

**NORTHERN IRELAND POLICING BOARD**

**MINUTES OF MEETING OF RESOURCES COMMITTEE HELD ON THURSDAY 25  
MAY 2023 AT 9.30AM IN JAMES HOUSE AND VIA ZOOM**

**PRESENT:**

Mr Trevor Clarke MLA (Chair)

Mrs Linda Dillon MLA

**(1)** Mr Maurice Bradley MLA\*

Mr John Blair MLA

**(2)** Mr Mike Nesbitt MLA

Mr Brendan Mullan

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

**(3)** Ms Pamela McCreedy, Chief Operating Officer

**(4)** Ms Clare Duffield, Assistant Chief Officer,  
People and Organisational Development

**(5)** Mr Mark McNaughten, Assistant Chief Officer,  
Corporate Services

**(6)** Ms Denise Teer, Director of Finance

**(7)** Mr Marcus Belshaw, Head of Transport

**(3)** Two PSNI Officials

**POLICE PENSION BOARD IN  
ATTENDANCE**

**(8)** Mr Brian Quinn, Independent Advisor

**(8)** Mr Michael Burton, Chair

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

Mrs Sinead Simpson, Chief Executive

Mr Sam Hagen, Senior Director of Resources

Seven Board Officials

**(1)** From 9.45am on

**(2)** Left at 1pm

**(3)** Items 6.1 to 6.4 only

**(4)** Item 6.1 only

**(5)** Items 6.2 to 6.4 only

**(6)** Items 6.2 and 6.3 only

**(7)** Item 6.4 only

**(8)** Item 6.11.1 only

\*Attended meeting by video conference facility

## 1. **APOLOGIES**

Apologies were received from Mr Gerry Kelly MLA, Mr Frank McManus, Mr Mukesh Sharma, Dr Kate Laverty and Ms Nuala McAllister MLA.

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

## 2. **CONFLICTS OF INTEREST**

No conflicts of interest were declared.

## 3. **MINUTES OF THE MEETING HELD ON 23 MARCH 2023**

The Committee considered the draft minutes of the Committee meeting held on 23 March 2023.

It was **RESOLVED** that:

- The minutes of the Committee meeting held on 23 March 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 Points from the meeting in March 2023, Action Point 3 has been closed following the receipt of additional information regarding an assisted removals case; Action Point 4 is ongoing in respect of PSNI Senior Officer allowances; and Action Point 5 regarding NIPB policy on Senior Officer recruitment will remain open and the matter will be brought back to a

future Committee meeting.

In respect of Action Point 5 from the meeting in February 2023, a response is awaited on the absence related matters raised following the PSNI Resource Allocation Model presentation to the Committee.

Updates were also provided in respect of Action Point 2 from the February meeting in respect of pressures on the PSNI budget and Action Point 4 regarding South Armagh recommendations, and both actions are now closed.

The Chief Executive also provided an update on correspondence issued and received for agenda items 4.1 to 4.4.

#### **4.1 Correspondence regarding Procurement & Contract management costs**

In respect of Action Point 1 from the meeting in March 2023, Members considered the response from PSNI in respect of costs associated with specific Direct Award Contracts following the presentation on procurement and contract management strategy.

Members **NOTED** the correspondence.

#### **4.2 Correspondence regarding donation to Care of Police Survivors (CoPS)**

In respect of Action Point 2 from the meeting in March 2023 Members considered the response from PSNI regarding the status of the charitable donation given that it has been awarded each year over the last 3 years and the donation will continue for the next 3 years.

Members were content with the donation but raised concerns regarding the

underlying process for the donation and whether it is categorised correctly, but acknowledged that PSNI had undertaken to keep the matter under review.

Members **NOTED** the correspondence.

#### **4.3 Correspondence regarding training costs and hours**

In respect of Action Point 1 from the meeting in February 2023, Members considered the response from PSNI on officer training costs and training hours per officer for 2020/21 and 2021/22.

Members **NOTED** the correspondence.

#### **4.4 Correspondence regarding rest days owed**

In respect of Action Point 3 from the meeting in February 2023, Members considered the response from PSNI regarding the issue of 'rest days owed' to Officers at Superintendent rank and above.

Members **NOTED** the correspondence.

