

NORTHERN IRELAND POLICING BOARD

**MINUTES OF MEETING OF RESOURCES COMMITTEE HELD ON THURSDAY 23
FEBRUARY 2023 AT 9.30AM AT WATERSIDE TOWER AND VIA ZOOM**

PRESENT:

Mr Trevor Clarke MLA (Chair)
Ms Carmel McKinney (Vice Chair)
Mr Gerry Kelly MLA
Mr Frank McManus
Mrs Linda Dillon MLA
(1) Mr Maurice Bradley MLA*
Mr Michael Atkinson
Mr Mike Nesbitt MLA
Dr Kate Lavery
Ms Nuala McAllister MLA

**EX OFFICIO MEMBERS IN
ATTENDANCE:**

Mr Edgar Jardine

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

(2) Ms Pamela McCreedy, Chief Operating Officer
(2) Ms Clare Duffield, Assistant Chief Officer,
People and Organisational Development
(2) Chief Superintendent Stephen Wright,
Head of Learning and Development
(3) Mr Mark McNaughten, Assistant Chief Officer,
Corporate Services
(4) Two PSNI Officials

**SUPERINTENDENTS'
ASSOCIATION OF
NORTHERN IRELAND IN
ATTENDANCE:**

(5) Detective Superintendent John Marley, Executive
Member

**NORTHERN IRELAND
POLICING BOARD
OFFICIALS IN
ATTENDANCE:**

Mrs Sinead Simpson, Chief Executive
(6) Mrs Aislinn McGuckin, Director of Police Pensions
and Injury Benefits
Eight Board Officials

- (1) Items 1 to 6.2 only
- (2) Item 6.1 only
- (3) Item 6.2 only

- (4) **Items 6.1 and 6.2 only**
- (5) **Item 6.3 only**
- (6) **Items 1 to 5 only**

*Attended meeting by video conference facility

1. APOLOGIES

Apologies were received from Mr John Blair MLA.

The Committee agreed the agenda for the meeting and no one raised any business that they wished to discuss under 'Any Other Business'.

The Chair reflected Members shock and concern following the previous night's events in Omagh and offered their best wishes to the Officer involved, his family, friends and colleagues. Members were content to issue, on behalf of all Board Members, correspondence to the Chief Constable outlining the Board's support in these very difficult circumstances.

2. CONFLICTS OF INTEREST

No conflicts of interest were declared.

3. MINUTES OF THE MEETING HELD ON 26 JANUARY 2023

The Committee considered the draft minutes of the Committee meeting held on 26 January 2023.

It was **RESOLVED** that:

- The minutes of the Committee meeting held on 26 January 2023 be approved.

4. UPDATE ON ACTION LOG

The Committee **NOTED** the updates and correspondence detailed within the Action Log and the related verbal overview provided by the Chief Executive.

In respect of Action Point 2 from the meeting in December 2022 a further update was provided on the publication of the PSNI refreshed Equality Scheme 2023-28. Members were advised that PSNI intend to provide a timeline for publication by the end of March 2023 and the action will remain open.

In respect of Action Point 2 from the meeting in September 2022, Staff Associations have been invited to attend Committee this year for specific discussions and further consideration will be given as part of the programme of work for 2023-24 to extend an invitation to allow for more wide-ranging discussions.

The Chief Executive also provided an update on correspondence issued and received for agenda items 4.1 and 4.2.

4.1 Correspondence regarding PSNI Resource Allocation Model (RAM)

In respect of Action Point 1 from the meeting in January 2023, Members considered a response from PSNI following a request for additional information regarding work being undertaken to manage attendance as part of the Resource Allocation Model to address ongoing budgetary pressures.

Following a request for additional information, Members were provided with a percentage breakdown by department for Officer and Staff reductions in 2022-2023, and separately, a Tactical Attendance Report and an Attendance Management Performance Dashboard.

It was noted that there will be a scheduled PSNI briefing on managing attendance at the June 2023 Committee.

Following the update Members suggested that PSNI should make additional resources available in respect of managing attendance and were advised that there would be an opportunity to ask PSNI about this matter later in the meeting.

Members **NOTED** the correspondence.

