

NORTHERN IRELAND POLICING BOARD

COMMITTEE REPORTS

1 April 2024 - 31 March 2025

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1. INTRODUCTION AND OUTCOMES OVERVIEW

The Northern Ireland Policing Board (the Board) is an independent public body made up of 10 Political and 9 Independent Members established to ensure for all the people of Northern Ireland an effective, efficient, impartial, representative and accountable police service which will secure the confidence of the whole community, by reducing crime and the fear of crime.

The Board is responsible for overseeing all aspects of policing. In addition to monthly meetings, the Policing Board has five Committees to take forward detailed scrutiny of the work of the Police Service of Northern Ireland (PSNI) and fulfil its range of legislative duties. These are:

- [Audit and Risk Assurance](#)
- [Discipline](#)
- [Partnership](#)
- [Performance](#)
- [Resources](#)

This Report provides an overview of the work during the last year [against the agreed Terms of Reference for the Standing Committees of the Policing Board](#).

In addition to this published report, details of discussions and decisions taken by the Board's Committees are routinely published on [the Board's website](#) along with other information explaining the Board's role and work.

A copy of some of the key outcomes for the past year are set out in the next page, along with the findings from a published survey on our work and that of PSNI.

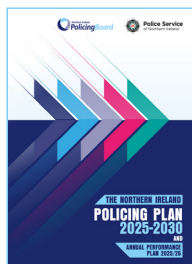
NORTHERN IRELAND POLICING BOARD

JULY 2025

OUTCOMES OVERVIEW: 2024 - 2025



KEY DOCUMENTS PUBLISHED



POLICING PLAN 2025-2030 AND ANNUAL PERFORMANCE PLAN 2025/26

Developed in partnership with PSNI and through consultation with the public, the Policing Plan 2025-2030 outlines our collective ambition for policing and police oversight in the next five years: that PSNI is victim focused, that we have safe and engaged communities with confidence in policing, and that PSNI has a representative, valued and enabled workforce.

**Policing
Plan 2025-
2030: Plan
on a Page
(English)**

**2025-2030
m. policijos
planas: planas
puslapyje
(lietuvių kalba)**

**Plan Policji
2025-2030:
Streszczenie
Planu (język
polsku)**

**Plean
Póilíneachta
2025-2030:
Plean ar
Leathanach
(Gaelige)**



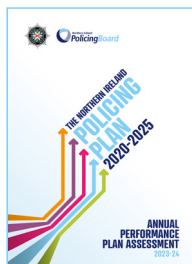
HUMAN RIGHTS REVIEW OF CHILDREN AND YOUNG PEOPLE AND POLICING

This report focuses on how police engage with children and young people, addressing key issues and making recommendations for improvement.



HUMAN RIGHTS 5 YEAR REVIEW

Human Rights monitoring is a key part of the Board's work, and this document outlines the recommendations made by our Independent Human Rights Advisor as well as PSNI's responses over the last five years.



ANNUAL PERFORMANCE ASSESSMENT 2023-24

The Board publishes an assessment of PSNI's performance against the Policing Plan every year, which scrutinises, monitors and evaluates each Measure in detail.



12 Board
Meetings



9 Meeting in
Public



31 Committee
Meetings



7 Committee
Reports



123 Oral
Questions



43 Written
Questions



110 Freedom of
Information
Responses



2 Consultations



4 PSNI
Appointments

→ **1** Deputy Chief
Constable

→ **3** Assistant Chief
Constables

POLICING BOARD RESOURCES

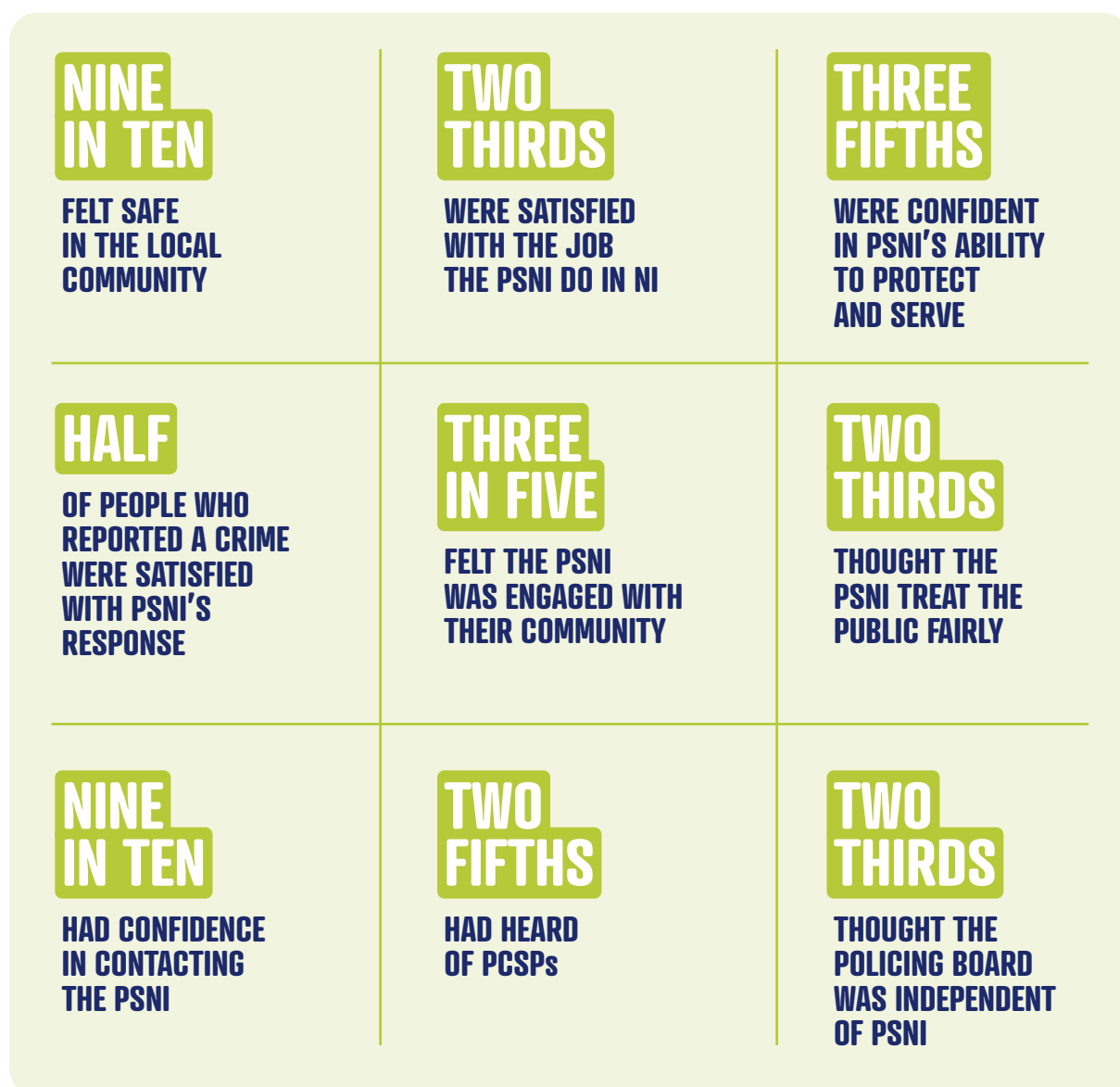
19 Board
Members **£6.2m** Board
Funding

53 Board
Staff **£1.5m** Board PCSP
Funding

NORTHERN IRELAND POLICING PLAN SURVEY

The report covers responses from a survey of 2,500 people in Northern Ireland and includes comparison with results from the 2022 and 2023 surveys. It also shows results from previous omnibus surveys which took place in 2014 to 2017.

The purpose of the survey is to monitor outcomes of the Policing Plan and to explore public perceptions of the PSNI in policing and engagement with the community.



2. AUDIT AND RISK ASSURANCE COMMITTEE

Role of the Audit and Risk Assurance Committee

The Northern Ireland Policing Board has established an Audit and Risk Assurance Committee to support it in its responsibilities for issues of risk, control, governance and assurance by reviewing the comprehensiveness of the Board and PSNI's governance framework in meeting the Board's and the Accounting Officer's assurance needs and reviewing the reliability and integrity of these assurances.

Audit and Risk Assurance Committee Meetings and Membership

The Committee's Terms of Reference state that it is required to meet at least four times a year. During 2024-2025, the Committee met five times with meetings held on:

- 23 May 2024.
- 20 June 2024.
- 26 September 2024.
- 19 December 2024.
- 27 March 2025.

During 2024-2025, the following were Members of the Committee:

- Keith Buchanan MLA.
- Gerry Kelly MLA.
- Peter McReynolds MLA (from 1 May 2024).
- Patrick Nelson (Chair from 23 May 2024).
- Tommy O'Reilly (Vice Chair from 23 May 2024).
- Frank McManus (until 31 December 2024).

Internal Audit

The Northern Ireland Civil Service's (NICS) Group Internal Audit Team, from the Department for Communities (DfC) were appointed NIPB's Internal Auditors from 1 July 2019. The Department of Justice (DoJ) Internal Audit Team audit the PSNI and therefore to avoid any perceived conflict of interest, it was agreed in 2019 that the Board's Audit Team would be from DfC. In December 2023 Members noted the updated Memorandum of Understanding and Data Sharing Agreements between NIPB and Internal Audit for the period 1 April 2023 to 31 March 2026. Ms Lacey Walker is the current Head of Internal Audit.

At the meeting on 28 March 2024 the Head of Internal Audit presented the Internal Audit Charter for 2024-2025 to the Committee. Under the Public Sector Internal Audit Standards (PSIAS) the purpose, authority and responsibility of Internal Audit should be formally defined in an Internal Audit Charter. In line with PSIAS there is a requirement to present the Internal Charter to the Audit and Risk Assurance Committee (ARAC) on an annual basis. The final approval of the Internal Audit Charter rests with the Board. The Committee was asked at the 28 March 2024 meeting to recommend that the Board approve the Charter. The Committee recommended its approval to the Board who subsequently approved it at the Board meeting on 11 April 2024.

At the meeting on 20 June 2024 the Head of Internal Audit presented Internal Audit's Annual Opinion for 2023-2024. The Head of Internal Audit advised that Internal Audit's Opinion on NIPB's internal governance, risk management and internal control system was 'Satisfactory' and was based on both internal audit activity during this financial year and also cumulative assurances derived from internal audit activity during previous years.

At the March 2024 meeting the Committee considered and agreed the Internal Audit Plan for 2024-2025 and noted that this was based on the results of Internal Audit work completed to date in the previous four financial years, any new or emerging risks, areas where previous audit coverage highlighted issues, the audit resources

available and any key risk areas identified by management on the corporate and directorate level risk registers.

The Internal Audits carried out during the 2024-2025 year were:

- Verification of Causeway Coast and Glens Council's Compliance with Procurement Policies and Procedures – 2023-2024 PCSPs Funding - final report presented to ARAC in June 2024.
- Fact Finding Review of NIPB Assurance Framework and Assurance Mapping – final report presented to ARAC in September 2024.
- Review of Information Management and Security (Operation of Data Sharing Agreements) - final report presented to ARAC in September 2024.
- Review of Injury on Duty/ Ill Health Retirements - final report presented to ARAC in March 2025.
- Follow Up Review of 2022-2023 Causeway Coast and Glens Council's Management of any Potential and/or Perceived PCSP Conflicts of Interests – final report presented to ARAC in March 2025.

In June 2024 the Committee noted there were **seven** open Internal Audit recommendations:

- Four recommendations related to a verification review of Causeway Coast and Glens (CCG) Council's compliance with its procurement policies and procedures in respect of 2023-2024 PCSP funding.
- One recommendation related to the 2022-23 advisory review of CCG Council's Management of any Potential and/or Perceived PCSP Conflicts of Interests.
- One recommendation from an audit on Information Management and Security completed in March 2022.
- One recommendation from a review of NIPB Business Continuity Planning (BCP) and Management including Business Recovery.

At the December 2024 meeting Members were advised that one Priority 3 recommendation in relation to Business Continuity Planning had been closed

following the completion of a tabletop exercise to test the Board's Business Continuity and Disaster Recovery Plan.

At the June 2024 Committee meeting Members were provided with the final report on the verification review of Causeway Coast and Glens Council's Compliance with Procurement Policies and Procedures – 2023-2024 PCSP Funding, which included three Priority 2 recommendations and one Priority 3 recommendation in relation to PCSP 2023-2024 Projects, PCSP Community Safety Grant Programme, and other matters for consideration by NIPB management.

At the December 2024 meeting Members were advised that one Priority 2 recommendation had been closed in respect of NIPB management undertaking a review of procurement policies and procedures employed by local councils in awarding PCSP funding.

At the September 2024 Committee Members were provided with the final report on a review of Information Management and Security and Operation of Data Sharing Agreements, which provided an overall audit opinion of 'Satisfactory' and included one Priority 3 recommendation. Members were also presented with a management letter following the completion of a fact-finding review of NIPB's Assurance Framework which was carried out to determine the main assurances that NIPB receive as an organisation, the providers of that assurance, and the associated assurance mechanisms that have been established with these providers. No recommendations were made however Members noted the observations and management responses included in the Management Letter provided by IA.

At the September 2024 meeting Members were advised that following consultation with the Chief Executive, the Senior Officer Discipline assignment planned for Quarter 3 in 2024-2025 had been paused and that in the interim, should there be a senior disciplinary case, the Board would exercise the relevant regulations and seek expert advice from the Crown Solicitors Office and Counsel (as has been done in the past).

