

## **NORTHERN IRELAND POLICING BOARD**

### **MINUTES OF A MEETING OF THE NORTHERN IRELAND POLICING BOARD HELD ON THURSDAY, 2 JUNE 2011 AT 10:00AM IN WATERSIDE TOWER, BELFAST**

#### **PRESENT:**

- Mr Brian Rea (Chairperson)
- Mr Gearóid Ó hEára (Vice Chairperson)
- Mr Jonathan Craig
- Mr Ryan Feeney
- Mr Ross Hussey
- Mr Gerry Kelly
- (1) Mr Ian McCrea
- Mr Conall McDevitt
- Mr Stuart MacDonnell
- (2) Mr Adrian McQuillan
- Mr Robin Newton
- Ms Joan O'Hagan
- (3) Mr Brian Rowntree
- Ms Caitríona Ruane
- Mr Pat Sheehan
- Mr Michael Wardlow
- Ms Deborah Watters

#### **POLICE SERVICE OF NORTHERN IRELAND IN ATTENDANCE:**

- (4) Mr Matt Baggott (Chief Constable)
- (4) Mrs Judith Gillespie (Deputy Chief Constable)
- (4) Mr Alastair Finlay (ACC Urban Region)
- (4) Mr Drew Harris (ACC Crime Operations)
- (4) Mr Dave Jones (ACC Rural Region)
- (4) Mr Will Kerr (ACC Criminal Justice)
- (4) Mr Gary White (A/ACC Operational Support)
- (4) Mr Joe Stewart, Director of Human Resources
- (4) Mr David Best, Director of Finance & Support Services
- (4) Ms Liz Young, Head of Media & PR
- (4) Superintendent, Command Secretariat
- (4) One Official, Command Secretariat

**OFFICIALS IN  
ATTENDANCE:**

- Mr Edgar Jardine (Interim Chief Executive)
- (5) Dr Debbie Donnelly (Deputy Chief Executive)
- (5) Mr David Jackson (Director of Community Engagement)
- (5) Mr Sam Hagen (Director of Corporate Services)
- (5) Mr Peter Gilleece (Director of Policy)
- (5) Mr David Wilson (Director of Planning)
- One Board Official
- (6) One Board Official
- (5) 3 Board Officials

**KPMG IN  
ATTENDANCE:**

- (7) Mr Arthur O'Brien
- (7) Ms Stephanie Pressaugh
- (7) Ms Stephanie Morrow

- (1) Item numbers 1 – 3
- (2) Item numbers 1 – 3 & Part 7
- (3) Item numbers 1 – 3
- (4) Item number 7 only
- (5) Item numbers 4 – 9
- (6) Item numbers Part 2 & 4 – 9
- (7) Item number 3 only

**1. APOLOGIES, ETC**

Apologies were received on behalf of Ms Anne Connolly and Mr Trevor Lunn. NOTED.

The Chairperson of the Board asked Members to declare any conflicts of interest arising from the agenda. No conflicts of interest arising from the agenda were declared.

**2. CHAIRPERSON'S BUSINESS**

**2.1 Matters Outstanding From The Board Meeting On 1 June 2011**

The Chairperson reminded Members that 2 questions from Members had been deferred at the previous meeting, and invited those concerned to raise the outstanding matters.

A Member enquired about the receipt of monies from the sale of PSNI assets and officials undertook to obtain the necessary information and advise the Member accordingly.

A Member referred to the composition of the appointment panels for Assistant Chief Constable (ACC) and Chief Executive Officer (CEO) which had been agreed at the meeting on 1 June 2011. The Member indicated that while not disagreeing with any of the appointments made, there would be benefit if in future if the Board had a further opportunity to consider the specific skills that Members had to offer on appointment panels and in respect of other functions. It was further suggested that the Board should take care in ensuring that 2 tiers did not develop within its structure.

The Interim Chief Executive advised that it was planned to carry out an audit skills of Board Members and that this would be developed in the near future. It was also planned that a team building exercise in relation to refreshing the Board's Corporate Vision is being planned.

Another Member referred to the size of the appointment panels and suggested this was an issue that the Board might also wish to consider in the future.

## **2.2 McGurk's Bar Bombing – Documentation For The Chief Constable**

The Interim Chief Executive advised that a group of families bereaved by the McGurk's Bar bombing had assembled outside the Board's Headquarters and requested the opportunity to hand over a dossier to the Board for the Chief Constable. Officials advised that it was understood that the families had anticipated that the Chief Constable would be present in the building and that they could present the documentation to him personally.

There was discussion about the most appropriate way for the Board to respond to the delegation.

It was:-

## **AGREED:**

That the Chairperson and Vice Chairperson should meet the delegation outside the building and accept the documentation to be given to the Chief Constable. The documentation should be forwarded directly to the Chief Constable and the Board should not consider its content.

