**NORTHERN IRELAND POLICING BOARD**

**MINUTES OF MEETING OF RESOURCES COMMITTEE HELD ON THURSDAY 26 JUNE 2025 AT 9.30AM IN JAMES HOUSE**

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| **PRESENT:** | | Mr Trevor Clarke MLA (Chair) |
| | | Mr Keith Buchanan MLA |
| | | Ms Marian Cree |
| | | Dr Kate Laverty |
| | **(4)** | Mrs Linda Dillon MLA |
| | | Mr Les Allamby |
| | | Mr Peter Osborne |
| | **(5)** | Ms Nuala McAllister MLA |
| **EX-OFFICIO BOARD MEMBERS IN ATTENDANCE:** | | Mr Brendan Mullan (Board Vice-Chair)<br>Mr Tommy O'Reilly |
| **POLICE SERVICE OF NORTHERN IRELAND IN ATTENDANCE:** | **(1)** | Ms Pamela McCreedy, Chief Operating Officer |
| | **(2)** | Mr Mark McNaughten, ACO Corporate Services |
| | **(3)** | Mrs Claire Duffield, ACO Corporate Services |
| | **(3)** | Director of Human Resources |
| | **(3)** | 1 x PSNI Official |
| **NORTHERN IRELAND POLICING BOARD OFFICIALS IN ATTENDANCE:** | | Mr Sam Hagen, Director of Resources<br>4 x Board Officials |

**(1) Items 4.1.1 to 4.1.3**
**(2) Item 4.1.1 only**
**(3) Item 4.1.2 & 4.1.3**
**(4) Open to part item 4.1.3**
**(5) Open to item 4.1.3**

## 1. APOLOGIES

Apologies were received from Mr Frank McManus (Vice-Chair), Mr Peter McReynolds MLA, Mr Gerry Kelly MLA and Mr Alan Chambers MLA.

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

## 2. CONFLICTS OF INTEREST

No conflicts of interest were declared.

## 3. DRAFT MINUTES OF THE MEETING HELD ON 29 MAY 2025

The Committee considered the draft minutes of the meeting held on 29 May 2025.

It was **RESOLVED** that:

- The minutes of the Committee meeting held on 29 May 2025 be approved. These minutes will be published on the Board's website.

## 4. ITEMS FOR COMMITTEE BUSINESS

Ahead of inviting PSNI to join the meeting the Committee Chair asked the NIPB Director of Resources to provide a brief overview of the papers provided in support of agenda items 4.1.1 to 4.1.3. The Director of Resources highlighted several salient points in each of the reports and Members briefly considered points they may raise with PSNI during the morning's briefings. These included:

- The recent announcement regarding funding for the PSNI's Workforce Recover business case.
- Correspondence to PSNI from DoJ copied to the Board regarding PSNI requests for retrospective approval of business cases, and,

- Value for money considerations and clarity in terms of the future transformed PSNI HR structure.

**4.1 PSNI ITEMS**

**4.1.1 PSNI Finance Report**

The Committee Chair welcomed Ms Pamela McCreedy, PSNI Chief Operating Officer and Mr Mark McNaughten, ACO Corporate Services to the meeting and invited the ACO Corporate Services to present the PSNI Finance Report.

Mr McNaughten thanked the Chair and went on to brief Members on the in-year position to the end of May 2025. He noted the £2.4M year-to-date pressure and that the projected full year pressure, if unaddressed, would be approximately £33M. Members were advised that the outcome of June monitoring is still awaited.

Referencing recent public discussion on the £200M required in the Workforce Recovery business case, PSNI noted that no confirmation had been received in respect of this and that their understanding is that affordability is still an issue.

The Committee was advised that a 5-year exercise had now been commissioned by the Executive, with a return date of late June 2025. PSNI advised that an initial draft will be considered at the SET away day on 23 June 2025. Additionally, PSNI highlighted that while overtime had been well under control in the first 2 months of the year, the Committee should expect to see an overspend in this area in June due to the public disorder in Ballymena and other areas of the province. Mr McNaughten noted that PSNI are expecting £5M from the Executive to meet these costs.

Finally, PSNI provided an update on some of the ongoing and high value business cases including the Holiday Pay and Data Breach legal cases and also the development of a business case in respect of PSNI costs relating to the Omagh Bomb Inquiry (OBI).