At the March 2025 Committee meeting Members were provided with the Management Letter regarding the follow up review of 2022-2023 Causeway Coast

and Glens Council's Management of any Potential and/or Perceived PCSP Conflicts of Interests. This outlined suggestions in relation to providing the necessary assurance that conflicts of interest are declared, understood and managed appropriately. Members were advised that measures had been put in place to mitigate risk including training and a potential investigation, and that a follow up review (provisionally scheduled for Quarter 2 in 2025-2026) will be carried out following the completion of training and any potential investigation, to provide the necessary assurance.

The final report following a review of Injury on Duty/Ill Health Retirements was also presented and the Committee noted the overall audit opinion of 'Satisfactory' and that no recommendations were made.

At the Committee meeting in March 2025 Members were presented with the draft Internal Audit Strategy for 2025-2030 which outlined resource requirements, planning and audit approaches including a strategic impact assessment, performance measures, and quality assurance.

The Committee also considered and approved the proposed Internal Audit Annual Work Plan for 2025-2026. This was compiled in consultation with the Chief Executive and ARAC Chair and incorporates the results of Internal Audit work completed to date in previous financial years, any new or emerging risk areas where previous audit coverage highlighted issues, the audit resources available and any key risk areas identified by management on the corporate and directorate level risk registers. Members noted that the Internal Audit Plan for 2025-2026 would cover the following areas:

- PCSPs.
- Resources Committee.
- Financial Management/Budgetary Control.
- Risk Management Framework.

Summary of 2024-2025 Internal Audits

Audit	Assurance Rating	Number of Recommendations by Risk Priority Rating		
		Priority 1	Priority 2	Priority 3
Verification of Causeway Coast and Glens Council's Compliance with Procurement Policies and Procedures - 2023/2024 PCSPs Funding	(Verification review only)	0	3	1
Fact Finding Review of NIPB's Assurance Framework	n/a	No recommendations made (assurance only)		
Review of Information Management and Security (Operation of Data Sharing Agreements)	Satisfactory	0	0	1
Review of Injury on Duty/III Health Retirements	Satisfactory	No recommendations made		
Follow Up Review of 2022-2023 Causeway Coast and Glens Council's Management of any Potential and/or Perceived PCSP Conflicts of Interests	n/a	IA recommended a pause to this follow up review to be rescheduled within the 2025-26 reporting year.		

Open Internal Audit Recommendations

During the year, Members received quarterly updates from Board Officials on the implementation of open audit recommendations. As of 1 April 2024, there were two open audit recommendations being progressed towards implementation. Several recommendations have been discharged throughout the reporting period, and (along with the addition of other recommendations throughout the year), on 31 March 2025 there were six open internal audit recommendations as detailed below:

- IA Review of Information Management and Security: Operation of Data Sharing Agreements, September 2024 - one Priority 3 Recommendation.
- IA verification review of Causeway Coast and Glens (CCG) Council's compliance with its procurement policies and procedures – 2023-2024 PCSP funding, June 2024 - three Priority 2 Recommendations and one Priority 3 Recommendation.
- IA review of Information Management and Security - March 2022 - one Priority 2 Recommendation.

External Audit and NIPB Annual Report and Financial Statements for the year ended 31 March 2024

At the meeting on 20 June 2024, the External Auditors updated the Committee on the progress of the External Audit and presented the draft Report to Those Charged with Governance from the Comptroller and Auditor General (C&AG). This Report included the C&AG's unqualified opinion on the Annual Report and Financial Statements to 31 March 2024. At this meeting the External Auditors also reported that one Priority 2 recommendation had been identified during the audit in respect of one uncorrected misstatement. This related to an amount which was reported as an accrual for legal and holiday pay costs and external audit advised it should be reclassified as a provision. With regard to this uncorrected misstatement, after discussion it was agreed by the Committee that it should remain uncorrected as it is under the materiality threshold.

The final Report to Those Charged with Governance was presented to the Committee at its meeting on 26 September 2024.

At the meeting on 28 March 2025, the External Auditors provided an overview of their planned 2024-2025 External Audit Strategy. Members were briefed on the NIAO Audit Strategy for the certification of the Board's Annual Report and Accounts for the year ended 31 March 2025. The audit strategy detailed the NIAO approach to the audit, the roles and responsibilities of Board and Audit staff, the cost of the audit, associated risks, and also a detailed audit project plan which included a proposed commencement date of 12 May 2024 for the audit fieldwork. Members discussed the significant risk outlined in relation to IFRS 16 and reclassification of James House from a licence to a lease and were advised that all obligations and disclosures will be met as required to satisfy the requirements under IFRS 16.

Members approved the proposed audit plan as presented. Members were advised that it is envisaged that the Annual Report and Financial Statements will be certified by the Comptroller and Auditor General and laid with the NI Assembly by the summer recess.

NIPB Governance Statement 2023-2024

The Accounting Officer (Chief Executive) is required to prepare an Annual Governance Statement for inclusion in the Annual Report and Financial Statements. The Governance Statement is designed to bring together all disclosures relating to governance, risk and control and ensure transparent reporting. The Committee reviewed the 2023-2024 Governance Statement at its meeting on 20 June 2024 and agreed to recommend that the Governance Statement be signed by the Accounting Officer. [This can be viewed from page 127 of our Annual Report and Accounts 2023-2024.](#)

Risk Management

The Board owns the organisational risks and throughout 2024-2025, the Committee, on behalf of the Board, spent time at each quarterly ARAC meeting considering the Board's Corporate Risk Register (CRR).

The CRR is consistent with the Policing Board's 2023-2025 Corporate Plan and the two Annual Business Plans covering that period. As part of the risk management process, the NIPB's SMT identifies and evaluates those risks which may affect the Board's ability to discharge its business and takes appropriate mitigating actions to manage and minimise the risks, considering escalation or de-escalation of each risk as appropriate.

At the start of the 2024-2025 year there were five risks on the Board's CRR. At each quarterly ARAC meeting in 2024-2025 Members reviewed the CRR and received an update from Board Officials about the material changes to the register since the last review. Over the course of the year, two further risks were escalated to the CRR (in respect of Information Management and Cyber security). All seven risks remain on the CRR as of 31 March 2025.

SMT also regularly review Directorate Risk Registers and alongside review of the Board's CRR the Board's ARAC reviews and considers one Directorate Risk Register at each quarterly meeting meaning each Directorate Risk Register is reviewed annually by the Board's ARAC.

Stewardship Statement to the Department of Justice

In accordance with the Board's Management Statement and Financial Memorandum (MSFM), the Chief Executive as the organisation's Accounting Officer provides a twice yearly Stewardship Statement to the DoJ Accounting Officer which enables the DoJ Accounting Officer to satisfy themselves that all relevant risk management practices are being adhered to. A mid-year Stewardship Statement was provided to the Committee at their meeting in December 2024. The end of year Stewardship statement for the 2024-2025 year was issued to the DoJ on 10 April 2025 and will be tabled at the May 2025 ARAC meeting. Further detail on the Chief Executive's Stewardship

Statements will be included in the Accounting Officer's Governance Statement as part of the Annual Report and Accounts 2024-2025.

Committee Effectiveness

In line with best practice, at the end of the 2023-2024 year ARAC Members were asked to complete a Self-Assessment Effectiveness questionnaire the results of which were considered at the June 2024 ARAC meeting. Overall, the results were positive with regard the Committee meeting its responsibilities. It was agreed that the Committee lead officials (Director of Resources and Chief Executive) would work through the results with the Committee Chair and Vice Chair and consider any actions that should be progressed. A meeting took place with the Committee lead officials, Committee Chair and Vice Chair in September 2024 at which a number of themes were discussed including:

- Membership of ARAC and other Committees (including any potential conflicts this may present).
- Training for Members of the Board's ARAC.
- The interaction of ARAC with other Board Members and the Board Chair and Vice Chair.

An update on this meeting was brought to and discussed at the December 2024 ARAC meeting.

Governance

Throughout the year, the Committee received and considered regular updates on a number of Governance matters including:

- NIPB Direct Award Contracts (DACs).
- NIPB Complaints Update.
- Dear Accounting Officer correspondence from the DoF.
- NIPB Raising a Concern update.
- Gifts & Hospitality.
- Register of Interests.
- Fraud.

Direct Award Contracts

Six-monthly updates were provided to the Committee and Members noted these in June and December 2024. There were no new DACs entered into during the reporting period.

NIPB Complaints Update

The Committee routinely receives quarterly updates on the complaints received by the Board under the NIPB Complaints Policy and where applicable, the outcome of each complaint.

During the 2024-2025 year no complaints were progressed under the Board's Complaints Policy. One complaint was received under the Board's Complaints policy. On review of the correspondence received the complainant was advised that the matters raised did not fall within the scope of the Board's Complaints Policy and should be progressed under the Board's Data Protection Policy. As such, the matter was referred to the Board's Data Protection Officer.

[The Board's Complaint's Policy is available on our website.](#)

NIPB Whistleblowing Policy/Raising a Concern Update

The Committee received half-yearly updates throughout the reporting period and were advised that no concerns had been raised under the Board's Raising Concerns Policy.

[The Board's Raising Concerns Policy is available on our website.](#)

Fraud

Six-monthly updates were provided to the Committee in June and December 2024. Members noted there were no suspected or actual fraud incidents to report.

Committee considered the NIPB Anti-Fraud and Fraud Response policies at its June 2024 meeting and noted that the Board takes a zero-tolerance approach to fraud.

Gifts and Hospitality

The Committee monitors the Board's Gifts & Hospitality Register on a quarterly basis and all hospitality accepted/declined or returned for the reporting period is included in [the register which has now been published and is available on our website.](#)

PSNI ARAC

PSNI's ARAC have five scheduled meetings per year and each meeting is attended by the Chief Executive, following which an update on the material items considered is provided to the Board's ARAC at their next meeting. These updates may include but are not limited to PSNI Corporate Risks, PSNI Internal Audit Reports, and PSNI DACs. The Board's ARAC Members also receive a copy of the PSNI's ARAC meeting papers for information.

At the ARAC meeting on 19 December 2024, Members received a comprehensive briefing from the PSNI ARAC Chair, which provided an overview of the key issues facing PSNI ARAC. These included:

- Funding and Service Operating Model.
- Data Breach.
- Attendance Management.

In relation to PSNI funding Members were briefed on the continuing resource challenges and work taking place to implement a breakeven position for the year 2024-2025 and the significant challenges in respect of holiday pay liabilities and costs associated with the data breach.

In relation to the data breach and information management, Members were advised that accountability is now clearly held at a senior management level with dedicated support from the PSNI 'Data Board' and revised internal processes, for example, updated processes to manage Freedom of Information requests.

In relation to attendance management Members were briefed on processes and controls in place and that progress has been made to implement some of the recommendations from an Internal Audit report. but acknowledged that further investment and cultural change is required to effect real transformation.

Freedom of Information (FOI)/Data Protection Act Statistics

Summary information on Freedom of Information Requests and Data Protection Subject Access Requests received by the Board was provided to the Committee at its meetings in June and December 2024.

The statistical breakdown provided in June 2024 covered the period 1 April 2023 to 31 March 2024 while the statistical breakdown provided in December 2024 covered the period 1 April 2024 to 30 September 2024. Members noted the significant ongoing resourcing challenges in managing and responding to the increasing volume of FOI/DPA requests and that Board officials continue to work at pace to endeavour to meet statutory targets.

Conclusion

From its work over the course of the year and informed by the reports of the Internal and External Auditors, the Committee is of the view that risk control and governance is at a satisfactory level within the NIPB.

The Audit and Risk Assurance Committee would wish to thank management and staff, and the Internal and External Auditors for their openness and engagement with the Committee, thereby allowing it to meet its responsibilities.

Audit and Risk Assurance Committee Minutes

[Committee Minutes can be found on the Board's website.](#)

3. PARTNERSHIP COMMITTEE

Role of the Partnership Committee

The Northern Ireland Policing Board has established a Partnership Committee to support it in its statutory responsibilities for partnership working, including Policing and Community Safety Partnerships (PCSPs), communications and strategic engagement and community consultation.

The Terms of Reference for the Committee outlines the requirement to provide the Board with an Annual Report summarising the work it has carried out during the year.

Committee Meetings and Membership

During 2024-2025 the Committee met on nine occasions and the following were Members of the Committee:

- Cathal Boylan MLA.
- Cheryl Brownlee MLA.
- Keith Buchanan MLA.
- Marian Cree.
- Linda Dillon MLA.
- Mark Durkan MLA.
- Patrick Nelson.
- Tommy O'Reilly.
- Eóin Tennyson MLA (Chair in April 2024).
- Kate Lavery (Vice Chair from April 2024).
- Peter McReynolds MLA (Chair from May 2024).

Details of Member attendance at Committee can be found below:

- Cathal Boylan MLA – 6 of 7 Committees.
- Cheryl Brownlee MLA - 7 of 7 Committees.
- Keith Buchanan MLA – 7 of 7 Committees.
- Marian Cree – 6 of 7 Committees.
- Linda Dillon MLA – 7 of 7 Committees.

- Mark Durkan MLA – 2 of 7 Committees.
- Patrick Nelson – 5 of 7 Committees.
- Tommy O'Reilly – 6 of 7 Committees.
- Eóin Tennyson MLA (Chair in April 2024) – No meeting held during April 2024.
- Kate Laverty (Vice Chair from April 2024) – 7 of 7 Committees.
- Peter McReynolds MLA (Chair from May 2024) – 6 of 7 Committees.

