication with and access to NPT officers.

Finally, the independent facilitator and evaluator, BCS produced an evaluation report that established a baseline position for effectiveness in year one, outlined conclusions and three recommendations for continued improvement with regard to this Measure. This will then help determine the effectiveness on a year-on-year basis highlighting those areas where improvements have been made and also areas of emerging challenges. The overarching focus of this work was on qualitative data collected from the three data sets at a local level, enabling informed future practice in NPTs to support the delivery of Outcome 3 for Engaged and Supportive Communities. The evaluation report was finalised at the end of March 2022.

BOARD ASSESSMENT OF MEASURE 3.1.3

IMPACT – IS THE COMMUNITY MORE ENGAGED AND IS THERE MORE SUPPORT FROM COMMUNITIES?

RAG Status

PARTIALLY ACHIEVED

Measure 3.1.3 is newly introduced into the Policing Plan by the Board in April 2021 and therefore this is the first year of recording and reporting data against this Measure. The information is therefore still developing in relation to this. However, the Board commissioned and received an independent evaluation of the potential of three datasets to inform this Measure. The evaluation still needs to be considered by the Board but it is intended that this will inform the collection of data in subsequent years to assist in reporting on impact in this regard.

RAG STATUS SUMMARY TABLE

PERFORMANCE PLAN 2021-22 MEASURE		RAG STATUS
1.1.1:	Repeat victimisation rate and report on initiatives to support repeat victims with a focus on victims of (i) Domestic Abuse (ii) Child Sexual Abuse and Exploitation (iii) Hate Crime and repeat victims overall.	PARTIALLY ACHIEVED
1.2.1:	Repeat offending rate and report on initiatives to reduce repeat offenders with a focus on Domestic Abuse in 2021-22.	PARTIALLY ACHIEVED
1.2.2:	Through frustration, disruption and dismantling activity, reduce the capacity and capability of Organised Crime Groups (OCGs) and paramilitary organisations to engage in criminal activity.	PARTIALLY ACHIEVED
1.3.1:	Number of people in Northern Ireland who feel safe in their; local area, local high street or town centre and own home.	PARTIALLY ACHIEVED
1.3.2:	Rate of places repeatedly victimised.	PARTIALLY ACHIEVED
1.4.1:	Benchmark PSNI crime rates against previous PSNI levels and other most similar police services.	PARTIALLY ACHIEVED
2.1.1:	The number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused.	PARTIALLY ACHIEVED
2.2.1:	Number of victims and service users who are satisfied with the service they have received.	ACHIEVED
2.3.1:	Improve representativeness of the service across ranks, grades and departments by gender and community and socio-economic background.	PARTIALLY ACHIEVED
2.4.1:	Levels of crime outcomes to identify and respond to areas of concern in outcome statistics, with a particular focus on Domestic Abuse in 2021-22.	PARTIALLY ACHIEVED
3.1.1:	In collaboration with the community deliver on the commitments outlined in the Local Policing Review.	PARTIALLY ACHIEVED
3.1.2:	Identify and report on the Neighbourhood Policing Team initiatives to address local problems and tackle local issues, including co-designed solutions, in line with Neighbourhood Policing Guidelines.	PARTIALLY ACHIEVED
3.1.3:	Assess and evaluate the impact of partnership working with local communities, including but not exclusively, in areas of high deprivation and areas that have been repeatedly victimised.	PARTIALLY ACHIEVED



Sinead Simpson

Chief Executive

Date: 19 July 2022

3. ACCOUNTABILITY REPORT

Introduction

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

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

Corporate Governance Report

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

The Directors' Report

Senior Management Team

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

Mrs S Simpson	-	Chief Executive – From 4 October 2021
Mrs A Stewart	-	Chief Executive – To 3 October 2021
Mrs D Thornton	-	Acting Director of Partnership
Mr A McNamee	-	Director of Performance
Ms J Passmore	-	Director of Resources
Mrs C Hilditch	-	Acting Director of Resources – From 21 February 2022
Ms A McGuckin	-	Acting Director of Police Administration

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

Details of significant interests held by Senior Management

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

Policing Board Membership

The Police (NI) Act 2000 sets out the requirements for membership of the NIPB during devolved government, with the Board comprising of 10 elected NI Assembly members and nine independent members. From 1 April 2021 – 31 March 2022 Board membership comprised:



- | | |
|---|--|
| 1. Michael Atkinson (I) Independent Member | 12. Edgar Jardine CB (I) Independent Member |
| 2. John Blair MLA (I) Political Member Alliance | 13. Dolores Kelly MLA (I) Political Member SDLP |
| 3. Maurice Bradley MLA (V) Political Member DUP | 14. Gerry Kelly MLA (I) Political Member Sinn Féin |
| 4. Tom Buchanan MLA (II) Political Member DUP | 15. Liz Kimmins MLA (I) Political Member Sinn Féin |
| 5. Jonathan Buckley MLA (VII) Political Member DUP | 16. Seán Lynch MLA (IV) Political Member Sinn Féin |
| 6. Joanne Bunting MLA (I) Political Member DUP | 17. Colm McKenna (I) Independent Member |
| 7. Trevor Clarke MLA (I) Political Member DUP | 18. Carmel McKinney OBE (I) Independent Member |
| 8. Linda Dillon MLA (VI) Political Member Sinn Féin | 19. Frank McManus (I) Independent Member |
| 9. Tom Frawley (Vice Chair) (I) Independent Member | 20. Mike Nesbitt MLA (III) Political Member UUP |
| 10. Doug Garrett (Chair) (I) Independent Member | 21. Mervyn Storey MLA (III) Political Member DUP |
| 11. Dr Janet Gray MBE (I) Independent Member | 22. Deirdre Toner (I) Independent Member |

Periods of Appointment

- | | | | |
|-----------------------|------------------------|------------------------|-------------------------|
| (I) 1/4/21 – 31/3/22 | (III) 1/4/21 – 14/6/21 | (V) 14/6/21 – 31/3/22 | (VII) 1/11/21 – 31/3/22 |
| (II) 1/4/21 – 1/11/21 | (IV) 1/4/21 – 30/6/21 | (VI) 26/7/21 – 31/3/22 | |

Corporate Governance within the Board

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

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

The role of the ARAC is to advise the Board and Chief Executive on the adequacy of internal control arrangements including risk management, information assurance and governance. This committee consists of six Members of the Board and meetings are also attended by Internal and External Audit, and DoJ representatives.

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

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

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

Each of the Committees are advisory sub-Committees of the Board with no executive functions and each produces a year-end report detailing its activities throughout the year. A summary of the Committee activities during 2021-22 will be discussed later in this report.

Non-current Assets

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

Interest Rate and Currency Risk

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

Future Developments

As part of the DoF project on the Reform of Property Management the NIPB is continuing to prepare to move to new premises at James House located within the Gasworks Complex in the Lower Ormeau Road, Belfast. While a move had initially been anticipated before the end of the 2021-22 year, circumstances relating to one of the project's key subcontractors, compounded by supply chain difficulties, led to revisions in the projected completion dates. As such the Board now expects to relocate to James House in early August 2022 and significant work is underway to ensure the smooth transition to the new premises.

In June 2021 the Minister of Justice consulted with the Board on her "stocktake" of the arrangements for policing oversight and accountability. The stock take considers the relationship and interfaces between the various accountability bodies and focuses on making improvements to the functioning of the existing structures.

In respect of the implementation of the recommendations included in the March 2020 NIAO report, Injury on Duty schemes for officers in the Police Service of Northern Ireland and the Northern Ireland Prison Service, engagement between stakeholders continued throughout the financial year 2021-22. Various discussions took place to ensure that a consistent process was enacted in relation to both Injury on Duty and Ill Health Retirement applications and discussions also took place between DoJ/NIPB/PSNI regarding future legislative amendments. It is envisaged that the consultation on proposed legislative changes, which will be launched soon and will be underpinned by a comprehensive communications plan targeting all key stakeholders and interested parties.

Northern Ireland Policing Plan 2020-2025

The Northern Ireland Policing Plan 2020-2025 was launched on 31 March 2020. Progress against the supporting **Annual Performance Plan 2021-22** was reported to Committees of the Board between May 2021 and March 2022. The Board's Annual Assessment of the PSNI's Performance within the period of May 2021 - March 2022 is available in the Performance Report section.

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

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

The Annual Performance Plan 2021-22 included nine Indicators and thirteen Measures which were used to quantify the progress towards achieving the above Outcomes. This is an additional two Measures from the 2020-21 Annual Performance Plan.