Member questions following the PSNI Finance briefing focussed on the provision of information relating to PSNI business cases, including:

- How, in light of the correspondence received from DoJ regarding retrospective approvals of PSNI business cases, the Committee can receive the necessary assurances that business cases are on track and when they are not, how the report provided can be amended to bring this to Members' attention.
- Whether procurement information could also be included to provide additional context, for example in relation to expiry dates of current contracts.
- The provision of some narrative to indicate what specifically is meant by the RAG status noted against each business case in the monthly report, and
- How other considerations could be reflected in the report, such as the expected date of submission of each business case to DoJ and the extent to which funds are available for each business case from within the PSNI budget (acknowledging that some high value business cases such as Holiday Pay and Data Breach cannot be funded from within PSNI's budget allocation).

The Chair thanked the PSNI and ACO McNaughten left the meeting.

Following discussion, it was **AGREED** correspondence be issued to PSNI requesting the PSNI Business Case appendix included with the monthly PSNI Finance report be updated to include:

- Clarification on the definitions used internally to assign a RAG status to each business case, and,
- Information on the expiry date of current contracts, anticipated dates that business cases will be issued to the DoJ and, where

applicable, narrative and contextual information to explain any Amber/Red status business cases.

Members requested that these amendments be given effect from September 2025. **AP1**

**4.1.2 PSNI HR Transformation Plan**

The Chair welcomed ACO Duffield and her colleagues to the meeting and invited them to provide the Committee with an update on PSNI HR Branch Transformation.

Following a brief introduction from ACO Duffield in which she noted the findings of the 2021 independent review of the PSNI's HR function and the focus of the transformation project on improving things which matter most to the workforce, she handed over to the PSNI Head of Human Resources to brief the Committee on the paper provided in support of today's presentation.

The Committee was provided with a brief overview of some activities which were undertaken by PSNI HR in the previous year including in relation to a backlog of pay remits, the REA uplift for police staff, 5 internal promotion processes and external recruitment processes for officer and staff posts.

Members were also updated on:

- The Three-Phase approach to delivery of HR transformation.
- Some key initiatives which have been progressed under Phase 1.
- Activities which will be prioritised in the next 6 months, and
- Upcoming workshops relating to the SAP replacement project.

Member questions following the presentation focused on:

- The full-time equivalent staffing complement within PSNI HR and the current level of vacancies within the branch.

- Allowances currently paid to police staff, and the wider issue of potential reform of these allowances. It was agreed that PSNI would revert to the Committee with initial estimates regarding the implementation cost of any amendment to the payment of CRTP (Competency Related Threshold Payment). **AP2**
- Indicators or tangible targets which could be used to measure the success of the HR transformation programme, such as reduction in the number of people in temporarily promoted roles, monitoring of absence levels and how these compare to other police services.
- Evaluation of the effectiveness of new management training programmes.
- Reasons behind the high recruitment numbers at more senior levels within PSNI HR.

The Chair thanked the PSNI for the presentation.

Following discussion and PSNI's departure from the meeting, it was **AGREED** correspondence be issued to the PSNI requesting that the presentation on "Deployable Resources" due to come to Resources Committee in September 2025 address the following points:

- Given PSNI HR is in the process of transformation, what assessment has been done internally to identify whether the long-term vacancies now being filled will still be required in the future transformed structure?
- What targets have been set/measurable metrics are in place in terms of assessing tangible outcomes and the success of the HR transformation process?
- What benchmarking has been done against similar police services in terms of absence levels and if so, where do PSNI sit in terms of those benchmarked against?
- What is the expected timeframe for the delivery of the remaining 2 Phases of HR transformation (Phase 2: Develop the Business Case

& Operating Model, and Phase 3: Implement the new Operating Model). **AP3**

**4.1.3 PSNI Presentation on Lessons Learned from recent Recruitment and Internal Promotion Processes (Sgt & Insp).**

The Committee noted a paper provided by PSNI which set out the findings and lessons learned following recent recruitment and internal promotion processes. ACO Duffield provided a brief introduction advising that the Sergeant promotion process was still live but would conclude within the next week and invited her colleague from PSNI Learn and Support Department to update the Committee further.

The Committee was provided with a brief overview of the Exams Unit which sits within the Police College and the scope of the review which included:

- The timeline and various stages of the internal promotion processes.
- Data relating to the Sergeant & Inspector promotion processes including total numbers who sat the exams and the numbers which progressed to interview.
- The key themes which emerged during the learning review, and,
- The learning points identified with proposed short, medium and long term actions.

Other areas discussed with Members included a potential move to a more modular approach to exams, improved revision support for candidates and a move towards a more digitised process from the current entirely paper-based system.