Committee Terms of Reference

The Committee's role and remit is set out in its Terms of Reference which were considered and agreed at the September 2024 meeting of the Committee. The agreed Committee responsibilities are identified as follows:

PSNI Governance and General Matters

- Monitor police performance against the measures/indicators specific to the committee in the Annual Policing/Performance Plan(s) and support the Board in holding the Chief Constable to account for delivery of the Plan.
- Review policies and procedures pertinent to the Committee's Terms of Reference and make recommendations to the Board in respect thereof.
- Monitor progress in the work of Neighbourhood Policing Teams and police working in partnership with the community, including through the relevant Policing Plan Measure(s).
- Monitor progress of the PSNI Children and Young People's Strategy.
- Monitor the implementation of the Cross Border Policing strategy activities relating to the work of the Committee.
- Monitor PSNI custody provision and the associated custody policy.
- Monitor the steps taken by PSNI to improve Road Safety.

Policing and Community Safety Partnerships (PCSPs)

- Annually monitor, support and evaluate the effectiveness of PCSPs and report to the Board.

- Attend PCSP and Policing Committee meetings to provide support and enable greater insight into delivery of Action Plans.
- Monitor the Reconstitution of PCSPs (usually every four years) and make recommendations to the Board concerning the appointment/removal of Independent PCSP Members, as necessary.
- Nominate Members to become Joint Committee Members to manage in partnership with the Department of Justice, the Policing and Community Safety Partnership programme.
- Delegate authority to the Joint Committee Members in a dynamic fashion in advance of Joint Committee meetings, depending on the issue.
- Monitor the work of the Policing Committees of the PCSPs and the delivery of Strategic Priority 3 of the PCSP Action Plans.
- Contribute to the Strategic direction of PCSPs utilising the Committee's nominated Joint Committee Members and through Committee consideration of relevant items for discussion.

Communications

- Monitor the Board's communications activity.
- Monitor PSNI communication plans and activity.

Engagement

- Develop a Board Engagement Strategy.
- Develop and monitor the delivery of an Annual Programme of Work to support the Board's Engagement Strategy.
- The programme of work should:
 - support confidence and co-operation of the public with the police, including community consultation activities, and through participation, Develop, implement and monitor activities which secure community involvement in policing, including community consultation activities.

- Manage and promote the Independent Custody Visitors Scheme (ICV) and the Independent Community Observer Scheme (ICO), and approve the ICV annual report for publication.

Police Property Fund

- Develop and administer the Police Property Fund.
- Monitor progress of individual projects funded by the Police Property Fund.

PSNI Governance and General Matters

Policing Plan Measures

The 2020-2025 Policing Plan was published on 1 April 2020 and has been underpinned each year with an Annual Performance Plan containing a number of measures. In the 2023-2024 year eight of these measures were reported on by PSNI through Partnership Committee at the Committee meetings outlined below:

1.3.1: Number of people in Northern Ireland who feel safe in their local area, in their local high street, town centre and in their own home at night, including the online space (November 2024).

1.3.2: Rate of places repeatedly victimised (November 2024).

2.1.1: The number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused (May 2024).

2.1.3: Report on the levels of 999 (emergency) and 101 (priority) call response (January 2025).

2.2.1: Number of victims and service users who are satisfied with the service they have received (September 2024).

3.1.1: Demonstrate progress against the 'Here for You' Public Engagement Strategy and the associated Hallmarks of Neighbourhood Policing (February 2025).

3.1.2: Identify and report on Neighbourhood Team initiatives to address local problems and tackle local issues through co-designed solutions, in line with Neighbourhood Policing Guidelines (February 2025).

3.1.3: Assess and evaluate the impact of partnership working with local communities, including but not exclusively, in areas of high deprivation and areas that have been repeatedly victimised (October 2024).

The Committee considered a Board briefing paper and an outcomes-based accountability (OBA) report card from PSNI prior to each meeting and senior officers, including the Assistant Chief Constable responsible for Justice, Local Policing, and Operational Support attended each of the Committee meetings to discuss the relevant issues and to listen and respond to the views and concerns of Members. The May 2024 meeting of the Committee took place at PSNI Garnerville where Members were provided with an overview of the training modules that are delivered as part of the Neighbourhood Officer Training programme.

PSNI Children & Young People's Strategy

The Children & Young People's Strategy was formally launched in June 2023 and is based on five key themes:

- Engagement.
- Safety & Protection.
- Suspected Offending.
- Victims & Witnesses.
- Stop & Search.

During 2024-2025 Members received updates on the Children and Young People's Strategy at the Committee meetings in June, September and November 2024. At the June meeting of the Committee PSNI provided Members with an update on work undertaken against each of the strategy's five themes and outlined various events, initiatives and programmes taking place across the various districts to engage with

young people from a diverse range of communities and backgrounds to progress the commitments made by PSNI in the Strategy.

It was agreed at this meeting that going forward the updates would be thematic in nature, and as such at the September meeting Members were provided with a presentation on Suspected Offending and Youth Justice (Theme 3 of the Strategy). Members were advised of the role and responsibilities of the Youth Diversion officer, the range of Justice Disposals that can be used when an offence has been committed, the function of Youth Engagement Clinics and the Diversionary Disposals available to the Public Prosecution Service (PPS).

At the November 2024 meeting of the Committee, Members received a thematic update from PSNI in relation to Custody Policy which is linked to Theme 5 of the Strategy (Stop & Search). Key statistics, showing the reduction in the number of strip searches of under 18s carried out over the past three years and also the reduction of the under 18s in custody in the current rolling 365-day period were highlighted to Members. Members heard how the Board's Human Rights Review "Children and Young People: Strip Searching in Police Custody" published in June 2023, outlined ten recommendations for improvements and updates to legislation which were accepted by PSNI. Members were advised that to date, six recommendations have been fully achieved, and four recommendations are partially achieved.

South Armagh Review

At the January 2025 meeting of the Committee, Members received an update on the one remaining outstanding recommendation from the 2019 South Armagh Review which is monitored by Partnership Committee in relation to "Vulnerability Focus" which aims to ensure an enhanced focus is in place on those areas that may be underreported because of low levels of trust and confidence in police – for example domestic violence and hate crime. Members were advised of the service-wide focus on training officers to recognise signs of domestic abuse and coercive control and how best to support victims and also heard about the work being done with the introduction of the Violence against Women and Girls Strategy. Members were also

advised of the work done locally in South Armagh and were provided with statistics to highlight the effectiveness of the action plan. Members agreed with the PSNI proposal that this recommendation has now been implemented as most of the work is now deemed to be part of normal business.

In October 2024 Members received the results from a recent Community Restorative Justice (CRJ) - a South Armagh Community Group/organisation - survey on the "PSNI South Armagh Review - Three Years On". This was discussed at the November 2024 Committee meeting, and it was agreed that given the significance of this important piece of work that was previously monitored by the Committee, an informal meeting with CRJ should be set up to discuss the survey results. The meeting subsequently took place on 12 March 2025 and all Board Members were invited to attend.

Right Care Right Person

At the Committee meetings in June and November 2024, Members received a briefing and presentation from the ACC Henderson on the Right Care Right Person (RCRP) initiative, which is a national program signed up to by 43 Police Services across England & Wales. The program aims to work in partnership with health and social care partners to ensure that individuals in health crisis are seen by the right professional. Members heard how PSNI has fast become the agency of first resort when a person is experiencing a mental health crisis, particularly outside of standard working hours, mainly due to the financial restraints and increased pressures within the health sector. This has resulted in police officers delivering non policing services and being diverted away from core policing duties, increasingly spending more time on incidents that require no policing skill, experience or training. There need to be clear pathways in place before PSNI withdraw.

Members were advised that a data collection exercise was undertaken over a four week period from June – July 2024 to demonstrate current demand related to incidents which will fall under RCRP, and heard that on completion of the exercise it was recorded that 8,142 officer hours were spent responding to calls for safety,

which on a pro-rata annual basis amounted to over 100,000 hours or over £4 million pounds worth of officer time. Members were advised that the RCRP principles were applied to the data and the PSNI ACC Henderson outlined the revised processes PSNI will follow post implementation in relation to Calls For Safety received directly from members of the public and also from NI Ambulance Service. ACC Henderson highlighted the alternative pathways where it is proposed demand should be diverted in relation to the calls PSNI would no longer attend, based on the needs of the individual concerned.

Members also heard both the Health and Justice Ministers have pledged their support for the project and a Strategic Oversight Group, co-chaired by both Departments has been established and with partners, will continue to work to develop the collaborative operational way forward.

Local Policing Review

At the January 2025 meeting of the Committee, Members received an update on the three remaining open actions from the PSNI's Local Policing Review, which was carried out in 2018 and following which 45 delivery actions were agreed. Members heard that some progress had been made against the final three actions and the work will continue in the longer term as part of broader pieces of work. As such, PSNI had recommended that these remaining actions be closed, and Members confirmed they were content to proceed on this basis. One action is considered to be ongoing work in terms of the development of the custody healthcare model, another will be taken forward as part of the Right Person Right Care Initiative and the other will be monitored separately through ongoing updates to the Committee as part of Performance Plan Measure 2.1.3 - Report on the levels of 999 (emergency) and 101 (priority) call response times.

Road Safety

At the January 2025 Committee meeting, Members received a presentation on the PSNI Road Safety Strategy. Members heard how Road Safety was now a PSNI

organisational priority given the rise in the number of serious and fatal road traffic collisions in recent years, both in Northern Ireland and in the Republic of Ireland.

PSNI representatives outlined the work ongoing with other partners to address road safety including engagement with the Department for Infrastructure (DfI) in relation to a legislative amendment to reduce the drink driving threshold, the cross-border work with An Garda Síochána which has recently established a three year road safety strategy and a proactive media campaign to illustrate the dangers on the roads and how to keep safe, highlighting the launch of Operation Lifesaver in March 2025 which will focus on speed education and detection.

Policing and Community Safety Partnerships

One of the Board's responsibilities in respect of PCSPs is to make arrangements for the appointment of Independent Members following a local general election. This is an extensive and resource-intensive process which takes place every four years.

The reconstitution process began in January 2023 and following its conclusion, all PCSPs were formally reconstituted on 1 June 2024.

At the Committee meeting in June 2024, Members were provided with a summary of the outcome of the PCSP reconstitution process and an overview of the process thus far, and received a high-level analysis of the successful candidates, in respect of community background, age and gender, noting a high percentage (82%) of candidates were new Members. Members heard that a vacancy remained in Antrim & Newtownabbey PCSP, along with the need to generate a reserve list for this PCSP and for Causeway Coast & Glens and Fermanagh & Omagh PCSPs and the Belfast District PCSPs. Members were advised that preparations were underway to commence advertising for the four council areas and a call for applications ran from 30 June 2024 until 30 August 2024. Members were advised the same process would be followed in respect of shortlisting, interviewing and appointments. As such, council level shortlisting and interviews were completed by March 2025 for Fermanagh & Omagh, Belfast, Antrim & Newtownabbey and Causeway Coast and Glens and a Board Panel convened on 6 March to consider and approve

appointments and reserves as applicable. The process therefore completed in March 2025.

At the Committee meeting in September 2024, Members received a briefing from the PCSP Impartial Assessor, Professor Mary Hanratty CBE who oversaw the Independent Member appointment process. The Impartial Assessor's role was to assess the process for openness, transparency, probity and effectiveness, ensure that the process complies with the DoJ Code of Practice, to intervene if necessary and to report to the Board at the conclusion of the process with recommendations for consideration. The PCSP Impartial Assessor provided Members with a summary of her report which contained details of her observations during the recent PCSP reconstitution process. Members were advised that the process was conducted in a fair, open and transparent manner, however she made a number of recommendations for changes to the process going forward. Members considered the Report and, in line with the Code of Practice for the Appointment of PCSP Independent Members, it was agreed to share report with the Minister of Justice, outlining Members' views on the recommendations.

At the February 2025 meeting of the Committee, Members considered the draft PCSP Annual Effectiveness Report for 2023-2024 and noted the breadth and diversity of projects and initiatives delivered by PCSPs. Following discussion, and some suggested minor amendments Members were content to make a recommendation to the Board for approval to publish on the Board's website subject to Joint Committee approval.

Communications

Board Communication

Throughout the reporting period, verbal updates were provided to Committee on activity in support of particular areas of Board business and the delivery of the Board's legislative duties. Issues supported included the recruitment and appointment of a new Deputy Chief Constable and Assistant Chief Constables, police officer recruitment and the appointment of Independent Community Observers, the publication of the Human Rights 5 Year Review and Children and

Young People Report, survey publications, consultations in support of the development of a new Board Corporate Plan and the development/publication of a new 5 Year Policing Plan for 2025-2030.

The Communications team offered advice and guidance in relation to a range of other issues in the media in respect of resourcing and pressures faced as a result of the PSNI budgetary situation and also provided to support around the appointment of PCSP Independent Members and preparation of material for the publication of the ICV Official Statistics Report. Submissions in support of the Board's Response to the Programme for Government and two Northern Ireland Affairs Committee investigations were also prepared.

Significant media interest was generated in respect of the surveillance of journalists and lawyers and this issue was the focus of Board meetings where communications/media support was a key element.

The Communication team supported Board meetings and Committee meetings throughout the year and also supported online communications through the management of the Board's website and social media channels.

The branch is also responsible for information requests made under the Freedom of Information Act and Data Protection Act. There continues to be a high volume of requests in this area.