### **5. CHAIRPERSON'S BUSINESS**

The Committee **NOTED** the updates and related verbal overview provided by the Chief Executive in respect of the following agenda items.

#### **5.1 Gender representation at Senior Levels in PSNI**

Correspondence received from PSNI providing an update on key workstreams in relation to gender representation at senior levels within the Police Service.

## **5.2 Police Leadership Programme**

Correspondence received from PSNI providing an update on the Police Leadership Programme which is designed to equip future Chief Officers to lead policing operations and organisations locally, regionally, and nationally.

## **5.3 PSNI Station disposals**

The Chief Executive provided a verbal update following a meeting with Land and Property Services (LPS) to discuss matters relating to PSNI station disposals including the role of LPS, perceived procedural issues with the D1 process, strengthening the guidance around competing bids, and the valuation process. Following a constructive meeting LPS agreed to review the guidance and Officials will follow up in due course.

Members raised concerns in respect of the veracity of data provided in support of a previous case, the need for a rigorous process to ensure applications are accurate and verified, the role of sponsoring bodies, and that a robust governance framework is in place.

## **5.4 NIPB 2023-24 Indicative Budget Allocation (from April 2023)**

Members were advised that the NIPB budget allocation has been confirmed and will be considered and discussed later in the meeting at agenda item 6.8.

## **5.5 PSNI 2023-24 Indicative Budget Allocation (from April 2023)**

The PSNI 2023-24 budget allocation has been confirmed and Members were advised that there will be an opportunity to discuss further with PSNI later in the meeting at agenda item 6.2.

## **5.6 Determination W circular – mutual aid**

Members were advised of a circular from the Police HR & Pensions Branch at the Department of Justice setting out allowances payable to PSNI Officers

on mutual aid deployment to another force.

## **6. ITEMS FOR COMMITTEE BUSINESS**

Before PSNI joined the meeting Officials provided Members with an overview of items 6.1 to 6.4 including suggested discussion points.

### **6.1 PSNI People Action Plan 2023-24**

The Committee welcomed the Chief Operating Officer (COO) and Assistant Chief Officer (ACO) People and Organisational Development (OD) to the meeting to present Members with an update on the PSNI People Action Plan for 2023-24.

The ACO People and OD covered the following key areas in her presentation:

- The Case for Change – the revised People Action Plan (PAP) will support the ongoing implementation of the PSNI People Strategy 2020-25. The People Strategy is a ‘living’ document and able to flex to accommodate current priorities and challenges.
- Developing the revised People Action plan – a status update of the original PAP for 2020-21 revealed that many of the actions remained outstanding after 18 months, and barriers to success have been identified through engagement with Delivery Group Chairs and by carrying out a targeted staff survey.  
The revised PAP has involved mapping previously agreed deliverables to develop a plan incorporating three organisational priorities and eight corporate actions.
- Monitoring framework – A core set of measures has been agreed

against each of the corporate actions to monitor progress via the organisational performance management framework. This will be supported by regular updates to Committee throughout the year.

Following the presentation Members discussed the need to implement practical, specific, and measurable actions to engage with underrepresented communities; the role of Professional Standards; defining the corporate action to “create a performance ethos” and whether this action should already be embedded; further clarity around the action to “enhance the resource allocation process”; specific details of the staff survey carried out and future benchmarking plans; and to what extent the PAP incorporated findings from the Board’s Human Rights Report.

Members **NOTED** the update provided and thanked the Assistant Chief Officer People and Organisational Development for her contribution and she left the meeting.

## **6.2 PSNI Finance Report**

The Committee **NOTED** the PSNI Management Accounts and Financial information as at the end of March 2023.

The Chair welcomed the Assistant Chief Officer (ACO) Corporate Services and Director of Finance to the meeting and the ACO Corporate Services presented the end of year financial position as at end of March 2023, an update on the financial position as at end of April 2023, and the 2023-24 Resource Budget allocation:

- The financial position at end of March 2023 is a provisional non ring-fenced underspend of £0.8m for Resources and an underspend of £0.3m for Capital, which represents an excellent provisional outturn position despite a very challenging year.

Pressures highlighted during the previous financial year related to pay awards and overtime, and these pressures were offset by reductions in non-pay areas.

Specifically, overtime pressures increased in February and March following the attempted murder of a Senior PSNI Officer and policing events around the anniversary of the Good Friday Agreement (GFA).