Following the review of the plans, the number of Indicators and Measures have remained the same for the recently published Performance Plan 2022-23, however changes were made to a number of Measures and are detailed below:

a) Measure 1.3.1

Members identified that the Performance Plan Measures are largely focused on crime within the “real world”. Members agreed that recognition of the growing impact of crimes within the “virtual space”, for example cybercrime and online sexual crime, should be included within the Measures. The Board subsequently agreed that the text of Measure 1.3.1 should be amended as follows:

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

To: Number of people in Northern Ireland who feel safe in their: local area, local high street, town centre and their own home, including in the online space.

b) Measure 1.4.1

Members refined the terminology used in Measure 1.4.1 in order to give greater clarity to what is being measured within the indicator. The Board agreed that the text of the Measure 1.4.1 should be amended as follows:

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

To: Benchmark PSNI crime rates against previous rates and against other similar Police Services.

c) Measure 2.4.1

Members identified a need to reflect the wider, cross sectoral issues that were arising across the criminal justice landscape which may have a potential “knock on effect” on victims and witnesses of crime, including the impact of the COVID-19 pandemic. Following discussion, the Board agreed that the text of Measure 2.4.1 should be amended as follows:

From: Levels of crime outcomes to identify and respond to areas of concern in outcomes statistics, with a particular focus on domestic abuse in 2021-22.

To: Levels of crime outcomes, with particular focus on domestic abuse to identify areas of concern.

The Northern Ireland Policing Plan 2020-2025 and Performance Plan 2022-23 was published on 31 March 2022.

Charitable Donations

No charitable donations were made in the year (2020-21: £Nil).

Health and Safety

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

Payments to Suppliers

The NIPB's policy is to pay bills from suppliers within ten working days following receipt of a properly rendered invoice or in accordance with contractual conditions, whichever is the earlier. During this year the Board achieved a prompt payment performance of 98.99% (2020-21: 99.76%) of all properly rendered invoices within ten days and no interest or penalties were incurred.

Pensions

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

Audit

Financial statements for 2021-22 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 118 - 122.

The audit fee for the work performed by the staff of the C&AG during the reporting period, and which relates solely to the audit of these Financial Statements, was £16,750 (2020 -21: £16,750). The C&AG carried out an annual review of the Board's obligations under Part V of the Police (NI) Act 2000 to provide an independent assessment of the NIPB's approach to Best Value/Continuous Improvement and made conclusions which resulted in an unqualified audit opinion for the year 2021-22.

Information Assurance

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

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

The UK GDPR gives individuals the right to access information held about them by public authorities. Such a request is known as a Subject Access Request and the public authority must provide the information promptly and no later than one calendar month after the request was received, unless there are grounds for withholding the information. During the period 1 April 2021 – 31 March 2022 the Board received 39 Subject Access Requests.

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

During the reporting period 1 April 2021 – 31 March 2022 the Board did not have cause to report any security / data incidents to the ICO.

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

Statement of Accounting Officer Responsibilities

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

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

- observe the accounts direction issued by the DoJ, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the FReM Reporting Manual have been followed, and disclose and explain any material departures in the accounts;
- prepare the accounts on a going concern basis; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Principal Accounting Officer of the DoJ has designated the Chief Executive as Accounting Officer for the NIPB. The responsibilities of an Accounting Officer include responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the NIPB's assets, as set out in Managing Public Money Northern Ireland published by HM Treasury.

As the Accounting Officer I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the NIPB's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

Governance Statement 2021-22

Scope of Responsibility

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

The NIPB is a Non-Departmental Public Body (NDPB) sponsored by the DoJ and is made up of 19 Political and Independent members, including a Chair and Vice-Chair. The Policing Board takes its powers primarily from the Police (NI) Act 2000 and 2003 and the Justice Act (NI) 2011. Members of the Board are responsible for overseeing policing in Northern Ireland and holding the PSNI to account through the Chief Constable.

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

Purpose of the Governance Framework

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

This governance framework is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the NIPB's policies, aims and objectives; to evaluate the likelihood of those risks being realised and the impact should they be realised; and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Board for the year ended 31 March 2022 and up to the date of approval of the annual report and accounts, and accords with DoF guidance.

NIPB's Governance Framework is available on our website and can be accessed via the link below: [**Framework Document for the Governance of the Northern Ireland Policing Board | Northern Ireland Policing Board \(nipolicingboard.org.uk\)**](#)

The Governance Framework

(i) Sponsorship Arrangements

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

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

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

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

The associated Financial Memorandum sets out in greater detail certain aspects of the financial provisions which the NIPB shall observe. It is intended to develop a Partnership Agreement between the Policing Board and DoJ to replace the MSFM however the impact of COVID-19 has delayed this process.

(ii) The Policing Board

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

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

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

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

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

Following appointment Board Members are required to:

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

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

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

The Board meets on a monthly basis to discuss and oversee matters of strategic significance as set out in the Standing Orders and the MSFM. The Board has met on 16 occasions⁹ between 1 April 2021 and 31 March 2022. Each of these Board meetings were quorate. The table on page 92 provides details of the number of Board and Committee meetings attended by respective Board Members in the course of the year.

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

(iii) Audit and Risk Assurance Committee

In accordance with the Management Statement, the Board has established an Audit and Risk Assurance Committee (ARAC). DoJ and representatives from both the Board's Internal and External Auditors also attend ARAC meetings.

The responsibilities of the ARAC include advising the NIPB and Accounting Officer on strategic processes for risk, control and governance and the Governance Statement and assurances relating to the risk management framework and processes and corporate governance requirements for the organisation. The ARAC is also responsible for the planned activity and results of Internal and External Audit and has delegated authority from the Board to approve the annual Internal Audit Programme of Work. I attend PSNI's ARAC on behalf of the Board as an observer and provide feedback to the Board's ARAC on relevant matters discussed.

The Committee met five times during the reporting year, in May, June, September and December 2021 and in March 2022. The key items of business for this year included: Internal Audit's Annual work plan; progress reports on the status of the implementation of open audit recommendations; the external audit of the NIPB's Annual Report and Financial Statements for the year ended 31 March 2021; risk management and a number of governance matters, including updates on complaints against the NIPB; and a briefing from the Police Pension Board Chair and Pension Advisor. Members of the Committee also received reports and papers from the PSNI ARAC meetings held during the year.

⁹ This includes special Board meetings convened to consider Recruitment Panel decisions in respect of Senior PSNI Officer and Staff competitions.

(iv) Performance Committee

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

(v) Resources Committee

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

(vi) Partnership Committee

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

(vii) Special Purposes Committee

The role of the Special Purposes Committee is to receive confidential briefings for the purpose of monitoring the PSNI in accordance with the statutory functions of the Board set out in Sections 59¹⁰ and 60¹¹ of the Police (Northern Ireland) Act 2000. The Board's Special Purposes Committee was not required to meet during the year.

(viii) Chair's Advisory Group

The role of the Chair's Advisory Group is to provide advice to the Board Chair and to discuss urgent issues which may arise between Board meetings. The Chair's Advisory Group was not required to meet during the year.

A detailed Report on issues scrutinised and considered by each of the Committee's during the course of the reporting period can be found here here – insert hyper link when published.

(ix) Members' Attendance at Meetings

The table below provides details of attendance by the Members at Board and Committee meetings from 1 April 2021 – 31 March 2022.

¹⁰ www.legislation.gov.uk/ukpga/2000/32/section/59

¹¹ www.legislation.gov.uk/ukpga/2000/32/section/60

Members	Board Attendance	Audit and Risk Assurance Committee Attendance	Partnership Committee Attendance	Performance Committee Attendance	Resources Committee Attendance
Michael Atkinson	16/16	5/5	8/9		
John Blair MLA	12/16		9/9		8/10
Tom Buchanan MLA (1)	8/9		4/5		4/5
Joanne Bunting MLA	12/16	0/2	5/9	6/10	
Trevor Clarke MLA	14/16	1/3		8/10	8/10
Tom Frawley	16/16		5/9 (7)	9/10 (7)	6/10 (7)
Doug Garrett	16/16				
Janet Gray	16/16		8/9		10/10
Edgar Jardine	15/16	5/5		10/10	
Dolores Kelly MLA	15/16		9/9	9/10	
Gerry Kelly MLA	15/16	2/5		10/10	10/10
Liz Kimmins MLA	14/16		9/9	10/10	
Seán Lynch MLA (2)	4/6		3/3		2/3
Carmel McKinney	16/16	2/2	3/3	10/10	2/2
Colm McKenna	14/16	5/5	4/4		7/10
Frank Mc Manus	15/16	5/5			9/10
Mervyn Storey MLA (3)	5/5		2/3	3/3	
Deirdre Toner	14/16			9/10	9/10 (8)
Mike Nesbitt MLA	15/16			9/10	8/10
Maurice Bradley (4)	10/11		5/6	7/7	
Linda Dillon (5)	8/9		5/6		6/7
Jonathan Buckley (6)	5/7		3/4		4/5

- (1) Mr Mervyn Storey MLA resigned from the Policing Board on 14 June 2021
(2) Mr Maurice Bradley MLA was appointed to the Policing Board on 14 June 2021
(3) Mr Seán Lynch MLA resigned from the Policing Board on 30 June 2021
(4) Ms Linda Dillon MLA was appointed to the Policing Board on 26 July 2021
(5) Mr Tom Buchanan MLA resigned from the Policing Board on 1 November 2021
(6) Mr Jonathan Buckley MLA was appointed to the Policing Board on 1 November 2021
(7) Dr Tom Frawley attended these meetings in an ex-officio capacity
(8) Ms Toner was on Board business on 21 April 2021 and did not attend Resources Committee.