A report on the Communications Activity for 2023-2024 was provided to the June 2024 meeting of the Committee along with a plan of activity for 2024-2025.

PSNI Communications

At the February 2025 meeting of the Committee, Members were provided an update on the work of the PSNI Strategic Communications and Engagement Team (SCET). Members were advised that this team carries out a vital range of duties across the organisation and has many seen and unseen functions. Members received an overview of the work of each branch, with staff roles and responsibilities explained, key statistics highlighted, as well as examples of media campaigns, marketing materials and digital developments that the team have been involved in throughout 2024. Members noted the reactive nature of the work, and sensitivities and

challenges involved with the volume of work in each work stream, particularly with a number of staff vacancies through the Department.

Engagement

Engagement Strategy

In May 2024, Members were provided with an update on proposed plans for the establishment of a Youth Forum, this initiative was initially established with a view to delivering a Youth Conference which would be led and co-designed by young people although, due to various factors at the time the conference was postponed. As a result, the stakeholders involved namely the Northern Ireland Children Commissioner for Children and Young People (NICCY), PSNI, Office of the Police Ombudsman for Northern Ireland (OPONI) and the Board agreed that work would be progressed with regards to the establishment of a 'Youth Justice Forum' which would provide an ongoing engagement platform to support young people to discuss the issues affecting them with regards to policing. Engagement continued with all partners and youth representatives with a two-day residential was held in April 2024 at Corrymeela, Ballycastle. Members were advised that Terms of Reference was currently being prepared, incorporating the feedback from the young people, and this draft was expected in mid-June 2024. Subsequently, the ToR was agreed following a further engagement event in July 24. The first formal meeting of the forum was held in March 2025.

In June 2024, Members received an update on the Board's Programme of Engagement, in relation to activity completed between April 2023 – March 2024. Members noted key events which took place throughout the reporting period across each "strand" of the engagement strategy and noted these events have been utilised to promote and inform the wider communities of a number of key work areas for the Board. This update also included details on upcoming engagement activities in 2024-2025 such as the launch of the Youth and Policing Partnership Forum and the Board's "Conversations with Purpose" initiative.

Volunteer Schemes

The Board is responsible for the appointment and management of the Independent Custody Visitor (ICV) Scheme. ICVs are impartial volunteers from across the community who fulfil a key function (and legislative requirement¹) in ensuring the protection of Human Rights of detained individuals in custody.

The Board operates a rolling recruitment process for volunteers and during the 2023-2024 year a number of volunteers were appointed from various backgrounds.

At the June 2024 meeting of the Committee, Members considered the annual report on the work of the ICVs for the 2023-2024 year and the Board subsequently agreed to approve the report for publication on the Board's website.

In October 2024, Members received an update on implementation issues being experienced by the ICV Scheme, namely relating to ICVs being granted access to custody records and the revision to the process of ICVs viewing interviews for detainees held under the Terrorism Act (2000) (TACT). Members heard that from June 2024, PSNI refused ICVs access to custody records in instances where the detainee was unable to provide direct consent. Members were advised of the legislative provisions of the ICV scheme and of two other more recent pieces of legislation under which there are exemptions to consent being sought to obtaining access to information. Members were advised that an interim direction had been put in place with PSNI and that legal advice on the issue has been sought from the Crown Solicitor's Office. A subsequent update was provided at the November 2024 meeting following receipt of the CSO legal opinion which noted that in order to comply and adhere with the current legislative provisions detailed in the Police (NI) Act 2000, ICVs should only be given access to custody records for those detainees who have given them consent to do so. As a result, the Committee agreed that the Board Chair should write to the Minister of Justice to request a legislative change. This letter was issued in December 2024 with a response received in February 2025

¹ Para 73 of the Police (NI) Act 2000

which requested a meeting to be established between DoJ and Board Officials to discuss the issue further, this meeting is scheduled to take place in April 2025.

In addition, Members were advised of the plans for a Volunteer Conference which subsequently took place on 15 November 2024. The event provided an opportunity for all of the Board's volunteers to share learning and good practice and a number of Board Members attended the conference.

In January 2025, Members were provided with an update in relation to the planned re-mobilisation of the Independent Community Observers (ICO) Scheme following the launch of the 2025 PSNI recruitment campaign in January 2025. Members approved a rolling recruitment campaign (similar to that approved for the ICV Scheme in February 2023) and the re-introduction of ICO visits being completed in pairs. This had previously been amended as to allow volunteers to complete visits individually as a result of the COVID-19 regulations/guidance in place during the last recruitment campaign in 2021.

Problem Solving Awards

The PSNI Problem Solving Awards were established in October 2022 and at the October 24 meeting of the Committee Members were advised of the indicative timeline for the application and assessment process and noted that the 2025 awards ceremony would be delivered by PSNI in partnership with the Board. Members were advised that the category specially for PCSPs, which was introduced for the 2024 awards, was retained in order to help raise the profile of the work of PCSPs and to provide PCSPs with an opportunity to highlight the innovative projects being co-delivered by local Neighbourhood Policing Teams (NPTs) and PCSPs. Subsequently, the 2025 Award Ceremony was held on 19 February 2025 and was attended by Board Members and Officials. The Board Chair delivered part of the welcoming address with three further Members presenting awards under three categories. A paper advising Members of the winning applications under each category will be presented to the Committee at the April 2025 meeting.

Police Property Fund

In line with the Police (Property) Regulations 1997, the Policing Board may distribute monies generated by PSNI through assets received (property and money) as a result of criminal investigations where the owners of such assets have not been

ascertained or where there is no court order in respect of these assets. The management and distribution of this money is known as the Police Property Fund. The Police Property Fund Programme was designed to support projects that will improve safety in local communities, promote engagement with the PSNI and support partnership building and relationships with local police.

In April 2024 Board Members ratified the decision of the Partnership Committee to award £170,835 of funding to 22 projects under the Third Call of the Small Grants Scheme. The majority of projects commenced in June 2024 and to date, all projects are underway and the monitoring, evaluation and verification of the quarterly claims submitted by the projects is ongoing by Board officials. Four projects completed prior to Christmas 2024 and all were implemented successfully with a range of beneficiaries across a number of local communities.

During July and August 2024, Board officials prepared the implementation documents for Call 1 of the Large Grants Scheme and these were considered and approved by Members at the September 2024 Committee meeting. However, due to limited staff resources, the launch of the Large Grants Scheme had to be postponed and it is currently anticipated that the Large Grants Scheme will open in mid-2025, resources permitting.

A report celebrating the success of projects funded under Calls 1 and 2 of the Small Grants Scheme was presented to Members at the November 2024 meeting of the Committee. Following Committee approval, the decision was ratified by Board Members and the report was approved for publication at the December 2024 Board meeting.

Reports Published by Partnership Committee

The following reports have been brought to Partnership Committee and subsequently published on the Board's website in the last 12 months:

- [Custody Visitors Annual Report April 2023-March 2024](#)
- [Police Property Fund Report on Calls 1 and 2 of the Small Grants Scheme](#)

Partnership Committee Minutes

[Committee minutes can be found on the Board's website.](#)

4. PERFORMANCE COMMITTEE

Role of the Performance Committee

The role of the Performance Committee is to support the Board in its responsibilities for issues related to PSNI operational performance, to include performance against the Policing Plan measures specific to the Committee, Human Rights compliance and the Professional Standards of Police Officers. The Committee also oversees the exercise of the functions of the National Crime Agency (NCA) and keeps itself informed of the work of His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in Northern Ireland. The Board has a number of statutory duties, some of which fall to the Performance Committee to fulfil.

Performance Committee Meetings and Membership

There were nine Performance Committee meetings held from April 2024 to March 2025. The Committee membership during this period was:

- Les Allamby (Vice Chair).
- Cathal Boylan MLA.
- Cheryl Brownlee MLA.
- Alan Chambers MLA.
- Trevor Clarke MLA.
- Mark H Durkan MLA.
- Gerry Kelly MLA (Chair).
- Nuala McAllister MLA.
- Frank McManus.
- Patrick Nelson.
- Peter Osborne.
- Tommy O'Reilly.

Key issues considered by Committee against Terms of Reference

The Committee's role and remit is set out in its Terms of Reference where the Committee's responsibilities are identified as follows:

Governance and General Matters

- Review policies and procedures pertinent to the Committee's Terms of Reference and make recommendations to the Board in respect thereof.
- Monitor police performance against the Measures/Indicators specific to the Committee in the Policing/Annual Performance Plan and support the Board in holding the Chief Constable to account for delivery of the Plan.

Other Police Performance

- Keep under review the outcome of external inspections/research or reviews of PSNI performance in the core policing functions of preventing and detecting crime.
- Monitor the implementation of recommendations from PSNI oversight bodies in respect of police performance, practice and policy.
- Consider reports from Independent Reviewers in respect of PSNI use of powers in the Terrorist Act 2000 (TACT) and the Justice & Security (NI) Act 2007(JSA).
- Monitor the work of PSNI Legacy Investigation Branch.

Human Rights

- Monitor PSNI compliance with the Human Rights Act 1998.
- Produce an annual report on PSNI compliance with the Human Rights Act 1998 and consider and make recommendations to the Board in respect thereof.

- Consider the Board's Human Rights Reports and make recommendations to the Board in respect thereof.
- Monitor the implementation of recommendations from the Board's Human Rights Reports.

Police Professional Standards

- Revise the Code of Ethics for Police Officers and make recommendations to the Board in respect of the publication thereof.
- Assess the effectiveness of the Code of Ethics.
- Monitor trends and patterns in complaints against PSNI.
- Keep under review the outcome of disciplinary procedures.
- Consider investigation reports of the Police Ombudsman and liaise with the Police Ombudsman in relation to policy and practice.
- Keep under review the outcome of Police Appeal Tribunals.
- Consider appeals on PSNI Officer Business Interests.

National Crime Agency

- Lead on the Board's oversight responsibilities with regard to the operation of the National Crime Agency (NCA) in Northern Ireland.
- Consider any changes to the Memorandum of Understanding between the Board and the NCA and make recommendations to the Board in respect thereof.

Summary of Key Impacts 2024/25

During this year the Committee made significant progress on reviewing the PSNI Code of Ethics. The current Code has been in place since 2008 and a working group of the Committee has made significant progress in partnership with PSNI in developing a draft Code that will go to a key stakeholder consultation later this year. The Committee also made a significant impact on improving PSNI policies relating to strip searching in police custody. The Committee also scrutinised and contributed to

the development of community background information in relation to JSA Stop and Searches.

The Committee continued to fulfil its scrutiny role in relation to the Policing Plan during 2024-2025 by bring a focus and examining PSNI performance in relation to eight Measures throughout the year. The Committee also assessed this performance

and agreed a RAG status for in year performance and over the five years of the 2020 to 2025 Policing Plan.

It was another busy year for the Committee in relation to Human Rights with the publication of two major reports. The 5 Year Review considered the major Human Rights developments over the past five years including the progress on implementing the recommendations of previous reports. The Children and Young People's Report was produced in partnership with young people and representative organisations and made a number of important recommendations for PSNI to consider. The Committee also made progress on improving the governance framework for PSNI's use of Spit and Bite Guards as well as making significant changes to how PSNI report immigration status to the Home Office of victims of crime. The paragraphs below contain more information on these areas.

During 2024-2025 the Performance Committee made the following progress:

Governance and General Matters

During 2024-2025 the Performance Committee reviewed policies and procedures in relation to:

- Notifiable Memberships.
- The Code of Ethics.
- Misconduct Regulations.
- Strip Searching in Police Custody.
- Crime Data Integrity.
- Stop and Search Community Background Pilot.

- OPONI Investigations and Legislation.

The Committee also made submissions to the Department of Justice on PACE Codes, the Victims and Witness Bill and the Justice Bill.

During 2024-2025 the Performance Committee's focus in this area was on monitoring police performance against the Policing Plan 2020-2025 and Performance Plan 2024-2025.

The Performance Committee started its analysis of the Measures in May 2024. Members noted that reporting during this period built upon 2023-2024 performance monitoring through the provision of the PSNI OBA report card, in line with the methodology adopted for the Performance Plan 2024-2025. Board Officials provided Members with an analysis paper for each Measure which identified key issues and opportunities in order to assist Members with effective oversight and informed scrutiny of PSNI performance with senior PSNI officers when they attended Committee.

During the period from May 2024 to March 2025 the Committee scrutinised the following Performance Plan 2024-2025 Measures:

- May 2024: Organised Crime Gangs (OCGs) (Measure 1.2.2).
- June 2024: Repeat Victims (Measure 1.1.1).
- September 2024: Crime Rates and Trends & Crime Outcomes (Measures 1.4.1 and 2.4.1) and Police Conduct (Measure 2.1.2).
- October 2024: Police Conduct (Measure 2.1.2).
- November 2024: Organised Crime Gangs (OCGs) (Measure 1.2.2).
- December 2024: Violence Against Women and Girls (Measure 1.4.2).
- February 2025: Repeat Offenders (Measure 1.2.1).

Members held senior PSNI officers to account for police performance in each of these areas by identifying the key issues and discussing the key questions in relation to:

- How much did the PSNI do? (Quantity).
- How well did they do it? (Quality).
- Is anyone better off? (Impact).

The main feedback from Members was that PSNI were performing well in terms of quantity and quality of work in these areas. The Committee was able to undertake better analysis of the draft impacts throughout the year, including comparison of updated data provided by the PSNI with baseline data. This is also reflected in the Annual Assessment for the 2024-2025 year.