4.2 Correspondence regarding Temporary Promotions

In respect of Action Point 2 from the meeting in January 2023, Members were advised that correspondence has been issued to PSNI regarding ongoing work to reduce the number of temporary promotions and for reassurance that the process is a fair one, and a response is awaited.

Members **NOTED** the correspondence.

5. CHAIRPERSON'S BUSINESS

5.1 Police Pensions and Injury Benefits - Judicial Review Judgment

The Chief Executive and Director of Police Pensions and Injury Benefits provided Members with a preliminary update on the outcome of a recent Judicial Review judgment and advised that a paper has been provided to Members under agenda item 10, Any Other Business.

Members were presented with an overview of the judgment and advised that further information has been sought in relation to the content of a draft Agreed Order. Work remains ongoing to review the judgment with a view to bringing an overview of options and next steps to Committee Members for consideration and approval.

Members **NOTED** the update provided.

6. ITEMS FOR COMMITTEE BUSINESS

Before PSNI joined the meeting Officials provided Members with an overview of items 6.1 and 6.2 including suggested discussion points.

6.1 PSNI briefing on Police College and Learning & Development

The Chair welcomed the Chief Operating Officer (COO), Assistant Chief Officer (ACO) People and Organisational Development (People & OD), and the Head of Learning and Development (L&D) to the meeting and the Head of L&D covered the following key areas in respect of the Police College and L&D in his presentation to Members:

- Overview – role of Police College in providing L&D to a diverse range of roles at all grades and ranks and how the College objectives support the delivery of the PSNI Corporate Plan, Annual Policing Plan, and People Strategy,
- Vision and purpose – the vision to modernise and transform learning and organisational development by optimising capability and capacity; with the purpose of developing resourceful, professional, and diligent Officers and Staff,
- Strategic L&D Objective – to develop resilient, inspiring, resourceful, professional, and agile staff; achieved through collaboration, efficient planning, promoting best practice, as well as alignment to, and delivery of, College of Policing accredited programmes,
- Training headlines – summary of courses offered, training places delivered, including student officer and mandatory training,
- An overview of training locations across NI and organisational structure,
- College strategic priorities and an overview of key pressures/risks including budget challenges, completion of mandatory training, providing additional driver training, Student Officer & Probationary

Officer attrition rates, and

- Future direction - creating partnerships, leveraging digital technology and new learning methods, and an overview of the Management and Leadership development framework as part of developing future leaders.

Members raised several points with the COO, ACO People and OD and Head of Training including:

- Request for additional training analysis and it was agreed that PSNI will provide a year-on-year training costs versus benefits analysis, **(AP1)**
- High attrition rate and perception that new Officers may not fully understand role, and future communications to potential applicants to be targeted and role realistic,
- Opportunity and capacity to offer commercial training courses to external customers including Universities, other UK Police Services, as well as local community and voluntary organisations as part of a centre of excellence strategy,
- Linking performance reviews with training and development courses to measure training effectiveness,
- The financial costs versus benefits with eight training sites spread across NI,
- Ongoing concerns in respect of driver training and inconsistencies in responses previously received,
- Clarity in respect of firearms training needs – operational versus non operational Officers, and
- Co-design of training plans/strategies and extent to which these have changed over time.

The Committee thanked the ACO People and Organisational Development and Head of Learning & Development for their contribution and they left the

meeting.

Ahead of the Chief Constable's update to be provided following the meeting, the COO provided Members with a preliminary update on the incident in Omagh involving a senior PSNI Officer including, the seriousness of the Officer's condition, support being provided to the family by the People & OD team and the resourcing implications for the investigation.

The Chair also placed on record his thanks to the COO and her team for honouring their commitment to attend this morning's meeting in these extremely challenging circumstances and assured her of the Board's full support.

Members **NOTED** the update provided and thanked the Chief Operating Officer for her contribution and she left the meeting.

6.2 PSNI Finance Report

The Committee **NOTED** the PSNI Management Accounts and Financial information to the end of January 2023 and a summary of the 2023-24 minimum resource requirement, submitted as part of the Department of Justice Budget planning exercise.

The Chair welcomed the Assistant Chief Officer (ACO) Corporate Services to the meeting, and he presented an overview of the monthly Finance Report for January 2023 and provided further details in respect of actions taken to address in-year financial pressures:

- There is a projected full year pressure, due to ongoing pressures in depreciation, increased legal fees, high volume of ill health retirement approvals and Injury on Duty claims, which have been offset by some

easements in non-pay.