(x) The Accounting Officer

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

As Accounting Officer, my principal responsibilities are to ensure that the Board and its Committees are fully supported in developing and promoting a programme of work consistent with its statutory responsibilities.

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

(xi) Internal Audit Arrangements

The Northern Ireland Civil Service Department of Finance Group Internal Audit Team were appointed as NIPB's Internal Auditors from 1 July 2019 for a period of 3 years. The ARAC, on behalf of the Board, receives internal audit reports and approves management responses to recommendations arising from such reports. The table below summarises the internal audits undertaken during 2021-22 and the recommendations made as a result of these audits.

Audit	Assurance Rating	Number of Recommendations by Risk Priority Rating		
		Priority 1	Priority 2	Priority 3
NIPB Human Resources Recruitment	Satisfactory	No Priority 1, 2 or 3 Recommendations were made as a result of this audit. Internal Audit made one Best Practice Recommendation.		
Business Continuity Planning	Satisfactory	0	1	3
Belfast Policing and Community and Safety Partnership	Desktop Review – Assurance Rating not provided	Desktop Review – Risk Based Priority Recommendations not provided.		
Review of Northern Ireland Policing Board Police Appeals Tribunals	Satisfactory			1
Review of Northern Ireland Policing Board Police Pensions and Internal Dispute Resolution Procedures	Satisfactory		2	
Review of Northern Ireland Policing Board Information Management and Security	Satisfactory		2	

(xii) External Audit Arrangements

The Northern Ireland Audit Office (NIAO) is the Policing Board's external auditor. The Comptroller and Auditor General (C&AG) provided a Report to Those Charged with Governance which included the C&AG's unqualified opinion on the Annual Report and Financial Statements to 31 March 2021. NIAO provided an Audit Strategy which detailed the NIAO approach to the audit, the roles and responsibilities of Board and Audit staff and the cost of the audit, for the certification of the Board's Annual Report and Accounts for the year ended 31 March 2022.

Risk Management and Internal Control

As Accounting Officer, I ensure that the NIPB manages risk at all levels in the organisation. The NIPB has a Risk Management Framework in place which is available on the Board's Intranet making it readily available to all staff. The Framework is consistent with recognised principles of sound risk management practice and HM Treasury's Orange Book on Risk Management Principles and Concepts. Guidance on risk is provided through meetings of senior management, each directorate and branch. Training is also provided for staff to equip them with the necessary knowledge and skills to manage risk in a way appropriate to their authority and duties. This Framework outlines the Board's approach to identifying and managing risks which impact the achievement of the organisation's objectives. It also details the roles and responsibilities of the Board and staff in managing risks. The NIPB's approach to risk management is governed by other formal documents such as the Orange Book issued by Treasury, as well as "*Dear Accounting Officer*" letters issued by the DoF.

As part of the risk management processes, the NIPB's SMT identifies those risks which may affect its ability to discharge its business, and takes appropriate mitigating actions to deal with or minimise the risks. The Corporate Risk Register (CRR) is consistent with the Policing Board's 2020-23 Corporate Plan and the 2019-20, 2020-21 and 2021-22 Business Plans. Risks are identified, evaluated and monitored quarterly at SMT meetings or more frequently as determined by the Chief Executive. The SMT reviews the Board's CRR and Directorate Risk Registers, agreeing appropriate mitigating actions. SMT also monitors progress in respect of the implementation of recommendations arising from Internal and External Audits. The CRR is also reviewed and discussed at each of the Board's quarterly ARAC meetings, with Directorate "red" risks being reported to the Committee by exception.

At the beginning of 2021-22 the following six corporate risks were identified on the CRR and their agreed risk appetite is also detailed below.

- **The effect of actions by the PSNI on the Board's reputation** - actions by the PSNI may impact on public confidence in policing, and the Policing Board as the PSNI's accountability body, resulting in a detrimental impact on the reputation of the Board. Risk Appetite – Minimal.

- **PSNI Human Resources (HR) and Estate responsibilities** – HR and PSNI estate responsibilities are delegated to the Chief Constable by the Board and there is a risk of legal and other challenges which may result in a loss of public money or detrimental impact on the Board of the reputation. Risk Appetite – Moderate.
- **Capacity and Capability** – insufficient resources and capacity and the extent of the work created in fulfilling the Board's statutory responsibilities may result in significant issues not being identified which may cause legal, financial and/or reputational damage to the Board. Risk Appetite – Minimal.
- **Independent Medical Referee Process** - Due to the legislative structure and disparate processes governing the Selected Medical Practitioner and Independent Medical Referee procedures there may be irregularities and inconsistency of approach in how the police pension and injury on duty schemes are administered which may result in legal and reputational damage to the Board. Risk Appetite – Minimal.
- **Business Continuity – COVID 19** - the emerging and dynamic global situation as a result of the COVID-19 virus may mean that the Board will be unable to conduct normal business which may result in key statutory responsibilities not being met. Risk Appetite – Moderate.
- **PCSP Funding** - funding given to PCSPs from the Board's Budget may be mismanaged as the Board does not have direct oversight of how the money is spent. Risk Appetite – High.

Details in respect of the ARAC's consideration of the Board's Corporate Risk Register throughout the year can be found in the ARAC minutes which are available on the Board's website via the link below:

[Publications - search results | Northern Ireland Policing Board \(nipolicingboard.org.uk\)](#)

The Board's Governance Framework notes that "*New risks identified during the financial year are disclosed and information provided on how they are treated*". The FoI/GDPR Backlog risk was added to the Board Corporate Risk Register during the 2021-22 period, in line with our Governance Framework. Further detail in respect of this risk and the mitigations put in place to manage this additional risk are included below:

- **FoI/GDPR Backlog** - due to the current number of operational priorities, staffing vacancies and the out-workings from the relocation exercise the Board may fail to meet its statutory obligations under data protection (UK GDPR / DPA 2018) and FoI legislation. This may lead to reputational damage to the Board and regulatory intervention from the UK Information Commissioner. Risk Appetite – Minimal.

Mitigations agreed in relation to this risk were:

- Monthly report to SMT to highlight number of outstanding requests for information.
- Quarterly report to SMT to highlight ongoing issues in respect of data protection compliance.
- Prioritisation of workloads across the organisation and moving of resources to risks identified.
- CEO Monthly Report to the Board on competing priorities; emerging risks and actions taken/required.
- Temporary Compliance Officer post has been created to take forward range of records management projects / help alleviate pressures around FoI / DPA requests.
- SMT prioritising and reviewing staff vacancies in high risk branches

The organisation continued to operate fully during the 2021-22 year as the challenges of working through the pandemic eased. Hybrid working arrangements have been effective and have remained in place, and the use of technology to hold committee and Board meetings remotely has ensured the efficient delivery of the work of the Board. Risk management arrangements will remain in place and any identified risks will be escalated and highlighted in the Corporate Risk Register as outlined in Managing Public Money Northern Ireland.

Review of Effectiveness of the Governance Framework

(i) Provision of information to the Board and Committees

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

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

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

(ii) Highlights of the Board and Committee Reports

The standing items for the Board meetings have been listed above. In addition, the Board considered and approved the following items in 2021-22:

- The Appointment of a new Board Chief Executive.
- The Appointment of two Assistant Chief Constables and three Assistant Chief Officers [of Corporate Services, of Strategic Planning & Transformation, and of People and Organisational Development].
- PSNI above Delegated Authority Compensation Payments.
- PSNI and NIPB Budgets for 2022-23.
- Submission to the Police Remuneration and Review Body.
- NIPB Human Rights Annual Report 2020-21.
- Extension of the Human Rights Advisors' Contract.
- The HMICFRS Peel Inspection Programme for 2022-23.
- Funding grants to successful applicants in respect of the Police Property Fund.
- Approval of several former PSNI stations for disposal.
- Consideration and Approval of amended PCSP Strategic Priorities.
- Consideration and Approval of the 2020-21 PCSP Annual Effectiveness Report.
- The Policing Plan was reported on fully throughout the year in each of the Board's Committees and reviewed effectively with more focus on impact and baseline data.
- A Report by the Board's Human Rights Advisor on the use of Spit and Bite Guards by the PSNI to inform policy and future use.
- A new Human Rights Monitoring Framework.
- Consideration and approval of a number of engagement events including the Board's 20th Anniversary, The Balmoral Show, and an Annual Volunteer Recognition event.
- The publication of the Annual Volunteer Report.
- Hosting stakeholder focus groups in 8 Neighbourhood Policing Team (NPT) areas, a community survey commissioned by NIPB, and self-assessment surveys completed by NPT members within PSNI.