Other Police Performance

Over the course of the year the Performance Committee considered and scrutinised the performance of PSNI by keeping itself informed of the work of His Majesty's Inspectorate of Constabulary and the Fire and Rescue Services (HMICFRS), the reports of the Criminal Justice Inspectorate Northern Ireland (CJINI) and the Independent Reviewers of Terrorism Legislation, Justice and Security Act and National Security. The Committee also received a report in June 2024 in relation to all outstanding Priority 1 recommendations currently open within PSNI and an update on the current situation on those recommendations. In September and October 2024, the Committee scrutinised the PSNI response to the Angiolini Report recommendations.

HMICFRS

At the Board meeting of 6 June 2024, Members received a Board paper providing a summary and analysis of the published HMICFRS Inspection Report 2023-2024 entitled "The Police Service of Northern Ireland: An Inspection of crime data integrity". Members agreed to refer the report to the Performance Committee on 13

June 2024. Following consideration Members raised a number of issues with PSNI that included:

- Members expressed concerns with the Areas of Improvement set out on page 6 of the HMICFRS Report and agreed that these improvements need to take place.
- Members stated that PSNI should address the issues raised by HMICFRS in relation to the Contact Management Centre on page 9 of the report, especially the recording of details of crime where officers have to contact the Contact Management Centre to report the crime details gathered.
- In relation to the national standards for crime recording, Members agreed that PSNI should address the issue raised by HMICFS that there should be meetings with PSNI Departmental heads focused solely on crime recording standards or alternatively that PSNI should make sure that crime recording is a regular agenda item within the Service Performance Board (page 13 of the Report).

PSNI was invited to update the Performance Committee on 12 September 2024 and provided an update on these issues. Members also followed up with further queries and at the October Committee meeting Members agreed to:

- Welcome the overall findings of the HMICFRS report and the rating that the PSNI's Crime Data Integrity is "Good".
- Continue to monitor the implementation of the recommendations through the work of the Performance Committee.

At the Board meeting of 7 November 2024, Members agreed a letter to the Minister of Justice and a publication report to be placed on to the Board's website.

Criminal Justice Inspectorate NI

In May 2024 Members considered the findings of the CJINI inspection report into the Review of Domestic Abuse and Civil Proceedings Act. In March 2025 Members engaged with CJINI inspectors on their forthcoming inspection of Child Criminal Exploitation in the criminal justice system.

Independent Reviewers

In November 2024 the Independent Reviewer of the Justice and Security Act, Dr Jonny Byrne, presented the latest annual report to Members at the Performance Committee. Areas highlighted in the report and discussed, were the Northern Ireland Security and Public Order, Stop and Search related powers, Scrutiny of Authorisations and Use of Provisions of Non-Jury Trials.

The report covered the period from 1 August 2022 to 31 July 2023. Due to a delay in the publication of the Report several recommendations were in the process of

being reviewed and actioned, for example, the Strategy Advisory Panels, the Youth Champions Forum and the pilot project on community background have been established.

Some of the statistical comparisons set out in the report are also reflected in the Human Rights Advisor's 5 Year Review Report which was published in July 2024.

PSNI Legacy Investigation Branch

Officials contacted PSNI's Legacy Investigations Branch to arrange a briefing for the March 2025 Performance Committee meeting. PSNI stated that the Chief Constable wished to update the Board on legacy issues. The Chief Constable provided the Board with an update on legacy issues at the March 2025 meeting on the current state of relations with the ICRIIR and emerging issues in relation ongoing legacy cases regarding litigation and disclosure. The Terrorist Investigations Unit provided the Committee with an update on its work in May 2024.

Human Rights

PSNI Compliance with the Human Rights Act 1998

The Board is required by section 3(3)(b)(ii) of the Police (Northern Ireland) Act 2000 to monitor the performance of the Police Service Northern Ireland in complying with the Human Rights Act 1998. During the year, the Committee considered and monitored PSNI's compliance with the Human Rights Act across a number of areas and below is a summary of the main issues considered, and reports published.

Human Rights Review of Policing and Children and Young People

The Human Rights Advisor and Board Officials met with PSNI, academics and NGOs including children and young people and gained insight and research material for this report. One of the Independent Board Members worked closely with the Human Rights Advisor and Board Officials to produce a major report that was launched and published on 2 December 2024 with an audience of over 100 young people. The Human Rights Advisor made 16 recommendations which have all been accepted by PSNI.

Human Rights Review of Privacy and Policing

The Human Rights Review of Privacy and Policing was published in July 2023, however, the recommendations were not progressed and the Performance Committee Members agreed that the Human Rights Advisor and PSNI should look at the recommendations again and review them. This has been agreed and a roundtable event will take place around September 2025.

The seven key areas examined in the report are:

- Criminal, Intelligence, and other databases.
- Biometric Collection, Searching, and Retention.
- Artificial Intelligence.
- General Surveillance.
- Targeted Surveillance.
- Data Extraction from Digital Devices.
- Data Protection at PSNI.

Six formal recommendations have been made by the Human Rights Advisor and these recommendations reflect the need for a wider public debate around privacy and policing.

Human Rights Annual Report

The Board is required to monitor the performance of PSNI in complying with the Human Rights Act 1998 and produce an assessment of the performance. In practice, the Board has produced a separate Annual Report each year drafted by the Human Rights Advisor and Board Officials.

In July 2023, the Human Rights Advisor proposed to Members a change to his next Annual Report. He stated that in the last five years a series of annual and thematic reports have been produced. The Human Rights Advisor outlined that he would like to incorporate details of the 2022-2023 Annual Report and key issues over a wider timeframe of five years from April 2019 to March 2024 to assess the compliance of

PSNI with Human Rights. This was agreed and the key issues from all the reports during this period, their recommendations, PSNI's formal responses and issues, were considered.

The ten key areas covered in the report were:

- Victims.
- Stop and Search.
- Community Background.
- Arrest & Custody.
- Public Order.
- Use of Force.
- Legacy.
- National Security.
- Privacy.
- Levers of Change.

Members took into consideration the length of the report and agreed that an Executive Summary would be beneficial as well as a full update from PSNI on the outstanding recommendations from previous annual and thematic reports. The Human Rights 5 Year Review was agreed by the Board and published in July 2024.

The Human Rights Advisor made 18 new recommendations where it has been identified that PSNI should take action. PSNI have provided the Board with a six-month update in relation to the recommendations and will be returning to Performance Committee to give final responses to the recommendations after one year of the report being published.

Implementation of recommendations from the Board's Human Rights Reports

Throughout the 2024-2025 year the Human Rights Advisor and the Performance Committee monitored the implementation of the recommendations made in the Annual and Thematic Reports. Members noted that there was concern around the delay in accessing substantive and up to date responses to recommendations from previous reports and this impacted the finalising of the 5 Year Review. This has now

been resolved and of the 119 outstanding recommendations made by the Human Rights Advisor, all have been closed.

The Human Rights Advisor and Board Officials are working closely with PSNI in relation to the 5 Year Review, Children and Young People and Privacy and Policing Report to ensure all recommendations are reviewed at the six-month stage and actioned by the first year of publishing. The Board has agreed that all future reports and recommendations will be monitored in this way.

Police Professional Standards

PSNI Code of Ethics

The Board has a statutory duty to assess the effectiveness of the Code of Ethics and revise it when appropriate. The original Code was published in 2003 with the last major review carried out in 2008. Since that time there have been several significant developments in the area of police professional standards and misconduct.

Therefore, PSNI and the Performance Committee have agreed to review the current Code and consider recent developments in England and Wales and any key issues regarding misconduct that are not currently reflected in the Code.

During 2024-2025, significant focus has been brought to this area of work. The Performance Committee agreed that a working group would be set up to discuss all

changes and new articles. The working group met in January and February 2025 and made considerable progress and reported back to the Performance Committee in March 2025. This work is due to continue over the next few months with a key stakeholder consultation and it is envisaged that the new Code of Ethics will be agreed to publish by the end of 2025.

Complaints against PSNI

The Board has a statutory duty to keep itself informed as to the measures in place to deal with PSNI complaints and disciplinary proceedings and to monitor trends and patterns in complaints. The Performance Committee does this by reviewing the annual report of the PSNI's Professional Standards Department. Senior Officers from Professional Standards provided a briefing on their Annual Report 2023-2024 in October 2024. This briefing provided the Members with an overview of areas such

as breaches of the Code of Ethics in relation to sexual misconduct, suspensions and repositioning of officers, misconduct, confidential reporting, service vetting and investigations of complaints and allegations against officers and police staff discipline. Members were provided with an overview of PSNI's PSD, the challenges and trends and an update was provided in relation to the PSNI Professional Standards Report, and the recommendations for improvement, which was published on 30 November 2022. The review included six recommendations for improvement, one which included the PSNI Code of Ethics. Other areas covered were a Service Confidence Procedure, Notifiable Memberships and Business Interests. PSNI made the Board aware of recent trends/patterns regarding police misconduct which includes abuse of position for sexual purpose (APSP) and inappropriate use of Social Media Platforms. PSNI updated Members in relation to a review project that commenced in 2022, Operation RORIC, to examine sexual misconduct allegations and investigations over the last ten years. This review focused on the management of sexual misconduct committed by police officers both on and off duty.

Police Ombudsman

In relation to the Police Ombudsman's reports, the Performance Committee considered the OPONI Annual Statistical Report for 2023-2024 in relation to

monitoring trends and patterns of complaints regarding PSNI. In September 2024, senior officials from the Police Ombudsman attended Performance Committee to provide an overview of the latest Annual Statistical Report and to highlight key concerns and challenges. Members engaged in discussion on several issues including the increase in complaints, trends or patterns emerging in respect of multiple complaints against individual officers, the difference in the statistics by geographical area and police district and the Ombudsman's Annual Statistical Report. The Board has agreed with the Police Ombudsman and updated the Memorandum of Understanding.

Senior Officials from the Police Ombudsman's Office attended Performance Committee in February 2025 and engaged with Members regarding gender based violence and policing. Members also discussed relations between the organisations.

and reviewed the current Terms of Reference to enable better working relations and sharing of information going forward.

Police Appeal Tribunals

From April 2024 to March 2025 the Board received four PATs. There are currently three PATs under consideration with one awaiting a criminal hearing. During this year one PAT decision which was challenged and proceeded through the judicial review process, the Court of Appeal process and is currently lodged as an application for leave to appeal to the Supreme Court.

PSNI Officer Business Interests

Members considered one Business Interest Appeal from a serving officer in this year in September 2024.

National Crime Agency

During this year Members agreed to amend NCA reporting in that it now is reported directly to the Board every six months in June and December when the Director General of the NCA attends the Board meeting. Performance Committee still examines Organised Crime Groups as part of the Policing Plan as this was scrutinised by the Committee in May and November 2024.

Consider any changes to the Memorandum of Understanding between the Board and the NCA and make recommendations to the Board in respect thereof.

During 2023-2024 the Committee considered and reviewed the NCA Memorandum Of Understanding. There was no requirement to review it again in this year.

Committee Publications

The Committee has published the following documents in 2024-2025:

- [Human Rights Five-Year Review.](#)
- [Human Rights Five-Year Review Summary.](#)
- [Human Rights Five-Year Review, Table of Recommendations and Responses from PSNI from 2015 to 2023.](#)
- [Human Rights Review of Children and Young People and Policing.](#)

- [The NI Policing Plan 2020-25 Annual Performance Plan Assessment 2023/24.](#)

Performance Committee Minutes

Committee Minutes can be found on the [Board's website.](#)

5. RESOURCES COMMITTEE

Committee Role and Purpose

The role of the Resources Committee is to support the Board in fulfilling its legislative and oversight responsibilities for all issues related to Finance, Human Resources (including Representativeness, Police Pensions and Injury on Duty Awards), Land and Property, Information Technology and Equality in PSNI. The Committee also has responsibility for oversight and approval of the Board's financial management.

The Strategic Objective of the Committee is:

“To monitor resourcing plans for the PSNI, advocating on issues which support policing including transformational change and delivery of a representative service; and to deliver independent, fair and transparent processes in line with Police Pension, Injury Benefit and Appeals legislation. The Committee also has responsibility for oversight and approval of the Board's financial management.”

This report details the work of the Resources Committee during 2024-2025.

Committee Meetings and Membership

During 2024-25 the Committee held 11 meetings. These took place on 25 April 2024, 23 May 2024, 27 June 2024, 26 September 2024, 24 October 2024, 28 November

2024, 19 December 2024, 23 January 2025, 30 January 2025, 27 February 2024 and 27 March 2024.

The Membership of the Committee during the year included the following members:

- Les Allamby.
- Keith Buchanan MLA.
- Alan Chambers MLA.
- Trevor Clarke MLA (Chair).
- Marian Cree.
- Linda Dillon MLA.
- Gerry Kelly MLA.
- Kate Lavery.
- Nuala McAllister MLA.

- Frank McManus (Vice-Chair).
- Peter McReynolds MLA.
- Peter Osborne.

Committee Terms of Reference

In line with the Board's Standing Orders which state "the Terms of Reference for all committees should be approved by the Board prior to the committee being established and reviewed every two years (at the beginning of the financial year)", the Committee Terms of Reference were considered at the April 2024 Resources Committee meeting and subsequently agreed by the Board in May 2024. The Committee Terms of Reference will be reviewed again in April 2026.

The Committee's role and remit is set out in the Terms of Reference where the Committee's responsibilities are identified as follows.

