

**NORTHERN IRELAND POLICING BOARD**

**MINUTES OF MEETING OF RESOURCES COMMITTEE HELD ON THURSDAY 23  
NOVEMBER 2023 AT 9.40AM IN JAMES HOUSE**

**PRESENT:**

Mr Trevor Clarke MLA (Chair)  
Mr Frank McManus (Vice Chair)\*  
Mr John Blair MLA  
Ms Nuala McAllister MLA  
Mr Brendan Mullan  
Mr Gerry Kelly MLA  
Mrs Linda Dillon MLA  
Dr Kate Lavery  
Mr Maurice Bradley MLA\*  
Mr Mukesh Sharma

**OTHER MEMBERS IN  
ATTENDANCE:**

- (1) Dr Janet Gray
- (2) Mr Peter Osborne\*
- (3) Ms Joanne Bunting MLA

**EX OFFICIO MEMBERS IN  
ATTENDANCE:**

- (4) Ms Deirdre Toner  
Mr Edgar Jardine

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

- (5) Mr Chris Todd, T/Deputy Chief Constable
- (5) Ms Pamela McCreedy, Chief Operating Officer
- (5) Ms Clare Duffield, Assistant Chief Officer,  
People and Organisational Development
- (5) Ms Melanie Jones, A/ Assistant Chief Constable
- (6) Mr Mark McNaughten, Assistant Chief Officer,  
Corporate Services
- (5) Three PSNI Staff

**EXTERNAL ADVISORS IN  
ATTENDANCE:**

- (7) Mr Scott McInnes, Inspiring Change
- (7) Ms Sinead Egan, Inspiring Change

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

- Mrs Sinead Simpson, Chief Executive
- Mr Sam Hagen, Senior Director of Resources
- (8) Ms Aislinn McGuckin, Director of Police Pensions  
and Injury Benefits
- Seven Board Officials

- (1) Item 6.3 only

- (2) Item 6.3 only
- (3) Item 6.3 only
- (4) Item 6.3 only
- (5) Items 6.2 and 6.3 only
- (6) Item 6.4 only
- (7) Item 6.3 only
- (8) Left after item 6.1.3

\* Attended meeting by video conference facility

## 1. APOLOGIES

Apologies were received from Mr Mike Nesbitt MLA.

The Committee agreed the agenda for the meeting and no one raised any business that they wished to discuss at agenda item 9 under 'Any Other Business'.

## 2. CONFLICTS OF INTEREST

No conflicts of interest were declared.

## 3. MINUTES OF THE MEETING HELD ON 26 OCTOBER 2023

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

It was **RESOLVED** that:

- The minutes of the Committee meeting held on 26 October 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 Director of Police Pensions and Injury Benefits (PPIB) and Director of Resources.

The Director of PPIB provided an update on action points from the meetings on 26 October, 28 September and 26 July 2023.

In respect of Action Point 3 from the meeting in October 2023, in relation to Selected Medical Practitioner (SMP) implementation/reassessment dates, the Director of PPIB advised that Board officials have collated all literature outlining the process for decision making in implementation and reassessment award dates. A Frequently Asked Questions guidance document for claimants is currently being compiled and will be brought to a future Committee for review upon completion.

In respect of Action Point 4 from the meeting in October 2023 regarding the Revision of Joint Medical Guidance Project, the Director of PPIB advised that a paper providing a full update for Member's consideration is attached at agenda item 6.1.3 of today's meeting papers.

In respect of Action Point 2 from the meeting in September 2023, the Director of PPIB noted that the next quarterly SMP Forum has been scheduled for 13 December 2023, and she will provide an update on issues arising at that meeting to the December meeting of the Resources Committee.

In respect of Action Point 4 from the meeting July 2023, in relation to a digital Case Management System (CMS), the Director of PPIB advised that an initial scoping meeting took place with assistance from PSNI Pensions Branch yesterday Wednesday 22 November 2023. The Director of PPIB advised this was a useful meeting and Board officials received an overview of the efficiencies that could be made in the event of moving to a digitalised

system. The Director of PPIB noted that Board officials are considering the methodology for how the Board would digitise its current system and is also exploring potential opportunities of how the Board could link in with the current process used by PSNI.

