

NORTHERN IRELAND POLICING BOARD

**MINUTES OF MEETING OF RESOURCES COMMITTEE HELD ON THURSDAY 18
DECEMBER 2025 AT 9.30AM IN JAMES HOUSE**

PRESENT: (3) Mr Trevor Clarke MLA (Chair)
Mr Gerry Kelly MLA
Ms Marian Cree
Mrs Linda Dillon MLA
Mr Peter Osborne

**EX-OFFICIO BOARD
MEMBERS IN
ATTENDANCE:** (4) Mr Mukesh Sharma (Board Chair)
Mr Brendan Mullan (Board Vice-Chair)
Mr Tommy O'Reilly

**POLICE SERVICE
OF NORTHERN
IRELAND IN
ATTENDANCE** (1) Ms Pamela McCreedy, Chief Operating Officer
(1) Mr Mark McNaughten, ACO Corporate Services
(2) Mrs Clare Duffield, ACO People & Organisational
Development
(2) PSNI Head of External Recruitment
Development
(2) PSNI Assistant Director of Human Resources

**NORTHERN IRELAND
POLICING BOARD
OFFICIALS IN
ATTENDANCE:** (5) Mrs Sinead Simpson, NIPB Chief Executive* -
Mr Sam Hagen, Director of Resources
6 x Board Officials

- (1) Items 4.1.1
- (2) Item 4.1.2 & 4.1.3
- (3) Part item 4.1.1 to the close of the meeting
- (4) Open to item 4.1.3
- (5) Item 4.1.1 to 4.1.3 [via video conference] and partially in person item 5.1 to close

*Attended meeting via video-conference facility.

The Director of Resources informed Members that the Committee Chair had been unavoidably delayed and would join the meeting as soon as possible. In the absence of the Committee Vice-Chair, Members agreed Committee Member Gerry Kelly MLA would assume the Chair until Mr Clarke arrived.

1. APOLOGIES

Apologies were received from, Mr Frank McManus, Dr Kate Laverty, Mr Les Allamby, Ms Nuala McAllister, Peter McReynolds and Alan Chambers.

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 27 NOVEMBER 2025

Due to the shorter timeframe since the November meeting, draft minutes were not yet available for consideration. Members noted that these will be brought to the February 2026 meeting.

4. ITEMS FOR COMMITTEE BUSINESS

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

4.1 PSNI ITEMS

4.1.1 PSNI Finance Report

The Committee Chair welcomed Mr Mark McNaughten, ACO Corporate Services to the meeting alongside COO Pamela McCreedy and invited him to present the PSNI Finance Report.

The ACO Corporate Services provided a briefing on the PSNI Management Accounts and Financial information to the end of November 2025.

Members were advised while the report notes a £17.3m shortfall, since the report was drafted developments at the NI Executive, including a £17.3m allocation to PSNI out of the most recent monitoring round, mean that PSNI expect to reach a breakeven position at year end. Members were advised that PSNI remain fairly confident of meeting their capital expenditure targets for the year. The Committee was also advised of:

- Agreement at the NI Executive to provide the £119m funding for the Data Breach settlement, and,
- That as yet, there has been no agreement by the NI Executive in respect of an annual or multi-annual budget.

PSNI also highlighted some key points in relation to current business cases including that the Holiday Pay issue remains unresolved, uncertainty regarding the future funding for the workforce recovery business case, and ongoing work with the DoJ to finalise a DAC in respect of helicopter maintenance.

Discussion with PSNI following the Finance briefing focused on:

- Continued concern from Members regarding overtime hours being accrued by some officers, and,
- Confirmation that costs in relation to Operation Kenova shouldn't feature as a pressure next year.