The Committee will:

Governance and General Matters

- Review policies and procedures pertinent to the Committee's Terms of Reference and make recommendations to the Board in respect thereof

- Monitor police performance against the measures/indicators specific to the committee in the Policing Plan and Annual Performance Plan and support the Board in holding the Chief Constable to account for delivery of the Plans
- Monitor and approve as appropriate, PSNI strategies relevant to the work of the Committee

Financial Management

- Oversee and report to the Board on the functions performed by the Chief Constable on behalf of the Board² namely:
 - Keeping proper accounts and related records.
 - Preparing and submitting an annual statement of accounts in relation to amounts put at his/her disposal.
 - Make a recommendation to the Board regarding approval of the PSNI and Board's budget for the financial year.
 - Monitor the effectiveness of the PSNI's strategic financial planning process including monitoring and scrutiny of management accounts, the budget and forward financial forecasts.
- Monitor the Board's financial performance, including scrutiny of management accounts, the budget, the contracts register and forward financial planning.
- Consider and approve expenditure above delegated limits and novel, contentious or repercussive proposals in respect of PSNI and the Board and make a recommendation to the Board accordingly.

² Statutory requirement outlined in the Police (NI) Act 2000

- Consider and approve issues relating to borrowing, gifts made, write-offs, losses and other special payments in respect of PSNI and the Board and make a recommendation to the Board accordingly.
- Monitor and consider compensation claims made against the Chief Constable.
- Consider and approve expenditure above delegate limits in respect of compensation claims against the Chief Constable and make a recommendation to the Board accordingly.
- Consider and approve expenditure in respect of compensation and other legal cases against the Board and make a recommendation to the Board accordingly.
- Monitor, review and, if appropriate, approve any Finance or associated Strategies.³

Estates

- Oversee functions performed by the Chief Constable on behalf of the Board namely - Providing and maintaining buildings and equipment for police purposes.
- Monitor, review and approve, the PSNI's Estates and any associated strategies.
- Consider and recommend to the Board acquisition, vesting and disposal of land and property.
- Monitor, review and, if appropriate, approve all strategies relating to police equipment.⁴

Human Resources

- Oversee the functions performed by the Chief Constable on behalf of the Board namely - Directing and controlling Police staff.
- Monitor trends and patterns in the recruitment of police and police support staff.

³ e.g. Capital and Procurement

⁴ e.g. Transport and Information Technology

- Assess the effectiveness of measures taken to ensure that membership of the police service and the police support staff is representative of the community.
 - Monitor the representativeness and composition of the PSNI Senior Officer and staff equivalent positions and assess the effectiveness of measures taken to address underrepresentation in the Senior Management Team.
 - Undertake the Board's responsibilities in relation to the provision of advice and assistance to international organisations etc. by PSNI officers and staff up to and including the rank of Chief Superintendent.
 - Exercise strategic oversight of equality and diversity and monitor the implementation of Section 75 within PSNI and the Board.
 - Consider the approval of payment for accommodation and, if necessary, storage costs for PSNI Officers and Staff under the PSNI/DoJ Assisted Removals Scheme should there be a requirement for such provision beyond the 26-week limit.
-
- Undertake the Board's responsibilities in relation to police pay, allowances and conditions of service and provide a recommendation to the Board on input to the Police Remuneration and Review Body (PRRB) annual review of pay for police officers.
 - Undertake the Board's responsibilities under Police and Police Pension Regulations.
 - Make recommendations to the Board in respect of pension forfeiture cases.
 - Monitor, review and approve the PSNI People and associated Human Resources strategies.⁵

Police Training

- Advise the Board as appropriate on the facilities and provision of both pre-service and in-service training and development for police officers and staff, and oversee quality standards.

⁵ e.g. Health & Wellbeing, Training, Leadership and Equality & Diversity.

- Monitor the provision of continuous professional development and the opportunities for career development of all police officers and staff.

Resources Committee Areas of Focus

Set out below are the key areas of business conducted during the 2024-2025 year.

Governance and General Matters

Monitoring PSNI Performance Against the Policing Plan

The Committee is responsible for monitoring PSNI's performance against Policing Plan Measure 2.3.1: Improving representativeness of the Service. Members received information from PSNI at its meeting in June 2024 and January 2025. At the January meeting, PSNI provided an update that it had recommenced its programme of Student Officer appointments, drawing candidates from the 2021 recruitment campaign. PSNI also updated that it was preparing to launch the next Student Officer recruitment campaign on 22nd January 2025 and it intended concurrently to launch the next Call Handler campaign to maximise the benefits of outreach activity and increased traffic to the recruitment website. The Head of External Recruitment

provided an overview of the Report Card and an overview of the three sections, covering the period April 2024 to September 2024:

Recruitment:

- 132 student officer appointments and 38 police staff appointments during the period.
- Appointees came from 2021 campaign with ongoing appointments every five weeks.
- Outreach and advertising efforts informed by insights from potential applicants.

Recruitment Campaigns:

- 18 police staff recruitment campaigns, the largest being the Administrative Support Officer competition with 1,375 applicants.

- External recruitment is crucial for improving organisational representativeness.

Internal Representation

- **Static Trends:** Limited changes in ranks or departmental representation due to protecting local policing roles and minimal specialist department movement.
- **Culture Development:** Initiatives such as awareness days, internal diversity training, and events like *HeForShe* are ongoing to improve culture.
 - **Retention Metrics**
 - **Stability Index:**
 - Police officers: 94%; Police staff: 91.6%.
 - Probationary officers (<3 years): 97% stability.
 - Catholic and female officers show slightly higher stability compared to others.
 -
 - **Catholic Police Staff:** Stability metrics are being monitored due to the smaller pool, where minor changes can significantly affect percentages.

Future Expectations

Anticipate positive changes in the next reporting period with more recruitment, appointments, and internal selections driving representativeness and organisational development.

Members raised the following points with the ACO People and OD and Head of External Recruitment:

- **Merit Pool vs. Appointment Disparities:**

- In response PSNI highlighted the variations between merit pool representation (e.g., 23% Catholic, 39% female) and appointments (e.g., 18% Catholic, 37% female) result from pre-employment stages (vetting, health assessments, etc.) and candidate withdrawals.
- Detail was provided that attrition issues are exacerbated by the lengthy recruitment process, leading to candidates moving on to other opportunities and efforts are underway to engage underrepresented groups better, maintain their interest, and reduce attrition.
- **Retention Rates and Representation:**
 - In response PSNI indicated that early Catholic attrition during the 50-50 recruitment period has decreased and stability rates for under-represented groups likely align with overall trends.
 - On this point Members requested information on the Stability Index Rates for underrepresented groups in the student officer cohort (1-3 years).
- **Socio-Economic Data Collection:**
 - In response PSNI explained that socio-economic data is collected during recruitment using indices like the multi-deprivation index. Efforts focus on increasing outreach in working-class communities.
- **REaL Events and Evaluations:**
 - PSNI highlighted that positive feedback was noted for REaL events, which engage communities and generate insights during campaigns and detail was given around conducting formal evaluations with attendees to assess their impact and improve future events.
- **Coaching and Mentoring Scheme:**
 - In response the ACO People and Organisational Development provided detail that the Coaching and Mentoring Scheme was

launched in collaboration with staff associations (e.g., WPA, Catholic Police Guild), the scheme aims to support diversity.

- PSNI also advised that further detail could be provided on the Section 75 groups participating (as Mentors or Mentees) in the Mentoring and Coaching scheme.
- **Recruitment Campaign Data (2021):**
 - In response PSNI provided details that of 5,311 applicants, 1,062 advanced to the merit pool, and ~300 have been appointed. Catholic applicants constituted 30% of the pool but declined to ~20% of appointees. The issue lies more with attrition and disengagement during the process rather than selection bias.
- **Challenges with Diversity Representation:**
 - PSNI highlighted that Catholic representation has plateaued due to historical recruitment gaps and generational retirements of Protestant officers. Female representation fares better, with 36-37% of new appointees compared to 32% overall in the organisation.

Monitoring of PSNI Strategies

PSNI Estate Strategy/Estate Updates

At the September 2023 meeting the PSNI provided an Estate Strategy update which focused on the plans to purchase a vacant site through the public sector internal purchase of asset scheme (D1 process), to develop a new police training college. The proposed site provides for additional rationalisation opportunities across the wider PSNI estate. Further information on the site was brought to the November 2024 and January 2025 meetings of the committee, and a special meeting on 30 January 2025 of the committee was held where approval for the purchase of the site was recommended to the Board who agreed the decision at the Board meeting in February 2025.

Committee also received details on the sale of property at Desertcreat, Warrenpoint, and York Road, with Warrenpoint moving from disposal through the internal public sector process to open market disposal.

PSNI Procurement & Contract Management Strategy

Members received an update on Procurement & Contract Management during the October 2024 meeting which included the following key points:

- Contract overview – breakdown of total contracts by value and year to date spend by department, total number of contracts including major contracts, contracts expiring in next 18 months, and total number of suppliers and contract managers.
- Further details in respect of the top 10 contracts by total value and by annual spend listing supplier, description of service, start date, approved end date, and total contract value.
- Procurement activity highlights for current year including procurement training, and management of contracts and contractor performance.
- Procurement outlook including new legislation, supply chain overview, NIAO procurement review, and current challenges.

Annual Capital Strategy Update

The PSNI Director of Finance presented an overview of the Capital Strategy at the June Committee meeting including details on the value of PSNI's asset base in 2024. The capital plan included an in-year capital requirement for capital expenditure of £73.5m, the budget allocation for capital was £53.3m meaning that all inescapable bids, and some high priority bids for demand can be met. At the September meeting of the Committee PSNI provided details on the amounts of capital allocated across different business areas and by category to be used in the 2024-2025 financial year.

Fleet Strategy

Committee received a presentation from the Head of PSNI Transport giving an update on the Fleet strategy. The highlights included details on the fleet:

- 2,700 vehicles, 25million miles per year, 46,000 hours per year maintaining, and 20,000 hours per year building vehicles. There are 692 new vehicles since 2021, and 80% of the response fleet is liveried.
- The service has a fleet decarbonisation strategy, and is in the process of electric vehicle roll out with an electric vehicle plan of around 500 vehicles by 2027-2028. Electric vehicle pilots are continuing, and there are 50 eBikes.
- Committee focused on the operational availability of charging points, the number of electric vehicles in use, and the infrastructure around the estate and if the capacity is fit for purpose.
- Modernisation of the fleet, and embracing new technology along with addressing sustainability through lower Co2 and ultra-low emissions were aligned with the commitments for the future management of the PSNI fleet.

The challenges highlighted included the reduced number of staff available for service and repair of vehicles, increasing insurance costs and the cost of external labour increasing. There is also new legislation and supply chain issues encountered in delivering fleet service.

PSNI Digital Strategy

Committee received an update on PSNI's Annual Digital Strategy outlining several strategic advancements and updates in digital and operational efficiency initiatives across key themes including:

- Digital Investigation and Evidence.
- Digital Engagement.
- Digital Collaboration.

Mobility

Information on progress and advancement in capabilities was provided including:

- Strategic Themes and Capabilities – Voice to Text Transcription; Digital evidence submission portal; Digital engagement initiatives; Victim Witness portal.
- Digital Collaboration – PRUM system; Court system digital integration; Shared communication networks.
- Mobile Application Development – Federated search; Digital recording of evidence, witness statements and incident reporting directly from mobile devices.
- Community initiatives – Apprenticeships, student placements, and support for underprivileged groups through e-learning, and IT skills development.
- Efficiency savings and future plans - automation and digitisation and potential use of AI in call management and expanding on-line self -service facilities.

Other areas covered by committee included availability of existing services for users uncomfortable accessing online services, victim support and AI safeguards, officer adaption, connectivity gaps and training, and the future for the Barracuda system.

PSNI Transformation

The September Committee meeting received a progress update presentation on Transformation across PSNI from the Assistant Chief Officer for Strategic Planning and Transformation.

The strategic context for transformation is contained in the Horizon 2025 strategy with the ambition of a public service ethos, Digital (IT modernisation), Estate Renewal and workforce modernisation. These areas are considered the key drivers for change and transformation enablers to transform the delivery of policing.

PSNI advised that the reality of the financial deficit, security threat, reducing workforce, increasing demand, and the priorities and culture all have an impact on progress.

The service operating model is covering three phases – survival, recovery and optimisation and to progress will require a growth in headcount and budget. A detailed process is in place to map the current service operating model and includes:

- Resource distribution mapping.
- Functional purpose analysis.
- Benchmarking with Home Office data.
- Engagement across all PSNI Departments.

South Armagh Review Recommendations

The Committee received two updates throughout the year (September 2024 and February 2025) on the implementation of the nine recommendations from the South Armagh Review Report which sit with Resources Committee. There were a total of 50 recommendations made in the report and oversight of these has been taken forward by each of the Board's respective Committees.