(iii) Stewardship Statements

Each Director is responsible for providing me with a signed Stewardship Statement every six months which is assessed against their Directorate Business Plan. Within this statement they demonstrate how they have controlled risks associated with their Directorate objectives during these periods, and highlight any areas which might adversely affect the performance of their Directorate or the organisation as a whole. As the Accounting Officer I provide assurances to the Department's Principal Accounting Officer that any non-compliance with relevant guidelines or instructions has been included in my report as required and, where necessary, controls have been strengthened to prevent recurrence. In the current year I had no instances of non-compliance to report.

(iv) PCSP Assurance

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

(v) Assurance Received from the Chief Constable

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

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

The Chief Constable completed an Annual Assurance Statement, and submitted it to me as Accounting Officer, for the year ended 31 March 2022. In the Assurance Statement, he acknowledged his personal responsibility in performing the above responsibilities on behalf of the Board and confirmed the delegated functions and responsibilities were carried out during the financial year ending 31 March 2022.

(vi) Internal and External Audit

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

The C&AG for Northern Ireland also carried out a statutory audit of the Board's Annual Report and financial statements for 2020-21. Within his *Report To Those Charged With Governance* (dated 31 August 2021) he gave the Board an unqualified audit opinion on the financial statements and the regularity opinion and raised no recommendations. This report was presented and considered by the ARAC Committee at its meeting on 30 September 2021.

The C&AG is required to carry out a statutory audit of the Board's 'Continuous Improvement Arrangements' as per Part V of the Police (NI) Act 2000. In October 2021, the C&AG published his findings and gave an unqualified audit opinion on the 2019-20 Performance Summary and the 2020-21 Performance Plan.

(vii) Board Effectiveness

As reported in last year's Annual Report, during 2021-22 work progressed regarding the main developmental areas identified in the 2019 Board Effectiveness Review. These included the development of an Engagement Strategy; agreeing a risk appetite for each corporate risk and the completion of an annual report on the work of the committees including key outcomes. Throughout the 2021-22 year work has continued in these areas. An annual report on the work of each of the Board's Committee in the 2021-22 year are included elsewhere in this Annual Report.

In respect of a review of the Board's Committees and their effectiveness, this was undertaken in April/May 2021 and a summary of the findings was shared with Committees in May 2021. The review covered three areas in respect of each Committee,

- The Objectives, Remit and Strategy of the Committee;
- Skills and Competencies that would enhance the work of the Committee; and
- The Role and Scope of the Committee.

A review of the Committee Structure was also conducted in Spring 2021 and the outcome of this was discussed at the Board's Development Days in July 2021 with a report being subsequently considered at the September 2021 Board meeting. It was agreed that the issues raised would be developed and incorporated into the Board and Committee programmes of work and that Board officials would develop an action plan of areas to be progressed in the short and medium term.

Following my appointment as NIPB Chief Executive and early engagement with Board Members, staff and key stakeholders, further work was progressed throughout the year to establish what opportunities existed for the issues raised in earlier effectiveness reviews to be progressed further. This work is still being progressed with emerging themes including review of committee structure and staffing support required; programmes of committee activity and linkages with PSNI work streams; member induction programme; Board outreach and engagement; and public accountability sessions. A programme of work on each theme is currently in development with a view to progressing these following the reconstitution of the Board after the 5 May 2022 election.

Significant Internal Control Issues Identified

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

A historic priority one internal audit recommendation has been outstanding from 2012 in respect of the development of an electronic case management system for Police Administration Branch. However it is acknowledged that this recommendation has subsequently been superseded by the recommendations in the NIAO Injury on Duty report dated 13 March 2020. As a result, no further developments on the case management system will be progressed until the recommendations in this report have been implemented.

However, a Steering Group and Sub Group have been convened, led by the DoJ, with all key stakeholders to consider the recommendations in the NIAO report. The work of the Steering and Sub Groups remains ongoing and a consultation document on proposed legislative changes has been drafted, and is due to be issued by the DoJ soon.

Ministerial Directions

During 2021-22 no Ministerial directions were sought or given.

Accounting Officer Statement on Assurance

The 2021-22 Internal Audit Plan was agreed by the Board's ARAC at its Committee meeting in June 2021. Throughout the course of the year Internal Audit completed their Annual Audit Plan submitting reports together with recommendations for improvements where appropriate to the Chief Executive and Board's ARAC in a timely way. Management provided responses on issues raised as a result of the audits and confirmed that recommendations for improvements are being implemented.

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

Having reviewed the evidence provided to me by the management assurance exercises, the risk registers and the external audit *Report To Those Charged With Governance*, I am satisfied that the NIPB has maintained a sound system of internal control during the financial year 2021-22.



Sinead Simpson

Chief Executive

Date: 19 July 2022

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.

A Scheme for a Research Allowance to support all the political parties represented on the Policing Board is paid to each Political Party represented on the Board.

Officials

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

The pay remit for the Northern Ireland (NI) public sector, including senior civil servants (SCS) in the NICS, is approved by the Minister of Finance. The Minister set the 2021-22 NI public sector pay policy (March 2021).

Annual NICS pay awards are made in the context of the wider public sector pay policy. The pay awards for NICS staff, including SCS, for 2020-21 were paid in February and March 2022. The pay awards for 2021-22 were paid in March 2022.

Service Contracts

Independent Members are appointed for a period of up to four years in accordance with the Police (NI) Act 2000, Schedule 1, part 3, paragraph 8. NIPB officials are appointed on merit on the basis of fair and open competition. The officials covered by this report hold appointments which are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commissioners for Northern Ireland can be found at www.nicscommissioners.org

Remuneration and Pension Entitlements

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

Board Members Remuneration Entitlements (Audited Information)

Remuneration of Board members is disclosed below. None of the posts are pensionable and the only other primary benefit is the payment of expenses for home to office travel and the associated taxation, totalling £7,949 (2020-21: £17,481).

Remuneration for Independent Board Members is set out below:

Audited Information	2021-22			2020-21		
	Salary	Benefit In Kind	Total	Salary	Benefit In Kind	Total
Name and Title	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Michael Atkinson	15	-	15	15	-	15
John Blair MLA	-	-	-	-	-	-
Maurice Bradley MLA	-	-	-	-	-	-
Tom Buchanan MLA	-	-	-	-	2	2
Jonathan Buckley MLA	-	-	-	-	-	-
Joanne Bunting MLA	-	-	-	-	-	-
Trevor Clarke MLA	-	-	-	-	-	-
Anne Connolly	-	1	1	-	1	1
Linda Dillon MLA	-	1	1	-	1	1
Tom Frawley (Vice Chair)	30	2	32	30	2	32
Doug Garrett (Chair)	50	2	52	50	1	51
Dr Janet Gray, MBE	15	2	17	15	1	16
Edgar Jardine, CB	15	1	16	15	-	15
Dolores Kelly MLA	-	1	1	-	1	1
Gerry Kelly MLA	-	-	-	-	-	-
Liz Kimmins MLA	-	-	-	-	1	1
Seán Lynch MLA	-	-	-	-	3	3
Colm McKenna	15	-	15	15	-	15
Carmel McKinney, OBE	15	-	15	15	-	15
Frank McManus	15	-	15	15	-	15
Gary Middleton MLA	-	-	-	-	1	1
Mike Nesbitt MLA	-	-	-	-	-	-
Wendy Osborne	-	-	-	-	-	-
Mervyn Storey MLA	-	-	-	-	1	1
Deirdre Toner	15	-	15	15	2	17

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

Senior Officials' Remuneration and pension entitlements (Audited Information)

Audited Information - Single total figure of remuneration								
Senior Officials	Salary (£'000)		Bonus Payment (£'000)		Pension Benefits * (to nearest £1000)		Total (£'000)	
	2021-22	2020-21	2021-22	2020-21	2021-22	2020-21	2021-22	2020-21
Mrs Sinead Simpson, Chief Executive (From 4 October 2021)	35-40 (70-75 full year equivalent)	-	-	-	21	-	55-60 (95-100 full year equivalent)	-
Mrs Amanda Stewart, Chief Executive (To 3 October 2021)	50-55 (80-85 full year equivalent)	80-85	-	-	32	59	80-85 (110-115 full year equivalent)	140-145
Mrs Dympna Thornton, Acting Director of Partnership (From 22 June 2020)	50-55	35-40 (50-55 full year equivalent)	-	-	25	7	75-80	45-50 (55-60 full year equivalent)
Ms Aislinn McGuckin, Acting Director of Police Administration (From 8 February 2019 to 30 June 2019 and from 21 October 2019)	50-55	50-55	-	-	22	20	75-80	50-55
Ms Jenny Passmore, Director of Resources	55-60	50-55	-	-	27	35	80-85	85-90
Ms Charis Hilditch, Acting Director of Resources (From 21 February 2022)	5-10 (50-55 full year equivalent)	-	-	-	2	-	5-10 (50-55 full year equivalent)	-
Mr Adrian McNamee, Director of Partnership	55-60	50-55	-	-	28	28	80-85	80-85

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

Remuneration Senior Officials

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

Benefits in kind

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

Bonuses

Bonuses, if awarded, relate to performance in the year in which they become payable to the individual. The bonuses reported in 2021-22 relate to performance in 2020-21 and the comparative bonuses reported for 2020-21 relate to performance in the 2019-20 financial year.