### **2.3 Correspondence**

The Chairman highlighted the following correspondence which had been received/issued:-

- Letter dated 14 April 2011 from District Commander 'F' District to the Acting Chairman regarding the letter of condolence issued by the Board following the murder of Constable Ronan Kerr;
- Letter dated 20 April 2011 from the Deputy Chief Constable to the Acting Chairman concerning promotion and transfers in the ranks of Chief Superintendent and Superintendent;
- Invitation from the Committee on the Administration of Justice to Board Members to attend a conference on Tuesday, 21 June 2011 entitled "Counter Terrorism and Human Rights: The Permanence of Temporary Powers".

NOTED.

### **2.4 Policing with the Community Awards 2011**

The Chairperson invited Members to attend the 2011 Policing with the Community Awards ceremony in the Hilton Hotel, Castle Upton Estate, Templepatrick on Tuesday, 14 June 2011 at 12:00noon. Any Member wishing to attend the ceremony was asked to contact the Secretariat.

## **2.5 PSNI Graduation Ceremony**

The Chairperson invited Members to attend the PSNI Graduation Ceremony on Friday, 10 June 2011 at PSNI Garnerville, Belfast. Any Member wishing to attend was asked to contact the Secretariat for further details.

## **2.6 Disclosure Of Settlement In A Tribunal Case**

The Interim Chief Executive informed Members about a settlement in a tribunal case, concluded in 2008, involving a named individual. The case had included a confidentiality clause concerning the terms of the settlement. Officials had been made aware that the named individual intended to break the confidentiality clause by publicising the settlement figures. The Interim Chief Executive advised Members that the Board had prepared a line of response against media enquiry which indicated that the Board had no comment to make on particular decisions, circumstances or costs relating to the case. NOTED.

## **3. ORGANISATIONAL REVIEW OF NORTHERN IRELAND POLICING BOARD**

The Chairperson welcomed representatives from KPMG to the meeting.

The Vice Chairperson outlined the background circumstances to the previous Board contracting the consultants KPMG to carry out an organisational review of the NIPB. During his summary, he referred to reviews undertaken by 2 other consultants, Mr Ken Reed and Mr Alan Lennon.

During subsequent discussion, it was:-

### **AGREED:**

That copies of both consultants' reports should be circulated to all Members of the Board.

The Vice Chairperson advised that subsequent to recommendations contained in the Reed Report, the Board had formed a Leadership Group and that this Group and Corporate Policy, Planning and Performance Committee, which had been given delegated authority by the Board, had signed off on the KPMG report on 29 April 2011. He advised that the Board was being asked to agree in principle the recommendations contained in the KPMG report.

The Chairperson indicated that it should be recorded that Mr Reed had not met with him prior to the submission of his report to the Board, which had accepted its broad thrust.

The consensus view of Members was that while they were not in a position to contest decisions taken by the previous Board concerning the recommendations made in the KPMG Report, that further time for contemplation of the recommendations would be required by new Members.

A Member referred to the circulation of only the draft Executive Summary of the KPMG Report to Members and suggested that the full Draft Report should be made available.

It was:-

**AGREED:**

That the latest version of the full Draft Report should be made available to all Board Members by KPMG.

A Member queried the status of the draft KPMG report and whether it was referred to in the Statement of Internal Control due to be signed off by the Audit and Risk Management Committee on 9 June 2011.

The Chairperson invited KPMG to present their findings.

Mr Arthur O'Brien advised that KPMG had been appointed in late February 2011 and commenced the review in early March, working to a tight timescale of 5 weeks. KPMG representatives circulated a Draft Report Executive Summary dated June 2011 to those present at the meeting.

Mr O'Brien referred Members to paragraph 1.1.2 of the draft Executive Summary and detailed the methodology and the field work that had been undertaken by KPMG. He thanked the Senior Management Team (SMT) and Board staff who had worked constructively with the consultants and the Chair and Members of the Leadership Group for their input. He advised that the review would be subject to factual accuracy changes and that all staff had seen the draft report. Officials in SMT had not endorsed all of the recommendations contained in the Report.

Mr O'Brien referred Members to paragraph 1.2 of the Draft Executive Summary containing the findings. He commented in more detail on each of the findings.

The Vice Chairperson referred Members to paragraph 1.3 of the report containing the governance recommendations. He advised that each of the representatives from the political parties in the Leadership Group in the previous Board had agreed the recommendations. Recommendations 1 to 6 related to matters to be determined by Members, recommendations 12 to 17 dealt with the organisational model and recommendations 18 to 20 with technical 'add-ons'.