As at the 27 February 2025 Resources Committee meeting, Members noted the status updates on the nine recommendations as below:

Rec Number	Recommendation	Status (as at March 2025)
4.	Selection	Complete
6.	South Armagh Police Station	In progress
12.	Tactical Patrolling Training	Complete
13.	Uniform	Complete
14.	Liveried Vehicles	Complete
15	Armoured Vehicles	Complete

41.	Continuous Professional Development	Complete
42.	Training Governance	Complete
43.	Neighbourhood Policing Development Programme	Complete

In relation to Recommendation 6 the Committee noted that due to the unprecedented budgetary situation, the joint ambition of the local community and the police for the consolidation, redevelopment and disposal of elements of the police estate in South Armagh has been significantly constrained by current and future funding uncertainty and that it is not currently possible to provide a definitive timeline for the closure and redevelopment of Crossmaglen, the redevelopment of Newtownhamilton or the exploration of a potential new build police station. This recommendation remains noted as “in progress.” Following review of the PSNI update provided at the February 2025 meeting Members agreed that they are now content that no further written updates to the Committee are required in respect of the eight completed recommendations (4, 12, 13, 14, 15, 41, 42 and 43). In respect of Recommendation 6 (South Armagh Police Station), the Committee agreed to continue to receive six monthly written updates on progress regarding the implementation of Recommendation 6.

Other areas of interest to the Committee in relation to the South Armagh Review Recommendations included the proposed relocation of the communications tower on the site of Crossmaglen Police Station. Previous updates to the Committee noted that a number of possible sites in the area had been considered in relation to the relocation of the Tower however it was subsequently recommended that the new radio tower be located within the existing station site. Members have previously sought and been provided with assurances that the proposed relocation and replacement of the communication tower on the current site would not result in a detrimental effect on functionality or impact “blue light” services in the area.

While stakeholders agreed that the Radio Communication Tower should remain within the existing station site, concerns were expressed locally around the size and

construction of related building structures. The update to the February Committee meeting noted that these concerns are being addressed and PSNI Estate Services are working on producing a diagram of this proposed structure to be shared with local stakeholders.

The Committee also noted an update in relation to the chronology of works proposed at the Newtownhamilton Police Station site including road reinstatement and perimeter softening/transformational works to include new station access arrangements. The Committee noted that unfortunately to date, the construction work on the initial phase of works has not yet commenced. As noted above the Committee will continue to receive 6-monthly written updates on this work as it relates to Recommendation 6 of the Review.

PSNI Financial Management

Oversight of PSNI Budget

The PSNI present their financial update through their management accounts to Committee each month.

At the June meeting of Committee PSNI presented their resource plan for 2024-2025, providing details on allocating the budget and highlighting ongoing pressures. PSNI's resource requirement for 2024-2025 was £1,137m and followed an extremely challenging previous financial year, resulting in a reduction in police officer and staff

numbers which impacted on service delivery. The overall resource requirement did not include any funding to settle legacy compensation claims, increases in legal cost, the implementation of the data breach recommendations, holiday pay and McCloud pension costs. By excluding the exceptional items of holiday pay and the data breach as they are significant and cannot be absorbed by PSNI, the funding gap remained at £80m. PSNI identified additional savings of around £20m reducing the funding gap to £60m. Following the autumn monitoring round PSNI received an additional £60m in funding which balanced the resource DEL budget for the year, and also received £10.6m additional ringfenced resource DEL funding through the winter monitoring round to meet the depreciation and impairment pressures. In

January 2025 Committee PSNI advised committee that the budget for 2024-2025 balanced.

The PSNI Annual Accounts and Pension Accounts were scrutinised at the September meeting of the committee.

Litigation/Above Delegated Authority Requests and Settlement of Legal Claims

In line with the Committee's responsibility to monitor and consider compensation claims made against the Chief Constable, in February 2025 the Committee received a briefing from PSNI Legal Services Branch which included:

- An overview of civil litigation costs/damages in defending claims against the PSNI.
- Key cost drivers and challenges.
- Strategies for improving effectiveness and efficiency.

The Committee was briefed on the number and breakdown by type of active cases, the differential in costs between County Court and High Court cases, the factors which can drive up legal costs such as delays in court listings and the use of external experts such as forensic accountants etc.

Members welcomed the update in relation to the work of the Senior Case Review Panel which has been set up at the Committee's request following concerns raised by the Committee around the governance and review mechanisms in place to ensure

that all high value and long running cases are reviewed at regular intervals to ensure that where it is appropriate to do so, cases are settled at the earliest opportunity.

Members also noted and welcomed ongoing work to potentially include Legal Services Branch in PSNI's Transformation programme with a view to enabling more legal work to be progressed "in house" rather than outsourcing to CSO under the terms of a Service Level Agreement (SLA). PSNI noted this has the potential to give PSNI more autonomy to progress cases more expeditiously than at present.

Throughout the year and as per the Committee's Terms of Reference a total 14 Above Delegated Authority requests were considered by the Committee and recommendations made to the Board in respect of their approval.

Human Resources

PSNI People Strategy Updates and Cultural Audit

People Strategy & Action Plan Updates

The focus of the People Strategy updates throughout the 2024-2025 year were in respect of the PSNI Cultural Audit and Attendance and Sickness Absence management. Detailed updates on both these areas are noted below.

PSNI Cultural Audit

The Committee received updates on the Cultural Audit in May 2024 and December 2024. At the May committee meeting a PSNI Official provided an update on the 2023 "Your Service, Your Voice" Cultural Audit, which received 4163 responses (45.6% of the Organisation). The audit, supported by Inspiring Change, included focus groups, interviews with the Senior Executive Team, and root cause analysis workshops. Key findings highlighted positive perceptions around partnership working, ethical behaviour, community input, and teamwork, while areas which needed improvement included valuing and investing in skills, prioritising employee wellbeing, adaptability and accountability at all levels. To address these findings, PSNI outlined plans to tackle a "fear culture", recognise and celebrate success, build trust, enhance inclusivity, hosts engagement events like "Team PSNI" and review

promotion and selection processes to focus on talent management and lateral career progression.

A further update on the PSNI Cultural Audit was provided by the Assistant Chief Officer People & Organisational Development at the December 2024 Resource Committee meeting. The ACO stated that leadership within PSNI was committed to 16 action areas, with 15 showing progress which included trust-building, diversity and inclusion training, improving attendance management, and leadership visibility.

Initial pulse surveys showed progress, with 80.7% agreeing that senior leaders communicated effectively, though challenges remained in addressing workplace attitudes and underrepresentation. Members raised concerns about the metrics used to track progress, emphasising the importance of clear, detailed updates on tangible improvements. They suggested that future updates should provide specific examples, such as pilot programmes for shift patterns, and include data-driven evidence to demonstrate progress. There was also a focus on the need to assess changes in officers' and sergeants' attitudes, as well as to directly revisit mindsets flagged as concerns in the original Cultural Audit. Members also stressed the value of regular "check-ins" to ensure issues are addressed promptly and not left unresolved.

PSNI Police Officer Sickness Absence Review

The Committee received three updates during this reporting period on PSNI Sickness Absence Review – April 2024, September 2024 and March 2025.

The first update in April 2024, the ACO People and Organisational Development highlighted that PSNI sickness absence remained high and continued to rise. The main reasons for sickness absence among officers included respiratory conditions, mental health issues, and musculoskeletal injuries. A detailed breakdown of average working days lost (AWDL) for Officers and staff was provided, revealing concerning trends.

The second update was in September 2024 when the Director of Occupational Health and Wellbeing, along with a police official, provided Members with an update

on Occupational Health & Wellbeing (OHW) Services, highlighting ongoing concerns about high sickness rates among police officers. The primary reasons for absences were consistent with April's briefing. Notably, the detailed breakdown of AWDL for officers and staff against targets for 2022-2023 and 2034-2024, indicated a continued upward trend. Due to this, the OHW services are shifting towards a proactive "prevention first" model, with mental health champions trained in peer

support and suicide prevention, aiming to address and mitigate the root causes of sickness absence more effectively.

In March 2025 the PSNI presentation to Committee was provided in two parts:

- PSNI Health, Wellbeing and Attendance Management Update.
- PSNI OHW Provision.

In respect of the Health, Wellbeing and Attendance Management Update, PSNI provided updates on:

- PSNI workforce attendance commitments and expectations.
- Attendance Management Governance and accountability arrangements.
- An update on the implementation of recommendations included in the Heads Together review of the management of Police Officer attendance in the PSNI over the period 2017-2020.
- What PSNI have done over the previous 18 months in terms of investment in and focus on health and wellbeing support.
- What PSNI are currently doing including a refreshed attendance procedure, and the launch and use of a new attendance management training package.
- What PSNI will be doing next, including exploring some additional measures that will make required standards of attendance and focus on wellbeing even clearer, and the introduction of case management discussions with OHW to support progress in more complex cases.

In respect of PSNI OHW Provision, Members were updated on current waiting times (including for current mental health services), new and developing OHW Services,

the introduction of the ME App and the Wellbeing and Trauma Resilience Programme.

PSNI Equality, Diversity and Inclusion

The Committee received briefings from the PSNI Director of Human Resources in May 2024 and the Assistant Chief Officer (ACO) People and Organisational

Development in January 2025 on the ongoing work across the PSNI regarding Equality, Diversity and Inclusion (EDI).

In May, the Director provided updates on the EDI e-learning modules with a 76.6% completion rate, REaL events held in March and April, the PSNI Equality Scheme for 2023-2028 with eight equality screenings, and the submission of the Rural Needs Annual Monitoring Report. Additionally, the development of a business case for an Audit of Inequalities and the work of the Stronger Together forum was highlighted.

The ACO updated the Committee in January on the Internal Selection and Promotion competitions, highlighting adjustments to support neurodiverse candidates and women. Additionally, the ACO outlined several initiatives undertaken by PSNI in the previous six months, including the appointment of a strategic HR lead and Deputy Principal with EDI expertise; aligning EDI efforts with the People Strategy; ongoing development of a PSNI Race and Ethnicity Action Plan; EDI Training modules with a 89-90% compliance rate (an increase from the May figures); production of autism awareness videos and custody experiences produced in partnership with Autism NI; development of a “Reasonable Adjustments Passport” to meet Disability Discrimination Act requirements and the appointment of a strategic lead for Irish language integration. Early-stage planning for a project team to promote the use of Irish and Ulster Scots language was also noted. Members were informed about complaint and grievance reporting, with 11 disputes recorded under protected categories from July to December 2024.

Police Remuneration Review Body Submission (PRRB) and Senior Salaries Review Body (SSRB)

At the November 2024 Committee Meeting, Members were presented with the timeline for PRRB and SSRB submissions. At this meeting, the content of the Board’s input to the Minister’s remit letter was agreed. It was also agreed that Board

Officials would develop submission papers for the Resources Committee's approval. The two submissions (PRRB and SSRB) were brought to the February 2025 meeting and were approved. The key elements of the PRRB submission included:

- Parity in pay and allowances between PSNI officers and their counterparts in England and Wales.
- Parity should extend to allowances other than where the local context dictated a difference, such as in relation to the Northern Ireland Transitional Allowance.

With regard to the submission to the SSRB, the key element of the submission included parity in pay and allowance between PSNI Senior Officers and their counterparts in England and Wales.

Senior Officer Recruitment

In April 2024 the Committee received a paper on NIPB's Policy on Senior Officer Recruitment seeking Members agreement on the role of the Specialist Policing Advisor (the Chief Constable) in Senior Officer Recruitment.

Members noted the previous discussion around potential options at the December 2023 Committee meeting where it was agreed that Board officials would bring an updated paper back to a future committee meeting outlining options for consideration and to agree the revised policy on senior officer appointments.

Members discussed each of the available options and it was agreed that the Chief Constable would sit in on the recruitment process and be consulted on the policing content of the responses provided by the candidate.

In April 2024 the Committee received a paper in relation to the suggested next steps for progressing upcoming Senior Officer recruitment competitions. Members were

provided with a summary of the factors to be considered and following discussions it was agreed that Board Officials would bring a paper regarding the eligibility requirements and panel membership to the May 2024 Board for consideration.

In May 2024 the Chief Constable requested to meet with the Committee following its decision the previous month regarding the NIPB Senior Officer Recruitment policy,

specifically in relation to their decision that the Chief Constable would not sit as a panel member but instead would sit in on the recruitment process and be consulted on the policing content of the responses provided by each candidate.

Members had a detailed discussion with the Chief Constable in relation to the matters he raised following which the Members considered the matters raised by the Chief Constable in respect of his role on Senior Officer recruitment panels and it was agreed that there will be no change at this time to the previously agreed decision taken by the Committee at the meeting in April 2024.

Amendments to Removal and Relocation Policy for PSNI Chief Officer and Senior Civilian Staff Equivalents.

At the November 2024 meeting Members were provided with a further update following a request for a number of amendments to be made to the paper originally presented to the Committee in October in relation to proposed amendments to the Removal and Relocation Policy for PSNI Chief Officer and Senior Police Staff Equivalents. Following discussion Members agreed to recommend to the Board the changes to the Removal and Relocation Policy for PSNI Chief Officer and Senior Police Staff Equivalents.

PSNI Recruitment Vetting – Report of Independent Assessor

In June 2024 Members were provided with an update of the Annual Report submitted to the Minister of Justice from Sir John Gillen, the Independent Assessor of PSNI Recruitment Vetting. The report from Sir John provided an overview of his considerations during the period 1 April 2023 to 31 March 2024 and progress made on recommendations from the previous report.

Other PSNI HR issues discussed throughout the year

Update on HR Transformation Plan

In June 2024 Members were provided with a HR Transformation update and the work taking place to manage and transform PSNI HR functions following the report

by the professional services company Grant Thornton on the review of the HR related services, published in July 2021.

PSNI update on Attendance Management & OHW Services

At the April 2024 meeting Members received an update on the work of Attendance Management/OHW services/Early intervention/Prevention and Treatment. Members raised several points including the increasing numbers of officers leaving the Service by way of Ill Health Retirement; impact of increasing sickness absence and reduction in Officer/staff numbers on workload pressures and mental health; clarity on absence triggers, whether the data breach was a factor; the upward trend in terms of Average Working Days Lost; the importance of the role of line managers in sickness absence management, the level of support they are currently provided with; and the absence culture within the organisation.