Member questions following the presentation centred on:

- Whether there is any external accreditation of the exams provided by the Police College, and whether having this would increase the length of time exam results are valid. PSNI noted that while there is no external accreditation, PSNI use the College of Policing blueprint in the development of the questions and exams taken at the Police College, and,

- Consideration of the introduction of a percentage pass mark for the Stage 1 written section of the internal promotion process.

The Chair thanked COO McCreedy, ACO Duffield and their colleagues and PSNI left the meeting.

**4.2 PSNI Above Delegated Authority Request**

The Strategic Planning & Governance Manager presented Members with an ADA request from PSNI.

Members noted the specific circumstances in respect of this claim including the breakdown of costs in terms of compensation, plaintiff's legal fees and the overall sum under consideration.

Following discussion and due to some queries raised by Members, it was **AGREED** to defer recommending approval of this ADA and write to PSNI requesting clarification on a number of points which would further assist the Committee in its consideration of the case. **AP4**

**4.3 PPIB PAPERS**

**4.3.1 Police Pensions and Injury Benefits – Cases for June 2025**

The Police Pensions and Injury Benefits Manager presented a paper asking Members to consider the outcome of decisions taken by Selected Medical Practitioners (SMP) in respect of 27 assessments considered and provided opinion on, and the decisions taken by Independent Medical Referees (IMR) in respect of 11 assessments.

Members were also asked to consider 4 anonymised submissions provided via the CJSM platform, in respect of SMP reconsideration requests and, based on the information provided, advise if the Committee is content that these cases should now be forwarded for reconsideration by the SMP.

Members were reminded of case IMR 11-24/25 previously considered in August 2024. Based on the information contained within Tab 3 Members were asked to confirm, based on the IMR's rationale, that they were content that the implementation date should remain as per 21 April 2023.

Members were further asked to consider the anonymised information provided at Tab 4 of Annex A and note the SMP's decision in relation to the case assessed as part of the McCloud Ill Health Retirement Remedy Project.

Following discussion Members:

- **NOTED** the outcome of the decisions made by Selected Medical Practitioners and **CONFIRMED** the implementation and reassessment dates for the 27 assessments outlined,

- **NOTED** the outcome of the decisions taken by Independent Medical Referees and **CONFIRMED** the implementation and reassessment dates for the 11 assessments outlined,

- **AGREED,** on the basis of the information provided, that the 4 anonymised reconsideration applications should be forwarded for SMP reconsideration,

- **AGREED**, on the basis of the rationale provided by the IMR, that the implementation date should remain as per 21 April 2023,

- **NOTED** the SMP's decision in relation to the case assessed as part of the McCloud Ill Health Retirement Remedy Project.

#### 4.3.2 Pension Scheme Manager Report

The PPIB Branch Manager provided a brief overview of the issues covered in the Pension Scheme Managers Report including an update on the most recent sitting of the Police Pension Board.

Members also noted the forthcoming consultation regarding amendments to the Police Pension Scheme (Northern Ireland) 2015. The Committee noted that following the launch of the consultation, in due course a draft response to the consultation will come to the Resources Committee for consideration and agreement.

The Committee **NOTED** the Pension Scheme Manager's Report.

### 4.4 Vetting Report of Independent Assessor of PSNI Recruitment Vetting

The Director of Resources briefed the Committee on the report provided by the Independent Assessor of PSNI Recruitment Vetting.

Members considered:

- The information provided in relation to the makeup and range of experience of those sitting on the Vetting Panel,
- The overview of the Independent Assessor's considerations during the period 5 April 2025-31 March 2025, and
- The number of applications reviewed by the Independent Assessor across a range of PSNI roles.

The Committee **NOTED** the report of the Independent Assessor of PSNI Recruitment Vetting.

### 4.5 General Authorisation Applications from PSNI

The Director of Resources briefed Members on three General Authorisation Extension applications for Fermanagh District Recreation Club made by PSNI.

The Committee noted that each application contained all the relevant supporting documentation as stipulated in the previous Service Procedure 48/2007 (currently under review).

Following discussion Members agreed to:

- **APPROVE** the licence application extensions as outlined in the briefing paper provided.

## 5. UPDATE ON COMMITTEE ACTION LOG

The Committee **NOTED** the information provided in the Committee's action log and the related verbal updates provided by the Director of Resources in respect of each of the actions. These included:

### 5.1 PSNI responses to issues raised at May Resources Committee

Members noted the correspondence from PSNI dated 20 June 2025 in response to the letter issued from the Committee Chair following the May 2025 Resources Committee meeting.