Fair Pay Disclosure (Audited Information)

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the lower quartile, median and upper quartile remuneration of the organisation's workforce.

Due to changes in highest paid director during the year the banded remuneration used was £70,000 - £75,000 (2020-21, £75,000 - £80,000) as this represented the current staffing complement. The relationship between the mid-point of this band and the remuneration of the organisation's workforce is disclosed below.

2021-22	25th percentile	Median	75th percentile
Total remuneration (£)	28,069	32,954	39,813
Pay ratio	2.6:1	2.2:1	1.8:1

2020-21	25th percentile	Median	75th percentile
Total remuneration (£)	27,930	31,331	40,582
Pay ratio	2.8:1	2.5:1	1.9:1

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

For 2021-22, the 25th percentile, median and 75th percentile remuneration values consisted solely of salary payments.

In 2021-22, and in 2020-21, no employees received remuneration in excess of the highest-paid director.

Remuneration ranged from £24,000 to £72,500 (2020-21, £22,000 to £77,500). The reduction in the highest remuneration in this financial year is as a result of a new Chief Executive being appointed in 2021-22.

Percentage Change in Remuneration

Reporting bodies are also required to disclose the percentage change from the previous financial year in the:

- a) salary and allowances, and
- b) performance pay and bonuses of the highest paid director and of their employees as a whole.

The percentage changes in respect of the Board are shown in the following table. It should be noted that the calculation for the highest paid director is based on the mid-point of the band within which their remuneration fell in each year.

Percentage change for:	2021-22 v 2020-21	2020-21 v 2019-20
Average employee salary and allowances	0.58%	3.88%
Highest paid director's salary and allowances	-6.45%	6.9%
Average employee performance pay and bonuses	-100% ¹	13.28%
Highest paid director's performance pay and bonuses	N/a ²	N/a ²

1 The Northern Ireland Civil Service special bonus scheme was withdrawn with effect from 31 March 2021. Final payments under the scheme were made during the first quarter of the 2021-22 financial year however these related to the costs accrued in 2020-21 therefore we note a 100% decrease in performance pay and bonuses in 2021-22.

2 No performance pay or bonuses were payable to the highest paid director in these years.

Pension Entitlements (audited information)

Pension entitlements of the most senior employees are shown below:

Senior Employees	Accrued pension at pension age as at 31/03/22 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/03/22	CETV at 31/03/21	Real increase in CETV	Employer Contribution to partnership pension account
	£000	£000	£000	£000	£000	Nearest £100
Mrs Sinead Simpson, Chief Executive (From 4 October 2021)	25.0 - 30.0 Plus lump sum of 55.0 - 60.0	0.0 - 2.5 Plus lump sum of 0.0	480	461	10	-
Mrs Amanda Stewart, Chief Executive (To 3 October 2021)	30.0 - 35.0 Plus lump sum of 55.0 - 60.0	0.0 - 2.5 Plus lump sum of 0.0- 2.5	485	463	20	-
Mrs Dympna Thornton, Acting Director of Partnership (From 22 June 2020)	20.0 - 25.0	0.0 - 2.5	466	422	18	-
Ms Aislinn McGuckin, Acting Director of Police Administration (From 8 February 2019 to 30 June 2019 and from 21 October 2019)	0.0 - 5.0	0.0 - 2.5	35	25	7	-
Ms Jenny Passmore, Director of Resources	20.0 - 25.0 Plus lump sum of 45.0 - 50.0	0.0 - 2.5 Plus lump sum of 0.0 - 2.5	457	415	18	-
Ms Charis Hilditch, Acting Director of Resources (From 21 February 2022)	0.0 - 5.0	0.0 - 2.5	39	37	1	-
Mr Adrian McNamee, Director of Performance	20.0 - 25.0	0 - 2.5	304	275	16	-

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

Northern Ireland Civil Service (NICS) Pension Schemes

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

The alpha pension scheme was introduced for new entrants from 1 April 2015. The alpha scheme and all previous scheme arrangements are unfunded with the cost of benefits met by monies voted each year. The majority of existing members of the classic, premium, classic plus and nuvos pension arrangements (collectively known as the Principal Civil Service Pension Scheme (Northern Ireland)) also moved to alpha from that date. At that time, members who on 1 April 2012 were within 10 years of their normal pension age did not move to alpha (full protection) 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 (tapered protection).

In 2018, the Court of Appeal found that the protections put in place back in 2015 that allowed older workers to remain in their original scheme, were discriminatory on the basis of age. As a result, the discrimination identified by the Courts in the way that the 2015 pension reforms were introduced must be removed by the Department of Finance. It is expected that, in due course, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period. The different pension benefits relate to the alternative schemes e.g. legacy PCSPS(NI) 'Classic', 'Premium' or 'Nuvos' (legacy scheme) or alpha. Scheme regulations made in March 2022, closed the PCSPS(NI) to future accrual from 31 March 2022, and all remaining active PCSPS(NI) members (including partially retired members in active service) moved to 'alpha' from 1 April 2022. This completes Phase One to remedy the discrimination identified by the Courts. Any pension benefits built up in the legacy scheme prior to this date are unaffected and PCSPS(NI) benefits remain payable in accordance with the relevant scheme rules. Phase Two will see the implementation of the Deferred Choice Underpin. That is, giving eligible members a choice between legacy scheme and alpha scheme benefits for service between 1 April 2015 and 31 March 2022. At this stage, allowance has not yet been made within CETVs for this remedy. Further information on the remedy will be included in the NICS pension scheme accounts which are available at <https://www.finance-ni.gov.uk/publications/dof-resource-accounts>.

Alpha is a 'Career Average Revalued Earnings' (CARE) arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current accrual rate is 2.32%.

Currently new entrants joining can choose between membership of alpha or joining a 'money purchase' stakeholder arrangement with a significant employer contribution (Partnership Pension Account).

New entrants who joined on or after 30 July 2007 were eligible for membership of the legacy PCSPS(NI) Nuvos arrangement or they could have opted for a Partnership Pension Account. Nuvos was also a CARE arrangement in which members accrued pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The rate of accrual was 2.3%.

Staff in post prior to 30 July 2007 may be in one of three statutory based 'final salary' legacy defined benefit arrangements (Classic, Premium and Classic Plus). From April 2011, pensions payable under these arrangements have been reviewed annually in line with changes in the cost of living. New entrants who joined on or after 1 October 2002 and before 30 July 2007 will have chosen between membership of premium or joining the Partnership Pension Account.

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

The Partnership Pension Account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

Active members of the pension scheme will receive an Annual Benefit Statement. The accrued pension quoted is the pension the member is entitled to receive when they reach their scheme pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. The normal scheme pension age in alpha is linked to the member's State Pension Age but cannot be before age 65. The Scheme Pension age is 60 for any pension accrued in the legacy **Classic**, **Premium**, and **Classic Plus** arrangements and 65 for any benefits accrued in **Nuvos**. Further details about the NICS pension schemes can be found at the website www.finance-ni.gov.uk/civilservicepensions-ni.

All pension benefits are reviewed annually in line with changes in the cost of living. Any applicable increases are applied from April and are determined by the Consumer Prices Index (CPI) figure for the preceding September. The CPI in September 2021 was 3.1% and HM Treasury has announced that public service pensions will be increased accordingly from April 2022.

Employee contribution rates for all members for the period covering 1 April 2022 – 31 March 2023 are as follows:

Annualised Rate of Pensionable Earnings (Salary Bands)		Contribution rates – All members
From	To	From 01 April 2022 to 31 March 2023
£0	£24,449.99	4.6%
£24,450.00	£56,399.99	5.45%
£56,400.00	£153,299.99	7.35%
£153,300.00 and above		8.05%

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the NICS pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2015 and do not take account of any actual or potential benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

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

Compensation for loss of office (Audited Information)

There were no compensation benefits paid by the Board during this financial year (2020-21: Nil).