- The expectation is to manage this pressure by closely monitoring any pressures through the implementation of cost savings previously agreed and report a breakeven budget position for the full year. It was noted that due to recent events in Omagh, PSNI's ability to deliver this may be impacted as additional resourcing needs are realised.
- Highlighted concerns in respect of pay costs and impact going forward as these are expected to be higher for the full year compared to last year's total despite an in-year reduction in headcount as part of the Resource Allocation Model.
- There is a capital year-to-date pressure due to a number of projects working ahead of schedule and plans are in place to resolve a breakeven position through projected capital receipts.
- In respect of future planning, there are significant pressures due to an increase in fixed costs and the initial assessment against a flat budget gave rise to a significant funding gap for 2023-24. Despite plans to reduce costs and address this gap, including reduced recruitment, there is still a residual funding gap to be addressed. Plans are progressing to build a draft budget for 2023-24 and will be presented to the Committee in March 2023.

Following the update Members discussed with the ACO Corporate Services the likely impact of events in Omagh on resource allocation and plans to breakeven for the full year, the importance of progressing approved business cases linked to digital and technology efficiencies, and updating the business cases section of the Finance report to reflect expected rewards/benefits of activity post implementation. Considering recent events it was also agreed to make a recommendation to the Board to issue correspondence to the relevant

parties advocating for the allocation of additional resources for PSNI. (AP2)

The Committee thanked the ACO Corporate Services for his contribution and he left the meeting.

6.3 Development of submission to Police Remuneration Review Board (including Staff Associations)

The People and Organisational Development (People & OD) manager provided Members with an update on the Police Remuneration Review Board (PRRB) draft submission.

A subgroup was established at the Committee meeting in January 2023 and the group has met to progress the Board's Annual Submission to PRRB 2023-24. Stakeholder input has been sought and discussion points will be used to inform the final draft of the Board's PRRB submission.

Representatives from the Northern Ireland Police Federation and the Superintendents' Association of Northern Ireland (SANI) were invited to the Committee to separately present their perspective on the issues and challenges facing PSNI Officers. The Police Federation Chair offered an apology for the meeting due to events in Omagh the previous evening and arrangements will be made to facilitate their contribution as soon as possible.

Following the update from the People and OD manager, Members asked for clarity in respect of parity and allowances granted to Officers in Northern Ireland that are not available to Officers in the rest of the UK. Members also, suggested some changes to the draft submission in which would be further considered by the working group and suggested there is a more explicit and logical link to the discussion points covered in the submission and the conclusion of the submission.

The Chair then welcomed the SANI Executive Member to the meeting, and he presented Members with the SANI perspective in respect of the review of pay

and conditions for Officers. This included an overview of four specific requests, as follows:

1. To maintain pay parity with other Officers in rest of UK,
2. An increase in pay scales and the NI Transitional Allowance due to ongoing cost of living challenges,
3. Responsibility allowance for those at the rank of Chief Superintendent and on pay point 3 [following a research report recommendation from an external body], noting that previous submissions to PRRB had sought an additional pay point instead; and
4. Payments for owed rest days and public holidays are made to Officers or the period over which leave can be taken is extended from 12 to 24 months.

Members raised the following points with the SANI Executive Member:

- Further clarity on the request for a responsibility allowance following research highlighting overlapping responsibilities between the roles of Chief Superintendent and Assistant Chief Constable,
- Reasons for a reduction in number of Superintendent's in PSNI,
- Clarity on Superintendent pay parity compared with other Police Services across the UK,
- Information regarding 'Benefits in Kind' for Officers and the potential scale of the issue regarding rest days owed, with Members indicating that an extension from 12 to 24 months may compound the problem, and
- In respect of Officer welfare and retention, the number of rest days lost due to the 12-month window at Inspector level and above, and comparable figures for Officers at lower grades where possible. It was agreed to write to PSNI to request this information. **(AP3)**
- Clarity around pay received for working rest days.

Members **NOTED** the update provided and that:

- PRRB have requested evidence for their 2023-24 report by 20 March 2023,
- The remit letter from Minister to PRRB takes account of Board suggestions,
- The subgroup established at the January 2023 Committee met on 3 February 2023 to agree the scope of the PRRB submission,
- Officials have developed a response within that agreed scope, which will need to be considered by Committee by written procedure in order to meet the PRRB deadline.