This correspondence included the requested information in relation to:

- The PSNI's combined contract for Catering and Cleaning (including confirmation that CPU staff can claim subsistence costs,
- The provisions included in this year's capital budget for the softening of the perimeter at Newtownhamilton station, and,
- Pensions guidance available to police staff on NICS pension scheme. The Committee noted that this matter will also be raised at the upcoming meeting with NIPSA representatives (currently scheduled for October 2025).

In addition, Members noted the updates provided in relation to several other actions including plans for how the Committee Strategic Deep Dives will be progressed. The Committee was advised that there would be an opportunity to discuss this further under agenda item 6.4.

In relation to an outstanding action from the February 2025 meeting, the Committee requested an update be sought on the outstanding legal advice. **AP5**

Following discussion on the responses provided, it was **AGREED** correspondence be issued to PSNI requesting:

- The total amount of subsistence claims (number and value) made by CPU staff in the last 12 months.
- PSNI circulate/highlight the relevant portion of the Police Pay & Allowances Code to CPU officers to raise awareness of their entitlement to claim subsistence costs where they meet the conditions of the policy. **AP6**

**5.2 Correspondence from Board Chair to PAC Chairman – NIAO PSNI Fleet & Transport Report**

The Committee noted the response issued from the Board Chair to the Chair of the NI Assembly's Public Accounts Committee following the Resources Committee's consideration of the NIAO Report on PSNI Fleet Management and related presentation from PSNI at the 29 May 2025 meeting. NOTED.

**5.3 E-mail exchange regarding Updates to the Resources Committee Programme of Work**

Following discussion at the 29 May 2025 Resources Committee meeting on updates to the Resources Committee Programme of Work, the Committee noted an e-mail exchange between the Board Vice-Chair and Director of Resources detailing updates which have now been made to the work programme. NOTED.

### 5.4 Correspondence from Board Chair to MoJ – Use of Senior Counsel in some ADA cases and related Legal Fees

The Committee noted correspondence received from the Minister of Justice in response to correspondence issued from the Board Chair following the 29 May 2025 Resources Committee meeting which related to the use of Senior Counsel in certain cases, the impact on the legal aid budget and the consequent escalating legal costs due to the instruction of both Senior and Junior counsel in some instances. NOTED.

Members were content that this issue has been brought to the attention of the MoJ and as such this action can now be closed.

### 5.5 Correspondence referring Written Response to Member question to Partnership/Joint Committee for consideration

The Committee noted e-mail correspondence from the Director of Resources to the Director of Partnership referring PSNI's response to a Member's written question on for consideration by the Joint Committee. Members noted that this action had been agreed at the May Resources Committee and can therefore, in respect of Resources Committee, now be considered closed. NOTED.

## 6. CHAIRPERSONS BUSINESS

The Committee Chair invited the Director of Resources to provide a brief overview of the 4 items under Chair's Business.

### 6.1 NIPB Management Accounts (Verbal Update)

The Director of Resources updated Members on the year-to-date position regarding the NIPB budget and accounts. He also advised Members that, as agreed during the development process for the Board's draft Annual Business Plan 2025-26, from September the Board's ARAC would undertake oversight in respect of the NIPB Management Accounts. NOTED.

**6.2 Reissued - Determination M - 1 April 2025**

The Committee noted an updated circular from the DoJ relating to the Department's formal approval to implement provisions relating to annual leave for PSNI officers. NOTED.

**6.3 Correspondence from DoJ to PSNI – Retrospective & Late Approval Requests**

The Committee noted the correspondence and acknowledged that this issue had been discussed with PSNI earlier in the meeting at agenda item 4.1.1. NOTED.

**6.4 Correspondence from Board Chair to Resources Committee Chair – Subjects for Deep Dive Oversight**

The Director of Resources noted that this item had been briefly discussed earlier under agenda item 5 and sought Member views on areas that would be of interest to the Resources Committee in respect of carrying out a strategic deep dive. Members considered a number of topics and settled on PSNI HR Transformation/Review of the PSNI HR function, and Firearms Licensing as the 2 areas the Committee would put forward for consideration.

The Director of Resources noted he would advise the Chief Executive accordingly and confirmed that today's discussions would be reflected in the paper to the upcoming July Board meeting. **AP7**

## 7. QUESTIONS FOR THE CHIEF CONSTABLE

None.

## 8. COMMUNICATION ISSUES/OPPURTUNITIES

None.

## 9. ANY OTHER BUSINESS

None.

## 10. DATE OF NEXT MEETING

Members noted the next meeting of the Resources Committee is scheduled for **Thursday 25 September 2025** in James House.

The meeting ended at 1.35pm

**CHAIR**

**RESOURCES DIRECTORATE**

**JULY 2025**