Staff Report

Staff Numbers and Related Costs (Audited Information)

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

Staff costs comprise:	2021-22	2020-21
	£000	£000
Permanently employed staff		
Wages and salaries	1,529	1,535
Social security costs	158	156
Other pension costs	396	401
Total permanent staff costs	2,083	2,092
Secondments	230	239
Agency costs	228	211
Total staff costs	2,541	2,542

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

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

The Government Actuary's Department (GAD) is responsible for carrying out scheme valuations. The Actuary reviews employer contributions every four years following the scheme valuation. The 2016 scheme valuation was completed by GAD in March 2019. The outcome of this valuation was used to set the level of contributions for employers from 1 April 2019 to 31 March 2023.

The 2016 Scheme Valuation requires adjustment as a result of the 'McCloud remedy'. The DoF also commissioned a consultation in relation to the Cost Cap element of Scheme Valuations which closed on 25 June 2021. The Cost Cap Mechanism (CCM) is a measure of scheme costs and determines whether member costs or scheme benefits require adjustment to maintain costs within a set corridor.

By taking into account the increased value of public service pensions, as a result of the 'McCloud remedy', scheme cost control valuation outcomes will show greater costs than otherwise would have been expected. Following completion of the consultation process the 2016 Valuation has been completed and the final cost cap determined. Further information can be found on the [DoF website](#).

A case for approval of a Legislative Consent Motion (LCM) was laid in the Assembly to extend the Public Service Pensions and Judicial Offices Bill (PSP&JO) to Northern Ireland. Under the LCM agreed by the NI Assembly on 1 November 2021 provisions are included in the Act for devolved schemes in NI. A second LCM was laid in the Assembly to implement the CCM changes in the Westminster Bill for devolved schemes. The second LCM, as agreed by the Assembly on 31 January 2022, ensured the reformed only scheme design and the economic check will now be applied to the 2020 scheme valuations for the devolved public sector pension schemes, including the NICS pension scheme. The PSP&JO Act received Royal Assent on 10 March 2022. The UK Act legislates how the Government will remove the discrimination identified in the McCloud judgment. The Act also includes provisions that employees will not experience any detriment if the adjusted valuation costs breach the set cost cap ceiling but any breaches of the cost cap floor (positive employee impacts) in the completed valuations will be honoured.

For 2021-22, employers' contributions of **£401,041 were** payable to the NICS pension arrangements (2020-21, £400,839) at one of three rates in the range 28.7% to 34.2% of pensionable pay, based on salary bands.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £Nil (2020-21, £Nil) were paid to one or more of the panel of two appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% (2020-21, 8% to 14.75%) of pensionable pay.

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

Employer contributions of £Nil, 0.5% (2020-21 £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 (2020-21: 0 persons) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £Nil (2020-21: £Nil).

Average number of persons employed (Audited Information)

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

	2021-22	2020-21
	Number	Number
Senior management	4	4
Other directly employed staff	30	30
Total permanent staff numbers	34	34
Secondments/agency	12	12
Total number of employees	46	46

The average number of Board Members during the year was 9 (2020-21: 9).

Staff numbers

Staffing at 31 March 2022 comprised of 15 staff seconded from the NICS and PSNI, 26 direct recruits appointed following public advertisement (1 of which is aligned with the Senior Civil Service (SCS)) and 9 agency staff.

The breakdown by gender:

	2021-22		2020-21	
	Male	Female	Male	Female
Senior civil service equivalent	-	1	-	1
Directors	1	3	1	3
Staff	15	30	14	25
Total	16	34	15	29

Staff turnover

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

	2021-22	2020-21
	%	%
Staff turnover percentage	30.8	36.6

Staff Engagement

The NIPB as an NDPB did not participate in any Civil Service People Survey during 2021-22 and therefore no engagement indicators are available. However the NIPB engages extensively with staff, as noted below, in relation to staff policies and other employee matters.

Voluntary Redundancy Scheme – exit packages (Audited Information)

Exit costs are accounted for in the year of departure. No staff left under Voluntary Exit terms during the 2021-22 year (Nil, 2020-21).

Staff Policies and Other Employee Matters

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

Employment, training and advancement of disabled persons

The NIPB has also adopted the NICS commitment to working towards creating a truly inclusive workplace where all colleagues feel valued.

In keeping with the wider NICS, the NIPB applies the recruitment principles as set out in the Recruitment Code of the Civil Service Commissioners for Northern Ireland, appointing candidates based on merit through fair and open competition. Mandatory training for recruitment and selection panel members includes raising awareness of unconscious bias.

In 2020-21 the NICS offered a Guaranteed Interview Scheme (GIS) and NIPB has aligned with this approach. To maintain and promote a diverse and inclusive workforce, the NIPB has adopted wider NICS policies to support reasonable adjustments to working practices or the work environment as required by disabled persons.

The Board partnered with Leonard Cheshire to host a graduate for a 14-week placement working in the Human Rights and Professional Standards branch during 2021-22. GradEmployNI is a pioneering employment programme through Leonard Cheshire that matches disabled students who have graduated in the last three years to career opportunities with organisations in Northern Ireland.

NIPB is committed to building an inclusive work culture where diversity is truly valued at all levels, where you are valued for who you are and where you can bring your true self to work.

In this context the staff health and well-being group, the BU group, has taken forward a range of activities over the last year to promote inclusivity in the workplace.

Other Employee Matters

Equality, Diversity and Inclusion

The NIPB Equality Scheme sets out our commitments to promote equality, diversity and inclusion and we continue to meet our statutory obligations under the Fair Employment and Treatment (NI) Order 1998, which includes submission of annual Fair Employment Monitoring Return and a tri-annual Article 55 Review to the Equality Commission for NI (ECNI), both of which contribute to the assessment of the composition of the workforce and the composition of applicants and appointees.

Further information on the Board's Equality Scheme is available at

<https://www.nipolicingboard.org.uk/sites/nipb/files/publications/equality-action-plan-april-2019-march-2023.pdf>

Learning and Development

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

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

Employee Consultation and Trade Union Relationships

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

Sickness absence data

The average number of working days lost per employee due to sickness was 6.83 up to 31 March 2022 (2020-21: 2.07).

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

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

Table 1: All temporary off-payroll workers engaged at any point during the year ended 31 March 2022

	2021-22
Number of off-payroll workers engaged during the year ended 31 March 2022	1
Of Which:	
Number determined as out-of-scope of IR35	1
Number determined as in-scope of IR35	-
Number of engagements reassessed for compliance or assurance purposes during the year	-
Of which: Number of engagements that saw a change to IR35 status following review	-
Number of engagements where the status was disputed under provisions in the off-payroll legislation	-
Of which: Number of engagements that saw a change to IR35 status following review	-

Consultancy costs (Audited Information)

Details of all consultancy costs are outlined below:

	2021-22	2020-21
	£	£
Consultancy costs	12,673	8,638

ASSEMBLY ACCOUNTABILITY AND AUDIT REPORT

Losses and Special Payments (Audited Information)

Losses and special payments over £250,000 - £Nil (2020-21: £Nil).

Remote Contingent Liabilities (Audited Information)

NIPB has no remote contingent liabilities (2020-21: none).



Sinead Simpson

Chief Executive

Date: 19 July 2022

The Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly

Opinion on financial statements

I certify that I have audited the financial statements of the Northern Ireland Policing Board for the year ended 31 March 2022 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, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards as interpreted and adapted by the Government Financial Reporting Manual.

I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of the Northern Ireland Policing Board's affairs as at 31 March 2022 and of the Northern Ireland Policing Board's net expenditure for the year then ended; and
- have been properly prepared in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010 and Department of Justice directions issued thereunder.

Opinion on regularity

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

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate.

My staff and I are independent of the Northern Ireland Policing Board in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK,

including the Financial Reporting Council's Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

Conclusions relating to going concern

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

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

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

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

Other Information

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

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with the Department of Justice directions made under the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Northern Ireland Policing Board and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report. I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records; or
- certain disclosures of remuneration specified by the Government Financial Reporting Manual are not made; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with the Department of Finance's guidance.

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

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

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- such internal controls as the Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;
- assessing the Northern Ireland Policing Board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the Northern Ireland Policing Board will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010.

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

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

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the Northern Ireland Policing Board through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010;
- making enquires of management and those charged with governance on the Northern Ireland Policing Board's compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;
- completing risk assessment procedures to assess the susceptibility of the Northern Ireland Policing Board's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the following areas: management override of controls through the posting of unusual journals and the extent of management bias within accounting estimates;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;

- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate; and
- addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business.