A Member asked PSNI to comment on an above delegated authority request (ADA) on the agenda for consideration at item 4.4 of today's agenda. The Member's question related to the ADAs in respect of PSNI's legal costs for the Omagh Bomb Inquiry (OBI) PSNI advised the figures in the delegated authority request are for the maximum allowable amount in line with the Inquiry Costs Protocol and should not be considered as an expected or projected cost. PSNI also advised Members of how costs billed would be reviewed and scrutinised by PSNI and if necessary, would be referred to a Costs Drawer via CSO. Members noted the information for their later consideration of the paper at item 4.4 of the agenda.

The Committee Chair thanked ACO McNaughten and he left the meeting.

4.1.2 PSNI Representativeness (Policing Plan Indicator 3.1) & PSNI Student Officer Recruitment

The Chair welcomed Head of External Recruitment to the meeting and invited her to provide the Committee with an update on the PSNI Representativeness (Policing Plan Indicator 3.1) & PSNI Student Officer Recruitment.

Before the presentation the ACO People and Organisational Development informed Members that the information detailed in the paper covered the period from April to September and highlighted that recent internal promotions (September onwards) were not included in the data but would be discussed at February's meeting or included in the next scorecard.

ACO Duffield and the Head of External Recruitment presented Members with the Representativeness Report Card and an update on Student Officer Recruitment. PSNI's presentation included some headline figures in relation to student officer applicants, attrition rates throughout the application process and the percentage of ethnic minority applicants. PSNI noted that

while this percentage of ethnic minority applicants was not reflected through to the final merit pool, a significant number of ethnic minority applicants were applying for the first time.

Other areas highlighted by PSNI included:

- The education level of applicants (those with/without a degree),
- The age profile of applicants,
- Geographical areas which were underrepresented in the process,
- The stability rate index and the number of voluntary leavers versus those leaving via Ill Health Retirement (IHR),

Member questions following the presentation centered on:

- PSNI police staff representativeness and whether external recruitment in this area is likely to improve these representativeness figures. PSNI noted a number of factors which have historically affected these figures, including that at the time of the Patten Report, there was no voluntary exit scheme for police staff to reflect what was implemented for police officers. PSNI also noted that recent budget constraints and limitations on police staff recruitment have impacted on PSNI's ability to address this imbalance.
- The impact of recent internal promotion processes on representativeness within certain officer grades.
- The increase in the number of those identifying as 'other'.
- Member concerns at the attrition rates of Catholics throughout the overall recruitment process and whether feedback is obtained from those electing to withdraw from the process.
- How PSNI are responding to geographical disparities in terms of applications and the read across to those from a catholic community background, and,
- The potential to incentivise those with over 30 years' service to remain within the organisation to support succession planning.

Following discussion, Members **AGREED** correspondence be issued to PSNI

- Requesting a breakdown in terms of numbers of officers (in different categories) who chose to leave after 30yrs service and number who choose to stay. **AP1**
- To issue question to the Chief Constable in respect of the attrition rates of Catholics throughout the various stages of the recruitment process and seek assurances that where necessary reviews of the various stages are carried out to ensure this attrition is minimised **AP2**

4.1.3 PSNI Cultural Audit Annual Update

The Chair welcomed Clare Duffield, ACO People & Organisational Development and the Assistant Director of Human Resources to the meeting and invited them to present to the Committee on the Cultural Audit Annual Update.

The Committee was briefed on the headline results from the Inclusion 2025 Pulse survey, noting that while qualitative work on the figures still needs to be completed, PSNI intended to communicate these results with the workforce on the day of the Committee meeting and as such PSNI wished to also share these results concurrently with the Board. Members were provided with some contextual information including how this inclusion survey was one of the 16 agreed actions from the original 2023 Cultural Audit. The Committee was advised of the participation figures (4,300 officers and staff in total), and of ongoing benchmarking work with a research consultancy to ensure comparable information with England and Wales police forces will be available. Members noted that these results would also be shared with all staff and minority group associations within PSNI.