In respect of Action Point 7 from the meeting in July 2023, the Director of PPIB advised that correspondence has been issued to PSNI and a response is still awaited regarding work taking place to address the upward trend in the number of Ill Health Retirement and Injury on Duty applications. The Director of PPIB advised Board officials will continue to chase up a response.

The Director of Resources provided an update on the following action points from the meetings on 26 October, 28 September, and 23 March 2023.

In relation to AP2 from the meeting in October 2023, the Director of Resources advised that an updated paper, to include plans to address the level of NIPB staff turnover will be brought to the December meeting of the Committee. **(AP1)**

In respect of Action Points 4 and 9 from the meeting in September 2023, the Director of Resources advised PSNI representatives are due to come to the December meeting of the Committee to provide a briefing and presentation on the Litigation and Financial Compensation Process and can address Member's queries in relation to Above Delegated Authority requests at that meeting.

In respect of Action Point 11 from the meeting in September 2023, regarding Member queries on Temporary Promotions within PSNI, the Director of Resources noted the PSNI response is included at agenda item 7.2 of today's meeting papers.

In relation to Action Point 4 from the meeting in March 2023 with regard to Senior Officer allowances, the Director of Resources noted that the Chief Police Officers Staff Association (CPOSA) have indicated they are not supportive of the proposed changes for existing staff, however Board officials have requested further clarification with regard to individual allowances. The Director of Resources noted that it is hoped that the matter can be closed on receipt of a response to the most recent correspondence.

In relation to Action Point 5 from the meeting in March 2023, the Director of Resources noted that an updated paper on Senior Officer recruitment will be brought to the December meeting of the Committee for Member's consideration.

Updates were provided on correspondence issued and received for agenda item 4.1.

#### **4.1 Correspondence regarding Revised Environmental Allowance (REA) & HR matters**

In respect of action point 1 from the meeting in October 2023, correspondence has been received from PSNI in response to the Committee's approval at the meeting in September 2023 for PSNI to submit a revised business case to uplift the rate of REA for police staff. The correspondence also included an update on protected 'key positions', difficulties faced in filling these, and concerns raised by the staff association NIPSA regarding the data security of police staff pensions.

Members also considered correspondence from DOJ relating to the PSNI REA business case and following discussion it was **AGREED** to formally approve the REA business case and make a recommendation to the Board to ratify the decision at the meeting in December 2023.

Members **NOTED** the correspondence.

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

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

### **5.1 Managing Public Money NI**

Correspondence from Department of Finance to Accounting Officers outlines updates and published changes to the Managing Public Money (MPM) NI document, originally issued in June 2008.

The revised MPM NI is based on the updated 2023 HM Treasury MPM guidance to reflect the local context where required, and key updates to the guidance were included in the correspondence.

The Director of Resources highlighted Chapter 5 of the document, specifically relating to Additional guidance provided on clawback provisions on the sale of surplus property assets, which is of particular relevance to this Committee.

Members **NOTED** the correspondence.

### **5.2 Incident at Steeple complex – June 2023**

Members noted a written briefing document submitted by PSNI outlining the timeline of events relating to the security breach at the Steeple complex in June. The briefing paper also provided conclusions and learning in light of the security breach.

Following discussion, it was **AGREED** to invite a senior representative from PSNI Estates to attend next month's Committee meeting to review the briefing document and answer Member's questions. **(AP2)**

Members **NOTED** the update provided.

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

### **6.1 Police Pensions and Injury Benefits (PPIB)**

#### **6.1.1 Cases for Committee November 2023**

The Director of PPIB presented a paper asking Members to consider the outcome of decisions made by Selected Medical Practitioners (SMPs) in respect of the 19 cases considered and provided opinion on between 16 October 2023 and 10 November 2023, and 1 case in respect of a reconsideration application to the SMP.