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

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

Report

I have no observations to make on these financial statements.



Dorinnia Carville

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

4 August 2022

4. NI POLICING BOARD FINANCIAL STATEMENTS

Statement of Comprehensive Net Expenditure for the year ended 31 March 2022

		2021-22	2020-21
	Note	£000	£000
Other Operating Income	5	(134)	(145)
Total Operating Income		(134)	(145)
Staff costs	3	2,541	2,542
Depreciation	6 & 7	46	28
Provision Expense	4	151	93
Other Operating Expenditure	4	3,837	3,036
Total Operating Expenditure		6,575	5,699
Net Operating Expenditure		6,441	5,554
Net expenditure for the year		6,441	5,554
Other Comprehensive Net Expenditure			
Items that will not be reclassified to net operating costs:			
Net (gain) on revaluation of Property Plant and Equipment	6	(1)	(2)
Net (gain) on revaluation of Intangibles	7	-	(1)
Comprehensive Net Expenditure for the year		6,440	5,551

The notes on pages 127 - 142 form part of these accounts.

Statement of Financial Position as at 31 March 2022

	Note	2022 £000	2021 £000
Non-current assets:			
Property, plant and equipment	6	126	141
Intangible assets	7	31	20
Total non-current assets		157	161
Current assets:			
Trade and other receivables	9	130	107
Cash and cash equivalents	10	500	278
Total current assets		630	385
Total assets		787	546
Current liabilities:			
Trade and other payables	11	(2,034)	(1,630)
Provisions	12	(1,072)	(990)
Total current liabilities		(3,106)	(2,620)
Total assets less current liabilities		(2,319)	(2,074)
Non-current liabilities			
Provisions	12	(136)	(168)
Total non-current liabilities		(136)	(168)
Total assets less total liabilities		(2,455)	(2,242)
Taxpayers' equity and other reserves			
Revaluation reserve		64	63
General reserve		(2,519)	(2,305)
Total Equity		(2,455)	(2,242)

The financial statements on pages 123 - 142 were approved and authorised by NIPB on 19 July 2022 and were signed on its behalf by:



Sinead Simpson

Chief Executive

Date: 19 July 2022

The notes on pages 127 - 142 form part of these accounts.

Statement of Cash Flows for the year ended 31 March 2022

		2021-22	2020-21
	Note	£000	£000
Cash flows from operating activities			
Net Operating Expenditure		(6,440)	(5,551)
Adjustment for non-cash transactions	4,6 & 7	196	137
(Increase) Decrease in trade and other receivables	9	(23)	2
Increase in trade and other payables	11	404	34
Use of provisions	12	(101)	(31)
Net cash outflow from operating activities		(5,964)	(5,409)
Cash flows from investing activities			
Purchase of property, plant and equipment	6	(25)	(105)
Purchase of intangible assets	7	(16)	(7)
Net cash outflow from investing activities		(41)	(112)
Cash flows from financing activities			
Grants from sponsoring department		6,227	5,663
Net financing		6,227	5,663
Net increase in cash and cash equivalents in the period	10	222	142
Cash and cash equivalents at the beginning of the period	10	278	136
Cash and cash equivalents at the end of the period	10	500	278

The notes on pages 127 - 142 form part of these accounts.

Statement of Changes in Taxpayers' Equity for the year ended 31 March 2022

	General Reserve	Revaluation Reserve	Taxpayers' Equity
	£000	£000	£000
Balance at 31 March 2020	(2,414)	60	(2,354)
Changes in Taxpayers' Equity 2020-21			
Grants from Sponsoring department	5,663	-	5,663
Comprehensive Net Expenditure for the year	(5,551)	-	(5,551)
Transfers between reserves	(3)	3	-
Balance at 31 March 2021	(2,305)	63	(2,242)
Changes in Taxpayers' Equity for 2021-22			
Grants from Sponsoring department	6,227	-	6,227
Comprehensive net expenditure for the year	(6,440)	-	(6,440)
Transfers between reserves	(1)	1	-
Balance at 31 March 2022	(2,519)	64	(2,455)

The notes on pages 127 - 142 form part of these accounts.

Notes to the Accounts

1. Statement of accounting policies

These financial statements have been prepared in accordance with the 2021-22 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Board for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Board are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

1.1 Accounting convention

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

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

1.2 Property, plant and equipment

Property, plant and equipment are capitalised at their cost of acquisition. The level for capitalisation as an individual or grouped non-current asset has been applied for the year shown at £1,000. The NIPB does not own any land or buildings¹². 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.

¹² NIPB is the legal owner of the PSNI Estate, however day to day responsibility for estate management is delegated to the Chief Constable and the assets are presented within the PSNI's financial statements.

Estimated useful lives, which are reviewed regularly, are:

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

1.4 Intangible Assets

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

1.5 Operating income

Operating income comprises the recoupment of salaries for staff on secondment and externally generated programme funding received or receivable.

1.6 Foreign exchange

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

1.7 Leases

Finance Leases:

Leases of property, plant and equipment where NIPB holds substantially all the risks and rewards of ownership are classified as finance leases. NIPB did not hold any finance leases during 2021-22. The implementation of IFRS 16 is due to take effect from 1 April 2022 however the NIPB intends to avail of the short-term lease exemption for property leases as the current lease covers a period of 12 months or less from its commencement date. The impact of this will be to apply similar accounting to that of operating leases under IAS 17.

Operating Leases:

Leases where substantially all of the risks and rewards are held by the lessor, are classified as operating leases. These relate to the rental of the NIPB's headquarters. Rentals are charged to the Statement of Comprehensive Net Expenditure in equal instalments over the life of the lease.

1.8 Financial instruments

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

1.9 Financing

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

1.10 Provisions

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

1.11 Critical accounting estimates and judgments

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

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

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

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

1.12 Value Added Tax (VAT)

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

1.13 Pension costs

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

1.14 Trade and other receivables

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

1.15 Cash and cash equivalents

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

1.16 Impairment of financial assets

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

1.17 Trade and other payables

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

1.18 Employee benefits

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

1.19 Contingent liabilities

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

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

1.20 Insurance

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

1.21 Accounting standards, amendments, interpretations or other updates that were issued and effective for the 2021-22 financial year

In addition, certain new standards, interpretations and amendments to existing standards have been published that are mandatory for the Board's accounting periods beginning on or after 1 April 2021 or later periods, but which the Board has not adopted early. Other than as outlined below, the Board considers that these standards are not relevant or material to its operations.

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

Standard	IFRS 16 - Leases (replaces IAS 17 Leases and related interpretations)
Effective date	January 2019
FReM application	April 2022
Description of revision	<p>IFRS 16 has been developed by the IASB with the aim of improving the financial reporting of leasing activities in light of criticisms that the previous accounting model for leases failed to meet the needs of users of financial statements.</p> <p>IFRS 16 largely removes the distinction between operating and finance leases for lessees by introducing a single lessee accounting model that requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. This is a significant change in lessee accounting.</p>
Comments	IFRS 16 Leases replaces IAS 17 Leases and is effective with EU adoption from 1 January 2019. In line with the requirements of the FReM, IFRS 16 will be implemented, as interpreted and adapted for the public sector, with effect from 1 April 2022.

The transition into IFRS 16 has necessitated a review of existing and future contracts to identify lease and nonlease (i.e. service) elements. NIPB have completed a review of current lease agreements to manage the transition to IFRS 16 and reported the impact of the budgetary requirements to its sponsor department. NIPB continue to assess live contracts to enable future assessment under IFRS 16 criteria and in accordance with HM Treasury IFRS 16 application guidance, however the NIPB intends to avail of the short-term lease exemption for property leases as the current lease covers a period of 12 months or less from its commencement date. The impact of this will be to apply similar accounting to that of operating leases under IAS 17. The scope of the change includes, but is not limited to NIPB future lease commitments that are currently presented under IAS 17 in note 14.