The Vice Chairperson advised that following consultation with officials in the Department of Justice, he and the Chairperson had spoken to all staff and had advised them that the recommendations had been agreed by the outgoing Board and would be put to the incoming Board for agreement in principle. The Chairperson advised that NIPSA had been consulted throughout this process and a good working relationship had been established with the union representatives.

Members asked the consultants for further details and information about a number of aspects of the report. Issues discussed included:

- the current culture of the organisation, including unacceptable behaviour by Members, management and staff and the need for change;
- the issues in relation to instances of bullying reported to the consultants;
- a lack of investment and development of staff;
- the downgrading of the Chief Executive post from Grade 3 to Grade 5;
- the need for form to follow function and drive governance;
- gender balance within the Board and the use of gender neutral terminology by the Board;
- how to deal with the staffing/people implications in a proper and humane manner;
- the impact of TUPE;
- the impact of the Justice Act in changing the governance arrangements for DPPs and CSPs.

Mr O'Brien then commented further on governance recommendations 1 to 6.

The Vice Chairperson commented that the Board might consider dedicating an "Away Day" for consideration of recommendations 1 to 6. He suggested that recommendations 7 to 10 which dealt with high level staffing matters and should also be decided by the Board. He further suggested that recommendations 11 to 20 could be dealt with by the Interim Chief Executive.

After further discussion, it was:-

**AGREED:**

- That a copy of the full Terms of Reference for KPMG should be circulated to all Board Members;
- That the Interim Chief Executive should consider the arrangement of an "Away Day" for Board Members on 16 June 2011 to further consider the strategic issues raised in the Report, preferably at a venue outside Waterside Tower;

- That a formal process for considering the re-grading of the Chief Executive post from Grade 3 to Grade 5 should be considered further by the Interim Chief Executive;
- That the Interim Chief Executive should consider progressing recommendations 11 to 20;
- That the Interim Chief Executive should prepare a draft statement for issue to all staff concerning the position taken by the Board and this should be circulated to all Members;
- That Members should have an opportunity to meet with all Board staff.

#### **4. POLICING BOARD STANDING ORDERS**

The Interim Chief Executive asked Members to review Standing Orders 20(c) bullet point 1; 20(f); 20(g); 20(m) and 20(n) which had been suspended by the previous Board and remained suspended. The Standing Orders related to the appointment of Committee Members.

Following a short discussion, it was:-

#### **RESOLVED:**

That the Standing Orders in section 20 which were currently suspended should remain suspended and that the suspension should be reviewed within the next 6 months.

#### **5. OVERVIEW OF COMMITTEES**

Members were reminded that officials had been given an overview of the role of Committees on 1 June 2011.

## **6. APPOINTMENT OF MEMBERS TO COMMITTEES / ELECTION OF CHAIRS AND VICE CHAIRS OF COMMITTEES**

The Board considered a paper which provided information in relation to appointment of Committees and the election of Chairs and Vice Chairs of Committees.

Following receipt of pro formae from Members on Committee preferences and preliminary discussions with Members, the Deputy Chief Executive had prepared a draft Committee membership list. The list was circulated at the meeting and subject to a number of changes, the membership of each Committee was agreed.

The Board discussed previous practice whereby each of the political parties represented on the Board chaired one Committee and the post of Vice Chairperson was taken by an independent Member. Given there were now 5 political parties on the Board, a Member queried whether this practice should continue.

Following discussion, it was:-

### **AGREED:**

That a representative from each political party should chair each of the Committees and that the Vice Chairperson should be an independent (with the exception of the Corporate Policy, Planning and Performance Committee).

### **6.1 Audit and Risk Management Committee**

It was:-

### **RESOLVED:**

To appoint the following Members to the Audit and Risk Management Committee:

Mr Jonathan Craig  
Mr Ross Hussey  
Mr Stuart MacDonnell  
Mr Adrian McQuillan  
Mr Brian Rowntree  
Mr Pat Sheehan  
Mr Michael Wardlow

and that Mr Ross Hussey be appointed Chairperson of the Committee and Mr Brian Rowntree, Vice Chairperson of the Committee.

## **6.2 Community Engagement Committee**

It was:

### **RESOLVED:**

To appoint the following Members to the Community Engagement Committee:

Mr Ryan Feeney  
Mr Gerry Kelly  
Mr Trevor Lunn  
Mr Ian McCrea  
Mr Conall McDevitt  
Mr Adrian McQuillan  
Mr Pat Sheehan  
Ms Deborah Watters

and that Mr Gerry Kelly be appointed Chairperson of the Committee and Ms Deborah Watters, Vice Chairperson of the Committee.

### **6.3 Human Resources Committee**

It was:

#### **RESOLVED:**

To appoint the following Members to the Human Resources Committee:

Ms Anne Connolly

Mr Ross Hussey

Mr Trevor Lunn

Mr Ian McCrea

Mr Stuart MacDonnell

Mrs Joan O'Hagan

Ms Caitriona Ruane

and that Mr Trevor Lunn be appointed Chairperson of the Committee and Mrs Joan O'Hagan, Vice Chairperson of the Committee.