Members were also updated on a miscellaneous case and noted that submissions are currently being gathered from all interested parties and will be shared with a Sub-Group of Committee Members before full referral to the Committee in due course.

A Member raised queried the number of cases a doctor had the capacity to do in any one month and how this might impact on waiting times for assessment, the reasons and rationale that applicants can be refused an Injury on Duty award or Ill Health Retirement and the information available to inform Member's decision. It was agreed that the Director of PPIB would respond to these issues directly to the Member separately on various points raised. The Member also advised she would submit wording to the Director of Resources for additional questions to be sent to the PSNI for a written response. **(AP3)**

Following discussion, Members **NOTED**:

- the outcome of the decisions made by Selected Medical Practitioners and **CONFIRMED** the implementation and reassessment dates for the 19 cases outlined; and
- that the 1 case in respect of a reconsideration application to the SMP progress to reconsideration.

### **6.1.2 Police Pension Scheme Manager Monthly Report**

The Director of PPIB presented a paper which provided Members with an update on police pension related work completed in the reporting period and sought a decision on two forfeiture cases. Members were also asked to consider the consultation launched by the Department of Justice in relation to Draft Police Pension (Amendment) Regulations (Northern Ireland) 2024 and to consider and approve the draft consultation response at Annex C of the paper if content.

The Director of PPIB updated Members on the progress of the work relating to the McCloud Remedy project and the work ongoing in relation to the remaining McCloud cases, to include the remaining cases to be assessed by the SMPs. The Director of PPIB also noted the launch of the Government Actuary Department (GAD) calculator in this reporting period which will be a useful resource to assist serving and retired officers in relation to McCloud benefit estimations.

The Director of PPIB advised that two requests had been received from PSNI in relation to two former police officers who have both been dismissed from the service following misconduct proceedings, with one officer also involved in linked criminal proceedings. PSNI had asked the Board (as Pension Scheme Manager) to consider if forfeiture proceedings will be



considered in relation to either of the officers. The Director of PPIB outlined the background and case history of both officers, noting the outcome of criminal and internal PSNI misconduct investigations and explaining the circumstances surrounding their dismissals, including how both officers had breached the PSNI Code of Ethics.

The Director of PPIB advised that having considered the pertinent Regulations and discussed both cases with the Board's independent pensions advisor, it does not appear that the statutory bar for forfeiture has been met and therefore it is recommended that a response to PSNI is issued on this basis.

Following discussion Members **AGREED** with the recommendations in the paper that the two cases listed did not meet the threshold for forfeiture.

The Director of PPIB advised Members of the targeted consultation launched in early November by the Department of Justice in relation to the Draft Police Pension (Amendment) Regulations (Northern Ireland) 2024 (the Draft Regulations), noting the consultation closes on 20 December 2023 and the full consultation documents are attached at Annex B of the meeting papers.

The Director of PPIB provided Members with an overview of the key changes to the Police Pension Scheme Regulations which are proposed in the consultation (including the legacy schemes), and which are designed to update and improve the operation of these schemes. The Director of PPIB advised a draft response to the consultation is attached at Annex C of the meeting papers for Members consideration and approval, and confirmed that advice had been sought from the Board's Police Pension Board Chair and Independent Pensions Advisor in compiling this draft response.

Following discussion, it was agreed that further information would be sought

from the Department of Justice and that the draft response would be further considered by Members and any proposals or feedback (in relation to the Consultation itself or the Board's draft response) would be forwarded in writing to the Director of PPIB for inclusion and an amended response brought back to the next meeting of the Committee for consideration.

### **6.1.3 Joint Guidance Revision Project**

The Director of PPIB presented a paper for Members to consider the current position and proposed next steps in relation to an ongoing project to revise the Joint Medical Guidance for Medical Practitioners on Injury on Duty awards. Members were also asked to consider the consultation launched by the Department of Justice on 6 November 2023 in relation to Draft Amendment for Injury on Duty Medical Guidance and to consider and approve the draft response to the consultation and the draft letter to the DoJ Permanent Secretary at Annexes B and C of the paper if content.