1.23 Financial Reporting - Future Developments

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

2. Statement of operating expenditure by operating segment

At 31 March 2022 NIPB organised into two main business segments reported to the Chief Operating Decision Maker through monthly Management Accounts:

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

The segmental results for the year ended 31 March 2022 are as follows:

	NIPB	PCSPs	Total
	£000	£000	£000
Gross expenditure	5,145	1,430	6,575
Income	(134)	-	(134)
Net Expenditure	5,011	1,430	6,441

The segmental results for the year ended 31 March 2021 are as follows:

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

3. Staff costs

Staff costs comprise:	2021-22	2020-21
	£000	£000
Permanently employed staff		
Wages and salaries	1,522	1,535
Social security costs	160	156
Other pension costs	401	401
Total permanent staff costs	2,083	2,092
Secondments/agency costs	458	450
Total cost	2,541	2,542

4. Other operating expenditure and Provision expense

		2021-22	2020-21
		£000	£000
Other operating expenditure	Note		
Grants to PCSPs		1,428	1,474
PCSP Training costs		2	2
Running costs		641	392
Accommodation costs		879	329
Rentals under operating leases		442	417
Press and public relations		62	42
Information technology		179	171
Human rights monitoring		93	92
Pension medical services and appeals		94	100
External audit fees		17	17
Total Other operating Expenditure		3,837	3,036
Provision income (expense)			
Provisions provided for in year	12	309	205
Provisions released in year not required	12	(158)	(112)
Total Provision income (expense)		151	93

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

	2021-22	2020-21
	£000	£000
Income source		
Reimbursement of payroll costs for secondments	134	145
Total income	134	145

6. Property, plant and equipment

2021-22	Information Technology	Furniture & Fittings	Total
	£000	£000	£000
Cost or valuation			
At 1 April 2021	238	341	579
Additions	14	11	25
Disposals	(49)	(48)	(97)
Revaluations	-	3	3
At 31 March 2022	203	307	510
Depreciation			
At 1 April 2021	112	326	438
Charged in year	31	10	41
Disposals	(49)	(48)	(97)
Revaluations	1	1	2
At 31 March 2022	95	289	384
Carrying amount at 31 March 2021	126	15	141
Carrying amount at 31 March 2022	108	18	126
Asset financing:			
Owned	108	18	126
Carrying amount at 31 March 2022	108	18	126

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

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

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

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

7. Intangible Assets

	Software Licences
	£000
2021-22	
Cost or valuation	
At 1 April 2021	36
Additions	16
Disposals	-
Revaluations	-
At 31 March 2022	52
Amortisation	
At 1 April 2021	16
Charged in year	5
Disposals	-
Revaluations	-
At 31 March 2022	21
Carrying amount at 31 March 2021	20
Carrying amount at 31 March 2022	31
Asset financing:	
Owned	31
Carrying amount at 31 March 2022	31

7. Intangible Assets (cont'd.)

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

8. Financial instruments

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

9. Trade receivables and other current assets

	2021-22	2020-21
	£000	£000
Amounts falling due within one year:		
VAT	66	44
Trade receivables	12	14
Prepayments and accrued income	52	49
Total receivables at 31 March	130	107

10. Cash and cash equivalents

	2021-22	2020-21
	£000	£000
Commercial banks and cash in hand		
Balance at 1 April	278	136
Net change in cash and cash equivalent balances	222	142
Balance at 31 March	500	278

11. Trade payables and other current liabilities

	2021-22	2020-21
	£000	£000
Amounts falling due within one year:		
Trade payables	61	90
Balances due to PCSPs	831	840
Accruals	1,142	700
Total payables at 31 March	2,034	1,630

12. Provisions for liabilities and charges

2021-22	Medical Appeals	IOD Cases	Legal Cases	Total
	£000	£000	£000	£000
Balance at 1 April 2021	55	953	150	1,158
Provided in the year	33	136	140	309
Provisions not required written back	(1)	(7)	(150)	(158)
Provisions utilised in the year	(29)	(72)	-	(101)
At 31 March 2022	58	1,010	140	1,208

Analysis of expected timing of discounted flows.

	Medical Appeals	IOD Cases	Legal Cases	Total
	£000	£000	£000	£000
Not later than one year	58	874	140	1,072
Later than one year and not later than five years	-	136	-	136
At 31 March 2022	58	1,010	140	1,208

2020-21	Medical Appeals	IOD Cases	Legal Cases	Total
	£000	£000	£000	£000
Balance at 1 April 2020	39	907	150	1,096
Provided in the year	29	176	-	205
Provisions not required written back	(5)	(107)	-	(112)
Provisions utilised in the year	(8)	(23)	-	(31)
At 31 March 2021	55	953	150	1,158

Analysis of expected timing of discounted flows.

	Medical Appeals	IOD Cases	Legal Cases	Total
	£000	£000	£000	£000
Not later than one year	55	785	150	990
Later than one year and not later than five years	-	168	-	168
At 31 March 2021	55	953	150	1,158

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

(i) Medical Appeals

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

(ii) Injury on Duty (IOD) Cases

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

(iii) Legal Cases

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

13. Capital commitments

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

14. Commitments under leases

Operating Leases

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

	2021-22	2020-21
	£000	£000
Premises		
Not later than one year	181	399
Later than one year and not later than five years	-	-
	181	399

The current lease expires on 31 August 2022 following which the NIPB will move Headquarters to James House based at the Gas Works Business Park which is owned by the Department of Finance. The accommodation arrangements going forward will be in the form of a license agreement for an initial period of 5 years at a cost of £1 per annum if requested, after which the license can be renewed.

15. Contingent liabilities disclosed under IAS 37

The NIPB has no contingent liabilities.

16. Related party transactions

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

No Board member, key manager or other related parties have undertaken any related party transactions with the Board during the year.

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 4 August 2022.

5. GLOSSARY

ACC	Assistant Chief Constable
ACO	Assistant Chief Officer
AME	Annual Managed Expenditure
ARAC	Audit and Risk Assurance Committee
ASB	Anti-Social Behaviour
BSC	Business Consultancy Service
BWV	Body Worn Video
CARE	Career Average Re-valued Earnings
C&AG	Comptroller and Auditor General
CETV	Cash Equivalent Transfer Value
CI	Continuous Improvement
CIPT	Child Internet Protection Team
COO	Chief Operating Officer
CJINI	Criminal Justice Inspection NI
CMS	Case Management System
CPI	Consumer Prices Index
CSAE	Child Sexual Abuse and Exploitation
CSP	Civil Service Pensions
DA	Domestic Abuse
DAPO	Domestic Abuse Protection Order
DCC	Deputy Chief Constable
DoF	Department of Finance
DoJ	Department of Justice
DPA	Data Protection Act
DPCSPs	District Policing and Community Safety Partnerships
DV/A	Domestic Violence and Abuse
ECHR	European Convention on Human Rights
EU	European Union
FoIA	Freedom of Information Act
FReM	Financial Reporting Manual
FYTD	Financial Year to Date

GDPR	General Data Protection Regulations
HCAS	Hate Crime Advocacy Service
HMICFRS	Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services
HMRC	Her Majesty's Revenue and Customs
HR	Human Resources
IA	Information Assurance
IAO	Information Asset Owner
ICO	Independent Community Observer
ICV	Independent Custody Visitor
IHR	Ill Health Retirement
IFRS	International Financial Reporting Standards
IOD	Injury on Duty
IMR	Independent Medical Referee
IROC	Information Risk Owners Council
IT	Information Technology
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer (and Questioning)
LPR	Local Policing Review
MARAC	Multi-Agency Risk Assessment Centre
MLA	Member of the Legislative Assembly
MSFM	Management Statement and Financial Memorandum
NCA	National Crime Agency
NCA	National Crime Agency
NDPB	Non Departmental Public Body
NI	Northern Ireland
NIA	Northern Ireland Assembly
NIAO	Northern Ireland Audit Office
NICS	Northern Ireland Civil Service
NISCS	Northern Ireland Safer Community Survey
NIO	Northern Ireland Office
NIPB	Northern Ireland Policing Board
NIPS	Northern Ireland Prison Service
NIPSA	Northern Ireland Public Services Alliance
NPT	Neighbourhood Policing Team

OBA	Outcomes Based Accountability
OCG	Organised Crime Group
OCTF	Organised Crime Task Force
OPONI	Office of the Police Ombudsman NI
PCSP	Policing and Community Safety Partnership
PCSPS(NI)	Principal Civil Service Pension Scheme
PCTF	Paramilitary Crime Task Force
PEEL	Police Effectiveness Efficiency and Legitimacy
PFYTD	Previous Financial Year to Date
PPB	Public Protection Branch
PPF	Police Property Fund
PPRWG	Policing Plan Review Working Group
PPS	Public Prosecution Service
PSNI	Police Service of Northern Ireland
PwC	Policing with the Community
RAG	Red Amber Green
ROP	Reducing Offending in Partnership
ROU	Reducing Offender Unit
SBNI	Safeguarding Board for Northern Ireland
SCS	Senior Civil Service
SIRO	Senior Information Risk Owner
SLA	Service Level Agreement
SMP	Selected Medical Practitioner
SMS	Short Messaging Service
SMT	Senior Management Team
VAT	Value Added Tax
VAWGS	Violence Against Women and Girls Strategy
VSS	Victim Satisfaction Survey



Northern Ireland Policing Board

Waterside Tower
31 Clarendon Road
Clarendon Dock
Belfast BT1 3BG



028 9040 8500



information@nipolicingboard.org.uk



www.nipolicingboard.org.uk



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Annual Report and Accounts
For the Period 1 April 2021 – 31 March 2022

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

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