- Expenditure in the new financial year as at end of April 2023 was reported as £70m, and it was indicated that that a continuation at this rate will lead to a likely overspend against budget at year end. Overtime also increased significantly in April due to the resourcing required for the Presidential visit.
- Following confirmation of the budget allocation for 2023-24, there is an improved budget position which represents a 1.7% reduction rather than 4.75% as previously advised as part of the indicative resource allocation budget. The Capital budget allocation was reported as £97m which represented a positive settlement and further information will be provided when the Capital Strategy update is provided later in the meeting.
- The gap in resources funding was previously estimated as £107m for 2023-24 and through a reduction in recruitment and in other non-pay areas, the residual gap was identified as £57m. Following a request for PSNI to halt all discretionary spend, further reductions were proposed and the funding gap was reduced to £44m based on the budget allocation. A resource plan for 2023-24 will now be brought to the Committee in June to discuss further.
- In respect of Business cases approved, the catering and cleaning contract has been extended for the next two years and this represents additional cost pressures, some of which are contractual as well as additional pay costs to meet national living wage



obligations.

Following the update Members discussed the following matters with the ACO Corporate Services and COO:

- Status of recovering costs from policing of recent events including the Presidential visit and GFA anniversary,
- Planning in place to cover potential liabilities following the recent Spotlight programme on Operation Henley and its status on the risk register,
- Likely impact of funding shortfall due to the budget allocation on local policing,
- Need for future Capital projects to provide tangible and measurable benefits at a grassroots level,
- Further analysis on actions being considered to address the budget gap,
- Role of the Board to advocate for an improved budget settlement including lobbying efforts at a UK government level,
- Concerns in respect of actions taken last year to reduce costs and knock on impact for the year ahead, and further information was requested regarding the number of PSNI vehicles needing repaired including estimated costs, **(AP1)**
- Estate management strategy and funding available for investment to reform and consolidate,
- Long term implications of underfunding and impact on the current viability of PSNI as an organisation which is fit for purpose.

### **6.3 PSNI Capital Strategy Update**

The Director of Finance presented an overview of the Capital Strategy including details on the value of PSNI's asset base in 2023, capital

expenditure over the last five years, the 10-year Capital plan broken down by “Desirable”, “High Priority” and “Inescapable” areas of spend, and the total resource requirement for Capital spend in 2023-24.

Following the update Members asked about the categorisation of “desirable” capital spend given the budget challenges for 2023-24; providing a detailed plan of Capital projects for the year ahead; the substantial increase in projected Capital spend from 2024-25; and whether there is a best practice percentage for Capital investment against the total value of asset base.

Members **NOTED** the update provided and thanked the Director of Finance for her contribution and she left the meeting.

#### **6.4 PSNI Fleet Strategy Update**

The Chair welcomed the PSNI Head of Transport to the meeting and he presented Members with an update on the PSNI Fleet Strategy – 2021 and Beyond.

The Head of Transport outlined the vision of the strategy in respect of flexibility, performance and green credentials alongside the mission to support the delivery of a visible, accessible, responsive and community focussed policing service with a technologically advanced, highly visible, fleet mobile office environment.

The case for change is driven externally and internally across three strategic areas:

1. **Modernisation** – delivering a policing service with a fully integrated fleet, reflecting operational requirements effectively and efficiently.
2. **Technology** – to become increasingly mobile with solutions delivered at point of service including the latest safety systems and driver aids.

3. **Sustainability** – responding to government action on climate change and continuing to develop a lower emissions fleet.

Key commitments as part of the fleet strategy include a review of the Fleet Management Information System (MIS), increased numbers of Ultra Low Emission vehicles, new telematics system, continued implementation of the Automatic Number Plate Recognition (ANPR) Interceptor project, refreshing the air fleet, new public order & tactical support vehicles, and an increased percentage of liveried Response vehicles.

Measuring success was outlined across the three strategic areas in respect of success from a public, policing and partners perspective as well as challenges and opportunities going forward.

Members raised the following matters with the Head of Transport:

- addition of armoured specification to electric vehicles,
- ability to recover vehicle repair costs from insurer,
- extent of claims received for damage to third party vehicles,
- measuring the impact of the ANPR project,
- impact of private sector salaries on staff retention,
- number of vehicles off road and impact on service delivery,
- number of vehicles currently in storage,
- cost analysis of insurance premiums to ensure value for money.