PSNI update on Attendance Management/OHW services/Sickness Absence Review Recommendations

At the September 2024 meeting the Director of Occupational Health and Wellbeing and a Police Official provided Members with an overview of Occupational Health & Wellbeing and outlined the following points:

- System Update: OHW plans to improve its IT infrastructure.
- Modernising Duty Adjustments: Focus on updating terminology, creating a role adjustments portal, and considering private healthcare options.
- Ill Health Retirement (IHR) Review: A review of IHR processes will be led by OHW.
- Mental Health Services: Exploring strategies to reduce waiting times and develop a proactive Mental Health Strategy.

PSNI advised on the following pressure points:

- Mental Health Services: the priority for 2024-2025 is a more proactive mental health strategy.

- Ill Health Retirement (IHR) Services - No specific improvement strategies have been outlined yet.
- Duty Adjustments - OHW is collaborating with HR to improve the management of duty adjustments within the workforce. However, the implementation will require further investment.
- OHW Referrals - referrals peaked at 9613 in 2022-2023 but are projected to decrease to 6700 in 2024-2025. Despite this, demand remains high, particularly for mental health and musculoskeletal services.
- Waiting Times - long waiting times from referral to assessment remain a major issue.
- Proactive Approach - OHW is shifting towards a proactive "prevention first" model, with mental health champions trained in peer support and suicide prevention.

Review mechanism for PSNI Data Breach

At the November 2024 meeting the Director of Resources presented Members with a paper in relation to the review mechanism for the PSNI data breach and provided context that responsibility for monitoring the data breach has moved from the Board to the Resources Committee.

It was explained that the Committee will use reports from PSNI's strategic review mechanism, supplemented with presentations and discussions with the Deputy Chief Constable and the options for reporting back to Committee were highlighted.

Following discussion Members agreed that updates and reviews on the breach will be conducted biannually (in March and September).

PSNI Student Officer Recruitment

At the December 2024 meeting the Head of PSNI External Recruitment provided Members with an update on PSNI's Student Officer Recruitment and highlighted the following key goals as being:

- Maximise applications from underrepresented groups.
- Ensure comprehensive outreach to attract diverse, qualified candidates.
- Streamline the recruitment process without compromising quality or thoroughness.

The Head of External Recruitment highlighted that this comprehensive approach aims to address past challenges while leveraging lessons learned for a more inclusive and effective recruitment campaign.

III Health Retirement/Injury Benefit Cases

During the reporting year, the Committee noted the outcome of the decisions taken by the Selected Medical Practitioners and confirmed the implementation and reassessment dates for a total of **220** Selected Medical Practitioner assessment cases and **66** Independent Medical Referee appeal cases.

Members also considered and agreed implementation dates relating to both SMP and IMR cases where such dates were more complex to consider.

Pension Scheme Manager Reports

The Committee were provided with an update on matters considered by the Police Pensions Board (PPB) which met on 4 June 2024, 3 September 2024, and 4 December 2024. In addition, by agreement between the Chair and Scheme Manager, the meeting due to take place on 4 March 2025 was conducted via written procedure.

During the reporting year, Members were advised that the PPB had considered two complaints referred to the Police Ombudsman (one of which was not upheld and subsequently closed, the other remains ongoing). PPB also closely monitored the progress of McCloud reassessments, implementation of the PSNI

Pension Branch's Electronic Pension Administration System and progress in meeting the Pension Dashboard deadline. PPB also continued discussions on the Government Actuary Department (GAD) calculator and were advised and provided with The Pension Regulator's new general code of practice which came into force in March 2024.

Committee Members also considered and approved response to two DoJ consultations in respect of the draft Police pensions (Remedial Service) (Amendment 1 & 2) Regulation NI (2024) and proposed changes to the Injury on Duty Scheme. Members also considered and approved an increase to SMP rates, amendments to the Board's SMP Conflict of Interest Policy and the new Forfeiture Guidance. In addition, Members noted processes that have been updated to ensure the most efficient and effective processing of cases including those related to the provision of Further Medical Evidence.

PSNI Training

PSNI Update on Learning and Development (Police College)

In May 2024 Members received a presentation from a PSNI official and a representative from Ulster University on the key areas in respect of the Police College and L&D. This included an overview of the 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.

Other areas covered included 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; a summary of courses offered, training places delivered, including student officer and mandatory training; collaboration between PSNI and Ulster University and a breakdown of the courses currently being provided including the Student Officer Development Programme focusing on the key policing areas and incorporating the core values and skills of policing; the Probationary Officer Development Programme; Graduate Certificate in Policing and Criminology.

General and Occasional Authorisations

The Committee is responsible, under Article 84 of the Licensing (NI) Order 1996 and Article 51 of the Registration of Clubs (Northern Ireland) Order 1996 for approving General and Occasional Authorisations to permit the selling, supplying, keeping and consumption of intoxicating liquor at specific locations on the police estate.

Members considered and approved the following applications:

- April - 1 x General Authorisation/1 x Occasional Authorisation.
- June - 1 x General Authorisation Extension.
- July (Written Procedure) – 2 x General Authorisations Extensions.
- October - 1 x General Authorisation Extension/2 x Occasional.
- February – 1 x General Authorisation.

Members also received several progress updates on the introduction of a new PSNI Service Instruction which highlights the necessary insurance, training, entertainment licence and professional standards requirements for those wishing to submit such an application to the Board.

Committee Responsibilities Regarding NIPB

In addition to the monitoring and oversight of PSNI, the Committee has throughout the reporting period and pursuant to its Terms of Reference, discharged a number of responsibilities in relation to oversight of arrangements relating to NIPB. These are discussed further below.

NIPB Equality/Section 75 Responsibilities

While nothing NIPB-Equality-related came to the Resources Committee throughout this reporting period, it is anticipated that refreshed Equality and Disability action plans will come to the Committee for consideration within the 2025-2026 year.

NIPB Resourcing

NIPB Resourcing Staff Action Plan

At the April 2024 meeting an update was provided on the NIPB Resourcing Staff Action Plan and Members noted the actions being taken forward to address the issue of staff vacancies. Members were informed that work has begun to commence an external Administrative Officer recruitment competition and HR Connect have been engaged in relation to progressing the recruitment competition process. Members were further updated throughout the year on the progress of the recruitment exercise.

NIPB Finance

Management presented the annual budget to Members at the June meeting for scrutiny and recommendation to the Board for approval. The budget represented a 6.9% increase against the previous year's opening budget before considering pay and supplier inflation. There was a potential unfunded business item relating to known legal cases that might conclude, although there was uncertainty around timing. Following discussions, members agreed to recommend the Resource Plan for approval to the Board and this was approved by written procedure as there was no July Board meeting due to purdah restrictions relating to the general election. Management presented the monthly management accounts to the Committee for scrutiny on a quarterly basis, updating members on the expenditure to date, advising them of any pressures/easements and answering any queries. Summary management accounts are provided to Committee each month for information.

Overview of NIPB Legal Cases

In line with the Committee's responsibility to "Consider and approve expenditure in respect of compensation and other legal cases against the Board and make a recommendation to the Board accordingly", in February 2025 the Committee considered a briefing paper providing an annual update on ongoing NIPB legal cases which included timelines for progression, anticipated costs/settlements and the date the cases were first lodged. The Committee noted the overall update and, in respect of one ongoing case, in order receive assurance in respect of the Board processes,

Members agreed to seek legal advice regarding the prioritisation of IHR and IOD applications from serving officers over Retrospective Injury on Duty applications from former officers.

Committee Minutes

[Committee Minutes can be found on the Board's website.](#)

Committee Effectiveness

Pursuant to Section 8.1 of the Committee's Terms of Reference which states, "The Committee will assess its own effectiveness on an annual basis. The Committee will formally report the results of its review of effectiveness to the Board", in June 2024 the Committee considered responses from Committee Members in respect of the Resources Committee Self-Evaluation Questionnaire.

Members were asked to respond to the three questions below:

1. Is the Committee delivering against its Terms of Reference?
2. Could the Committee be more effective? How can it improve?
3. What area/s should the Committee focus on over the next 12 months?

Following initial consideration of the responses received, it was agreed a smaller group incorporating the Committee Chair and Vice Chair along with the lead official for the Resources Committee (Director of Resources) and Chief Executive would meet to further discuss the findings.

This meeting took place in September 2024 and issues discussed included:

- How the main considerations for the Committee can be prioritised in the programme of work for the year.
- Timings for and content of PSNI presentations (including the provision of an executive summary where appropriate).
- Areas of NIPB oversight which sit with the Committee.

An update on this discussion was considered and noted by the full Committee in November 2024.

6. MEMBER ATTENDANCE AT MEETINGS

The table below provides details of attendance by the Members at Board and Committee meetings from 1 April 2024 – 31 March 2025:

Members	Board Attendance	Audit and Risk Assurance Committee Attendance	Partnership Committee Attendance	Performance Committee Attendance	Resources Committee Attendance
Les Allamby	10/12			9/9	6/10
Cathal Boylan MLA	10/12		6/7	8/9	
Cheryl Brownlee MLA	12/12		7/7	8/9	
Keith Buchanan MLA	8/12	3/5	7/7		10/11
Alan Chambers MLA (1)	9/11			3/8	0/10
Marian Cree (2)	10/12		6/7		11/11
Trevor Clarke MLA	11/12			9/9	8/11
Linda Dillon MLA	11/12		7/7		9/11
Mark H Durkan MLA	9/12		2/7	5/9	
Gerry Kelly MLA	11/12	4/5		8/9	10/11
Kate Lavery	10/12		7/7	1 (6)	10/11
Nuala McAllister MLA	12/12			7/9	6/11
Frank McManus	12/12	1/4		7/9	11/11
Peter McReynolds (3)	8/11	1/5	6/7		7/10

Members	Board Attendance	Audit and Risk Assurance Committee Attendance	Partnership Committee Attendance	Performance Committee Attendance	Resources Committee Attendance
Brendan Mullan	11/12		1 (6)	7 (6)	9 (6)
Patrick Nelson (2)	10/12	5/5	5/7	9/9	1 (6)
Mike Nesbitt MLA (4)	1/1				
Tommy O'Reilly (2)	12/12	3/5	6/7	9/9	1 (6)
Peter Osborne	11/12			8/9	6/10
Mukesh Sharma	12/12		3 (6)	4 (6)	5 (6)
Eóin Tennyson (5)	1/1				

(1) Mr Alan Chambers MLA was appointed to the Policing Board on 24 April 2024.

(2) Ms Marian Cree, Mr Patrick Nelson and Mr Tommy O'Reilly were appointed to the Policing Board on 1 April 2024.

(3) Mr Peter McReynolds MLA was appointed to the Policing Board on 1 May 2024.

(4) Mr Mike Nesbitt MLA resigned from the Policing Board on 11 April 2024.

(5) Mr Eóin Tennyson MLA resigned from the Policing Board on 1 May 2024.

(6) Attended these meetings in ex-officio capacity.

7. GLOSSARY

ACC: Assistant Chief Constable

ACO: Assistant Chief Officer

ARAC: Audit & Risk Assurance Committee

BCP: Business Continuity Planning

C&AG: Comptroller & Auditor General

CCG: Causeway, Coast & Glens

CJINI: Criminal Justice Inspectorate Northern Ireland

CRR: Corporate Risk Register

CSO: Crown Solicitor's Officer

DAC: Direct Award Contract

DEL: Department Expenditure Limit

DfC: Department for Communities

DfI: Department for Infrastructure

DoF: Department of Finance

DoJ: Department of Justice

EDI: Equality, Diversity and Inclusion

HMICFRS: His Majesty's Inspectorate of Constabulary and Fire and Rescue Services

IA: Internal Audit

ICO: Independent Community Observer

ICRIR: Independent Commission for Reconciliation and Information Recovery

ICV: Independent Custody Visitor

IFRS: International Financial Reporting Standards

IMR: Independent Medical Referee

JSA: Justice and Security Act 2013

L&D: Learning and Development

MSFM: Management Statement and Financial Memorandum

NCA: National Crime Agency

NGO: Non-governmental Organisation

NIAO: Northern Ireland Audit Office

NICS: Northern Ireland Civil Service

NIPB: Northern Ireland Policing Board

OBA: Outcomes-based Accountability

OHW: Occupational Health and Wellbeing

OPONI: Office of the Police Ombudsman of Northern Ireland

PACE: Police and Criminal Evidence Act 1984

PAT: Police Appeal Tribunal

PCSP: Policing & Community Safety Partnership

PRRB: Police Remuneration Review Body

PSD: Professional Standards Department

PSIAS: Public Sector Internal Audit Standards

PSNI: Police Service of Northern Ireland

RCRP: Right Care Right Person

REaL: Reference, Engagement and Listening

SCET: Strategic Communications and Engagement Team

SMP: Selected Medical Practitioner

SMT: Senior Management Team

SSRB: Senior Salaries Review Body

ToR: Terms of Reference

Northern Ireland Policing Board

James House, Block D
2 – 4 Cromac Avenue
The Gasworks
Belfast, BT7 2JA



028 9040 8500



information@nipolicingboard.org.uk



www.nipolicingboard.org.uk



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**Northern Ireland Policing Board
Committee Reports
1 April 2024– 31 March 2025**

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