The Director of PPIB explained that following last month's Committee meeting several action points and next steps were agreed and the purpose of this paper was to provide an update on the actions progressed over the last several weeks together with an overview of the work which remains ongoing. The Director of PPIB advised that following the previous Committee meeting the Board's Chief Executive and herself met with their DoJ counterparts on two occasions to discuss all issues raised at the Committee in October as well as proposed options on next steps. Board Officials confirmed that the Board would also be writing to the DOJ Permanent Secretary in relation to this matter.

Discussions in respect of this item included;

- Identifying the correct organisation/individuals with the requisite skills to undertake any future review of the medical portions of the Existing

Joint Guidance;

- The funding required to amend the guidance and the background reviews and legal cases which had prompted this project to include the 2014 Scofield review and the 2020 Northern Ireland Audit Office Report into the IOD scheme;
- Placing the guidance on a statutory footing and the nature of the consultation;
- Agreement that Officials would be able to undertake a review of the administrative and process portions of the guidance only which would be amended and brought back to the Resources Committee in December 2023;
- Agreement that work would continue on this long-term revision project and discussions remain ongoing regarding funding of the large revision project.

During discussion, some Members suggested amendments for inclusion in the draft consultation response and draft correspondence to DoJ and advised they will forward the proposed wording directly to the Director of PPIB. Members agreed to consider all documents over the next several days and provide any further feedback to the Director of PPIB to enable updated draft letters to be prepared. **(AP4)**

Before PSNI joined the meeting Board officials provided Members with an overview of agenda items 6.2, 6.3 and 6.4 (the People Action Plan, Cultural Audit and monthly PSNI Finance report respectively).

The Committee welcomed the T/Deputy Chief Constable, Chief Operating Officer (COO), Assistant Chief Officer (ACO) People and Organisational Development (OD), and A/Assistant Chief Constable Melanie Jones to the meeting.

## 6.2 PSNI Annual People Action Plan 2023/24: Half Year Update

Following a short introduction by Board officials on this agenda item and ahead of PSNI joining the meeting, Members discussed some changes to the format of the report that may be helpful in future, for example a RAG style report showing progress against actions which could be tracked over time. Board officials agreed to take this forward in future discussions with PSNI following the Committee meeting. **(AP5)**

The Chair welcomed PSNI to the meeting and invited the ACO People and Organisational Development to present PSNI's update on the implementation of the Annual People Action Plan 2023/24.

PSNI highlighted the 3 priority areas and ongoing workstreams in each of these areas including in relation to:

- Efficiency and effectiveness of resources,
- Resource allocation,
- Increased focus on sickness absence and how periods of absence can be minimised,
- Learning and development, including progress updates on mandatory and compliance training and driver training for neighbourhood teams, and,
- An update on the number of sergeants who have now completed the leadership program.

Following the presentation Members discussed several areas with PSNI including,

- Duty adjustments for officers,
- The timeframe for the issue of written improvement notices (WINs)
- Support provided to those going through the Ill Health Retirement process and access to OHW services,
- Other barriers to progress (outside of resources),

- Disbursement of the training budget, the sizable amount of the budget which is allocated to tactical and mandatory training which leaves a limited amount remaining for behavioural training.

Following discussion, it was agreed that PSNI would revert in writing on a number of specific issues raised by a Member.

The Chair thanked PSNI and Members **NOTED** the update provided.

### **6.3 PSNI Cultural Audit Update**

In advance of the PSNI joining the meeting the Committee considered a paper on the PSNI Cultural Audit. Board officials advised that the purpose of the presentation is to present the overall results from the Cultural Audit and Members noted that representatives from Inspiring Change (the organisation who carried out the Audit on behalf of the PSNI) would be in attendance to present their findings and answer Members' questions. Members also discussed the chronology of the release of the report and noted that only the Results Summary rather than the full version of the report had been made available to the Committee in advance of today's meeting. It was agreed that the full report would be uploaded to Decision Time immediately following the meeting. **(AP6)**

The Chair welcomed PSNI and Inspiring Change representatives to the meeting and invited them to present their findings to the Committee.