Members **NOTED** the update provided and thanked the Chief Operating Officer, ACO Corporate Services and Head of Transport for their contribution and they left the meeting.

## 6.5 **Draft response to Police Remuneration and Review Body (PRRB)**

The People and Organisational development manager presented Members with background information and a draft of the Board's response to PRRB

following a request to put forward a proposal for a pay award/pay range for PSNI officers in 2023-24.

Members **NOTED** the update provided and following discussion it was **AGREED**:

- To **APPROVE** the draft response to the Police Remuneration and Review Body and make a recommendation to the Board to submit to PRRB.

#### **6.6 PSNI Above delegated Authority request - Approval for payment of legal fees**

The Strategic Planning and Governance manager presented a paper asking Members to consider the request from PSNI to approve legal costs in a precedent setting case for a series of related proceedings (Misconduct case, Judicial Review & Court of Appeal).

Members were provided with the chronology of the case and advised that anticipated costs have increased due to the complex nature of the case as it progressed beyond misconduct proceedings.

During discussion Members raised concerns in relation to receiving requests to approve payment of legal fees at a late stage, therefore limiting Member options; acknowledged that detailed information has been provided in the past to facilitate decision making; clarification of what other options, if any, are available at this stage in the case; the financial impact of a delay in respect of penalties and interest charges; the need to review the process by which requests of this type are brought to Committee; the need to explore all available options prior to engaging the legal process; and the significant Counsel costs.

Following discussion it was **AGREED**:

- To recommend the Board **APPROVE** the Above Delegated Authority request regarding the payment of legal fees up to the sum of £206,698 and to write to PSNI outlining Members concerns in respect of the process by which the Board is made aware of these types of requests. **(AP2)**

#### **6.7 PSNI Above Delegated Authority Request – Approval of payment of legal fees - Misconduct case**

The Strategic Planning and Governance manager presented a paper asking Members to consider the request from PSNI to approve legal costs in order that the Appropriate Authority (the Chief Constable under the misconduct regulations) may instruct Counsel in relation to precedent-setting misconduct proceedings.

Members raised several concerns in respect of the legal costs outlined and that it would be desirable to consider other options available and liaise with key stakeholders to ensure value for money is achieved.

Following discussion it was **AGREED:**

- To not make a recommendation to the Board regarding the approval of this above delegated authority request from the PSNI to pay legal costs up to the sum of £55,000 + VAT and expenses, and Officials will make further enquiries in response to Members concerns. **(AP2)**

#### **6.8 Northern Ireland Policing Board (NIPB) draft 2023-24 Resource Plan**

The Head of Finance presented a paper seeking Members guidance on priorities for the NIPB Resource Plan 2023-24.

Correspondence received in April 2023 advised of an indicative Resource

DEL budget allocation which represented a 4.75% reduction against last year. The Resource DEL budget allocation has now been confirmed for 2023-24 and represents a 1.7% cash reduction for NIPB, however allowing for pay and supplier inflation this represents a real cut of 3.0%.

The Head of Finance outlined funded pressures of £75k relating to pay and inflation, and unfunded pressures of £403k in respect of known legal cases, the ongoing work of the Police Pensions and Injury Benefits directorate, and the substantial costs associated with Policing and Community Safety Partnership (PCSP) Independent Member recruitment process.

The NIPB Senior Management Team have proposed a number of cost reduction measures for Members to consider addressing unfunded pressures noted previously.

Members highlighted concerns in respect of the negative impact of the budget situation on community engagement initiatives; limited options available in respect of the PCSP Independent Member recruitment process and the need to minimise delays; ensuring engagement activities are maintained and measured effectively; the provision of different pay inflation figures; further information provided regarding proposed actions to reduce unfunded pressures; and the implications of reduced staff recruitment on NIPB operations.

Members **NOTED** the update provided and following discussion it was **AGREED** to bring the NIPB Resource Plan 2023-24 back to the Committee in June after incorporating Member feedback. **(AP3)**

## 6.9 Resources Committee Annual Report

The Chief Executive presented a paper asking Members to consider the

Resources Committee draft Annual Report outlining the work of the Committee from 1 April 2022 to 31 March 2023.