The Chair thanked the Superintendents' Association of Northern Ireland Executive Member for his contribution and he left the meeting.

6.4 Update on South Armagh Review Report recommendations

The Corporate Services manager provided Members with an update on the implementation of the nine recommendations from the South Armagh review report. The Committee received its first update on the implementation of the recommendations at the February 2022 meeting.

Four of the recommendations in the report are now considered by PSNI to be complete and in relation to the five open recommendations updates have been provided on Officer training and development, the Neighbourhood Policing development programme, the proposed new Police Station in South Armagh and redevelopment of the Newtownhamilton station, although a timeline cannot be provided due to the budget situation.

Following the update provided, a Member queried Recommendation 41: Continuous Professional Development, and whether there was community representation on the Slieve Gullion Independent Advisory Group. The Chief Executive agreed to follow up with PSNI on this matter. **(AP4)**

Members **NOTED** the update provided in respect of the implementation of the recommendations from the South Armagh review.

6.5 Kosovo Police Assistance – evaluation report

The Corporate Services manager provided Members with an overview of the evaluation report received from PSNI following the provision of international assistance to Kosovo Police.

This was initially approved by the Committee in October 2022, via written procedure, to assist a Northern Ireland Cooperation Overseas project in Kosovo by providing a police analyst to travel to Kosovo for 10 days to support a project focused on the implementation of Intelligence Led Policing. The police analyst subsequently travelled to Kosovo for a period of 5 days in December 2022, rather than the planned two visits totalling 10 days as outlined in the original request.

Following the overview provided, Members considered the organisational benefits of providing support, the personal development opportunity for individuals involved, expressed an appreciation for receiving the evaluation report, and given current budgetary challenges, that this type of support in future remains cost neutral for PSNI.

Members **NOTED** the update provided.

7. QUESTIONS FOR THE CHIEF CONSTABLE

Members referred to agenda item 4.1 earlier in the meeting and correspondence received in respect of the PSNI Resource Allocation Model (RAM).

It was acknowledged that the next Committee update from PSNI on managing attendance is scheduled for June 2023 and following discussion it was agreed to write to PSNI regarding managing attendance, outlining that it would be useful to compare police staff absence with other NI organisations, highlighting the impact on total Officer numbers available with 9.5% on adjusted duties, and the impact of serving Officers in administration roles on total Officers available for deployment. **(AP5)**

Members also discussed the budget situation and impact on resources allocation following the incident in Omagh, and it was agreed that correspondence to the Department of Justice will be drafted for consideration and approval by Members at the next Board meeting on 2 March 2023. **(AP2)**

8. COMMUNICATIONS ISSUES / OPPORTUNITIES

The Communications manager provided Members with an update on Board communications issued following events in Omagh the previous night and on plans to issue a statement from the Vice-Chair of the Board on behalf of Members.

Members were also advised of recent media interest in station disposals and PSNI plans to complete planned disposals to realise capital receipts and alleviate budgetary pressures by end of the financial year.

Members **NOTED** the update provided.

9. DRAFT COMMITTEE PROGRAMME OF WORK 2023-24

The Chief Executive provided Members with an update on the draft Committee programme of work for 2023-24 including a rescheduled visit to PSNI Steeple in May 2023 and outlined several options in respect of potential changes to the phasing of work in line with governance and protocol

requirements. Consultation will continue with Members and PSNI to deliver the optimum programme of work for 2023-24.

Members **NOTED** the update provided.

10. ANY OTHER BUSINESS

Members expressed concerns in respect of the consistency and quality of responses received by PSNI on several occasions following questions on driver training.

11. DATE OF NEXT MEETING

The next meeting is scheduled for **Thursday 23 March 2023** in Waterside Tower.

The meeting ended at 12.20pm

Following the conclusion of scheduled Committee business, the Chief Constable met with Members to provide a confidential briefing on the events that took place in Omagh the previous night. This included an update on the Officer's condition, how welfare support was being provided to the family, the current position of the investigation and reassurances that currently he had sufficient resources to conduct the investigation.

CHAIR

RESOURCES DIRECTORATE

FEBRUARY 2023