Mr McInnes and Ms Egan (Inspiring Change) briefed Members on the methodology used and engagement which took place during the audit process such as the use of focus groups, an online survey, individual online interviews and root cause analysis workshops. Members were also advised of the broad range of staff at all ranks, grades and Departments who took part in completing the Cultural Audit.

Key areas highlighted during the briefing included:

- The 5 cultural drivers (aligned direction, aligned expectations, working together, enabled to deliver and focus on delivery),
- The related cultural levers (things the PSNI as an organisation can do to proactively change the culture), and
- The 3 cultural assumptions found to be held by many employees.

Following the presentation discussion focused on:

- The scope/terms of reference for the Audit,
- How this data can now be utilised to inform change within the PSNI and the approach needed from the organisation to achieve buy in and promote and deliver change;
- The lack of references within the report to low officer morale and behaviours such as misogyny and sectarianism which is known anecdotally to exist, and
- Next steps, including how feedback from PSNI officers and staff will be sought and how these findings may be reflected in the PSNI People Strategy going forward.

PSNI acknowledged that the results of Cultural Audit discussed today are a starting point and it may be the case that more work will be needed to consider the results in more detail as time and work progresses. ACO Duffield advised that initially the organisation would consider and reflect on the results following which a series of dedicated engagements with staff across the PSNI would commence.

The Chair thanked PSNI and Inspiring Change representatives who then left the meeting.

In further discussions regarding the PSNI Cultural Audit Members noted that the fieldwork for the Cultural Audit was completed prior to the data breach

and Op Sanukite and acknowledged the impact this may have on future work in this area. Members were also keen that sufficient time be built into the Board's future programme of work to oversee the implementation/out-workings of the Cultural Audit. The CE noted Members' comments and advised of an opportunity to give dedicated time to this item at the upcoming Board away days in January 2024.

#### **6.4 PSNI Finance Report**

The Chair welcomed the ACO Corporate Services to the meeting and he presented an overview of the monthly Finance Report for November 2023.

The ACO Corporate Services reported a year to date non ring-fenced pressure of £12.7m at the end of October 2023, and a total estimated full year pressure of £52.5m, which includes a £7m pressure on depreciation. This is due to anticipated pressures for the 2023-24 pay awards for officers and staff, insufficient budget for NI protocol staff, increased depreciation and unfunded Op Rondoletto costs and overtime and non-pay costs in relation to Op Sanukite.

The ACO Corporate Services noted that with regard to Capital expenditure PSNI are on schedule to spend the remaining capital budget of £64.1m during the remainder of this financial year.

In respect of 2024-25 financial planning and following a budget planning exercise, the ACO Corporate Services highlighted a potential funding gap next year of £329.2m and provided a breakdown of the associated costs (which include potential Operation Sanukite and Holiday Pay compensation).

The ACO Corporate Services advised that overtime expenditure this month did not exceed the original profiled budget, however cautioned that an increase is anticipated across December 2023 to cover the festive economy

and keep people safe.

The ACO Corporate Services also provided an update on Police Staff pensions following concerns raised by NIPSA regarding the recent PSNI data breach, noting that short term measures were being put in place to address the concerns raised and that next year system changes are being considered to resolve the issue in the longer term.

During discussion Members raised the following queries with the ACO Corporate Services:

- Close Protection Additional Security Fund Costs, and a breakdown to be provided for the last 5 years (from 2019/20 to 2023/24) confirming the number of principals each year who are receiving Close Protection, and the cost to provide this service for each of the years; **(AP7)**
- An update on the centralisation of the contact management centres;
- Clarity on the number and value of vehicles that have been purchased but have not yet been commissioned into service and have not yet been dispatched into operational service, and the number and value of vehicles that have been removed from service and are awaiting disposal across the Seapark, Steeple and Aldergrove sites.
- An update on the current position of the Police College capital funding;
- Further detail on a team set up to work on the McCloud Judgment (in relation to public sector pensions);
- Reasons for the increase in NI protocol expenditure in the last 4 months of the financial year;
- Costs relating to Legacy Investigations.