Following discussion Members **AGREED:**

- To recommend the Board approve the Resources Committee Annual report for publication as part of the composite Committee Report that will be published on the Board's website, detailing the work of all Committees for 2022-23.

## **6.10 Annual Review of Resources Committee Terms of Reference**

The Strategic Planning and Governance manager presented a paper to provide Members with and seek agreement to recommend the Board approve the Resources Committee Terms of Reference.

Members were asked to **NOTE** that no changes to the Committee Terms of Reference have been proposed and following discussion it was **AGREED:**

- To make a recommendation to the Board that the Terms of Reference for the Board's Resources Committee be approved.

## **6.11 Police Pensions and Injury Benefits**

### **6.11.1 Proposed Board response to the DoJ consultation on the draft Police Pensions (Remediable Service) Regulations (Northern Ireland)**

The Chair welcomed representatives from the Police Pension Board to the meeting and invited the Chief Executive to present a paper asking Members to consider the Board's proposed response to the McCloud Consultation.

As way of background, the Chief Executive outlined government changes to

public pension schemes which have brought about a Northern Ireland specific consultation on the draft regulations and policies required to implement the changes.

The Department of Justice (DoJ) has asked the Board, and other policing stakeholders, to respond to the questions raised from the consultation and Members were asked to consider the proposed Board response.

Members **NOTED** the update provided and following review of the proposed Board response as outlined it was **AGREED**:

- On the basis of the information provided, to **APPROVE** the proposed response to the McCloud consultation.

Members also **NOTED** that once approved, the proposed response will be provided to the DoJ in line with the Consultation deadline of 7 June 2023.

The Chair thanked the representatives from the Police Pension Board for their help and support in developing the Board's proposed response to the questions raised from the DoJ consultation and they left the meeting.

### **6.11.2 Cases for Committee Consideration /Decision**

The Chief Executive presented a paper requesting Members consider the medical decisions referred to in the paper and provide a decision in relation to all relevant items as requested under Injury on Duty and Police Pensions Regulations, further to assessments undertaken by Selected Medical Practitioners (SMPs) and Independent Medical Referees (IMRs).

Members were advised that on 3 May 2023, the Department of Justice (DoJ) provided to the Board final confirmation of their IMR decision in 1 case.



Members were advised that on 3 February 2023 the SMP considered and provided opinion on the medical questions referred to them in 1 case.

For all cases referenced above Members were asked to confirm the implementation date and/or reassessment date of awards.

Members were also provided with an update on 2 miscellaneous cases. Legal advice was sought in respect of both cases, the second case listed no longer requires input however due to the complexities of the first case, a subgroup of 3 Members will convene in due course to discuss the options available and bring a proposal to Committee.

Following discussion Mr Trevor Clarke MLA volunteered for the subgroup and it was agreed to contact Committee Members after the meeting to request 2 additional volunteers.

Members **NOTED** the outcome of the IMR and SMP decisions and the update provided in respect of the two miscellaneous cases, and following discussion it was **AGREED**:

- To confirm the implementation and reassessment dates as listed.

### **6.11.3 Correspondence from MP to all Board Members re Injury On Duty Awards process**

The Chief Executive presented a paper asking Members to consider the proposed Board's response to correspondence received from a Member of Parliament (MP) addressed to all Board Members regarding the Injury on Duty Awards process.

Following discussion it was **AGREED**:

- To **APPROVE** the draft letter from the Chair of the Board to the Member of Parliament in response to the individual letter to all members on queries raised regarding the Injury on Duty process.

#### **6.12 Committee Programme of Work**

Members were asked to **NOTE** the programme of work for the Resources Committee covering the period up to March 2024 and confirmed they were content with the planned programme.

#### **7. QUESTIONS FOR THE CHIEF CONSTABLE**

No questions were raised.

#### **8. COMMUNICATIONS ISSUES / OPPORTUNITIES**

No other communication issues were raised.

#### **9. ANY OTHER BUSINESS**

No other business was conducted.

#### **10. DATE OF NEXT MEETING**

The next meeting is scheduled for **Thursday 22 June 2023** at James House.

The meeting ended at 1.15pm

**CHAIR**

**RESOURCES DIRECTORATE  
MAY 2023**