### **6.4 Human Rights And Professional Standards Committee**

It was:

#### **RESOLVED:**

To appoint the following Members to the Human Rights & Professional Standards Committee:

Mr Ryan Feeney

Mr Gerry Kelly

Mr Conal McDevitt

Mr Robin Newton

Mrs Joan O'Hagan

Ms Caitriona Ruane

Ms Deborah Watters

and that Mr Conal McDevitt be appointed Chairperson of the Committee and Mr Ryan Feeney, Vice Chairperson of the Committee.

## **6.5 Resources And Improvement Committee**

It was:

### **RESOLVED:**

To appoint the following Members to the Resources and Improvement Committee

Ms Anne Connolly  
Mr Jonathan Craig  
Mr Stuart MacDonnell  
Mr Robin Newton  
Mr Brian Rowntree  
Mr Pat Sheehan  
Mr Michael Wardlow

and that Mr Jonathan Craig be appointed Chairperson of the Committee and Mr Stuart MacDonnell, Vice Chairperson of the Committee.

## **6.6 Corporate Policy, Planning And Performance Committee**

In accordance with Standing Order 20 (c) bullet point 2, the Chairs and Vice Chairs of each Committee constitute the membership of the Corporate Policy, Planning and Performance Committee i.e.

Mr Jonathan Craig  
Mr Ryan Feeney  
Mr Ross Hussey  
Mr Gerry Kelly

Mr Trevor Lunn  
Mr Gearóid Ó hEára  
Mr Stuart MacDonnell  
Mr Conall McDevitt  
Mrs Joan O'Hagan  
Mr Brian Rea  
Mr Brian Rowntree  
Ms Deborah Watters

In addition, it was:-

**RESOLVED:**

That Ms Anne Connolly and Mr Robin Newton be appointed as Floating Members of the Committee for a period of 12 months.

**6.7 Draft Schedule Of Board And Committee Meetings**

The Board considered a draft schedule of dates for Board and Committee meetings from June to December 2012. In response to a query from a Member, the Chairperson indicated that the dates proposed could be amended with the agreement of the Committee to facilitate Members with other commitments. NOTED.

**7. PSNI PERFORMANCE AGAINST THE POLICING PLAN – YEAR END  
2010/2011**

The Chairperson welcomed the Chief Constable and other PSNI representatives to the meeting.

The Chief Constable referred Members to the Policing Plan 2010/11 Performance Summary, during the period 1 April 2010 to 31 March 2011. He advised that overall it was encouraging picture. In discussion regarding the Policing Plan, targets had been aspirational to challenge the organisation.

Of the 17 targets, the PSNI were meeting or exceeding 7 targets; had partially achieved 2 targets and 6 had not been achieved. Data for 2 targets were unavailable – information in relation to the percentage of time spent by police officers on operational duty outside stations. It was anticipated this information would be available shortly. Information in relation to the target of increasing the proportion of crimes reported to the police by 10 percentage points is scheduled to be available by the beginning of September 2011.

The Chief Constable commented on the achievement of/ variance in respect of each of the targets.

In the discussion which followed, Members received further information in relation to:

- Success in reducing the number of non-domestic burglaries;
- The investigation of serious sexual crimes;
- The allocation of the additional 611 police officers transferred to frontline posts (PSNI undertook to supply further details by way of written answer);
- Improving inter-agency co-operation in dealing with potential and repeat offenders;
- The reduction of officers in Traffic Branch;
- The introduction of statutory time limits;
- The lack of progress in increasing the percentage of people who agreed that police and other agencies were dealing with the anti social behaviour and other crime issues that matter in local areas;
- The perceived absence of a strategic PSNI policy in relation to customer focus;
- Tensions between policing with the community and security considerations;
- The encouragement of community restorative justice;
- The Integrated Offender Management System;
- PSNI involvement in schools.

Following a discussion, the Chairperson thanked the Chief Constable and his team for their contribution and they left the meeting.

## **8. ANY OTHER BUSINESS**

### **8.1 Memo From Interim Chief Executive To Staff Concerning The Organisational Review**

Further to discussion at item 3, the Interim Chief Executive circulated a draft memo to staff concerning the position of the new Board in relation to the organisational review carried out by KPMG. Members requested that a number of amendments be made to the memo, and it was:-

#### **AGREED:**

That the Interim Chief Executive should circulate a revised statement to all Members for further consideration.

## **9. DATE OF NEXT MEETING**

It was agreed that the next meeting of the Board should be held on 16 June 2011.

(Meeting closed 4:40pm).

**Secretariat**

**June 2011**

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**Chairperson**