Members **NOTED** the update provided and thanked the ACO Corporate



Services for his contribution and he left the meeting.

## **6.5 Police Remuneration Review Body (PRRB) Update**

The People and Organisational Development (OD) manager presented a paper which provided Members with an update on the current position and outlined the next steps and anticipated timescales in progressing the PRRB process for 2024/25. Members were also asked to agree a Sub-Group of Resources Committee Members to progress the Board's Annual Submission to PRRB 2024/25.

The Director of Resources advised he attended a meeting with Department of Justice (DoJ) representatives and other key stakeholders on 8 November 2023, at which the PRRB 2023/24 Annual Report was shared with attendees. The Director of Resources explained that to date the 2023/24 Report has not been approved or released for publication and as such the report is strictly confidential and at this stage he is regrettably unable to share the contents with Members.

During discussion Members raised concerns regarding confidentiality and restricted access to the 2023/24 PRRB report, highlighting the need for all pertinent information to be available and accessible to inform and assist with the 2024/25 submission.

Following discussion it was **AGREED:**

- To write to DoJ raising Members concerns and highlighting the need to be able to consider all pertinent information to assist with the 2024/25 submission. **(AP8)**
- Membership of a Sub-Group to be made up of Mr Trevor Clarke MLA, Mr Gerry Kelly MLA, and Dr Kate Lavery.

## 6.6 PSNI Maternity and Adoption Leave Provisions

The People and OD manager presented a paper which asked Members to consider the PSNI's options on the matter of implementation of increased maternity and adoption leave for Police Officers.

The People and OD manager explained the National Police Chiefs Council (NPCC) issued guidance to all UK Police Services advising that the paid leave elements of maternity leave and adoption leave should be increased from 18 to 26 weeks for Police Officers. This was unanimously endorsed by Chief Constables and the proposals were also supported by staff associations and endorsed by the Police Remuneration Review Body (PRRB). This change came into effect in England and Wales on 4 January 2021.

The People and OD manager advised that currently the PSNI offers Occupational Maternity and Adoption leave provision of either;

- 18 weeks full pay (can be taken full pay up to week 18), or
- full pay until week 13 then half pay on week's 14-23.
- Police Officers may then avail of Statutory Rate Pay (SMP) for 21 weeks, or 16 weeks if opting to take half pay on week's 14-23, followed by 13 weeks unpaid leave.

Following positive engagement with Department of Justice (DoJ) on the matter, the PSNI have indicated they are keen to make these benefits available to Police Officers where possible, and have outlined two options for consideration by the Committee, along with the implications and

supporting rationale of each option, noting their preferred option is Option 2:

- Option 1 – do nothing
- Option 2 - Increase the Maternity and Adoption Leave Provisions from 18 to 26 weeks for Police Officers

The Committee considered PSNI's request to approve the preferred option for the implementation of these provisions and following discussion Members **AGREED** to recommend to the Board that the PSNI preferred option for the implementation of increased maternity and adoption leave for Police Officers be approved. It was also noted that feedback should be provided noting some Members views that consideration be given for this type of leave to be referred to as "parental" leave in the case of same sex couples and that PSNI consider the application of the revised provisions for police staff also. **(AP9)**

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

Following Members discussion relating to plans or proposals to reduce the number of PSNI Contact Management Centres it was **AGREED** to submit a written question on the matter. **(AP10)**

### 7.1 **Response to Written Question**

The Committee **NOTED** the PSNI response to a follow up question on temporary promotions.

## 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 **Tuesday 19 December 2023** at James House.

The meeting ended at 1.30pm

**CHAIR**

**RESOURCES DIRECTORATE  
NOVEMBER 2023**