Members noted the workforce survey engagement rates (50.3%), headline topics covered in the survey, the establishment of a Cultural Development Implementation Group co-chaired by ACO Duffield and the DCC, and the emerging themes coming out of the pulse survey including:

- Performance and how staff feel valued by colleagues versus by the organisation in general,
- Inappropriate behaviour and discrimination,
- Leadership (including in relation to the actions of senior leaders),
- Fairness and psychological safety, and
- Pride in working for PSNI.

Following the presentation questions from the Committee focused on:

- Concerns at the timing of the release of the results given the upcoming Student Officer Recruitment.
- The percentage of minorities within PSNI who feel they have experienced discrimination.
- Work with student officers in the college to eliminate bias and promote inclusive attitudes, and,
- Concerns of Members that profiling questions in the survey did not include community background. PSNI advised Members that the profiling questions included in relation to gender/rank/role and grade, and
- The embedding of the PSNI values within the organisation and how these should drive the culture of the organisation.

The Chair thanked the PSNI for the presentations and they left the meeting.

Once PSNI had left the meeting and following discussion, Members **AGREED** correspondence be issued to PSNI from the Board Chair to the Chief Constable outlining the Committees' concerns in respect of the timing

of the release of the headline figures from the most recent 'Inclusion' pulse survey. **AP3**

The Committee also **AGREED** further Correspondence be issued to PSNI regarding a number of points raised during the discussion following this presentation including,

- the percentage figures quoted relating to minorities and what percentage of the overall minority groups within PSNI feel discriminated against,
- that Community Background was not captured as one of the profile questions within the pulse survey,
- information on the core leadership development programs for EO2, Sergeant and above and if clarification can be provided in relation to whether leadership programs are delivered at this level,
- The percentage of line managers that have completed the new Attendance Management Training Course and the timeframe for all to have done so,
- The RAGG status for each of the 16 Actions in the 2023 Cultural Audit with explanations and target dates for completion as appropriate to be provided the next time the update comes to Committee, and,
- Future plans to address the gaps in delivery against the recommendations in the report. **AP4**

Members requested a copy of the full report when available ahead of further discussion on the issue.

4.2 PPIB PAPERS

4.2.1 Police Pensions and Injury Benefits – Cases for December 2025

The Police Pensions and Injury Benefits Director presented a paper asking Members to consider the outcome of decisions taken by Selected Medical Practitioners (SMP) in respect of **21** assessments considered and provided opinion on.

Members were also asked to consider **2** anonymised submissions provided via the CJSM platform, in respect of SMP reconsideration requests. Members are asked to consider this information and decide on the basis that further information has been provided, in both cases, whether these cases should be forwarded to the SMP for reconsideration.

Following discussion Members:

- **NOTED** the outcome of the decisions made by Selected Medical Practitioners and **CONFIRMED** the implementation and reassessment dates for the **21** assessments outlined,
- **AGREED**, on the basis of the information provided, that the **2** anonymised reconsideration applications should be forwarded for SMP reconsideration.

4.2.2 Disciplinary Cases Paper

The Police Pensions and Injury Benefits T/Director presented a paper asking Members to consider an update in relation to Officer H and ask members to make a decision regarding Officer J.

The T/Director of PPIB briefed Members on a case previously brought to the Committee in relation to misconduct proceedings relating to a repositioned officer who had applied for IHR/IOD. Members noted that as PSNI Professional Standards have advised the misconduct case has now been dropped and therefore the outcome of the officer's IHR/IOD application will now proceed. Members noted this update in relation to Officer H.

The T/Manager of PPIB briefed the Committee on a second disciplinary case (Officer J) outlining the chronology of the case and asking Members to consider, under the relevant regulation (*Regulation 80 (3) of the Police Pensions Regulations (Northern Ireland) 2015*), whether this officer should be compelled to continue to serve until the outcome of misconduct proceedings is known or whether the outcome of their IHR assessment should be allowed to progress.

During discussions a Member asked for information on whether an officer compelled to continue to serve but on sick leave awaiting IHR, will continue to receive full pay. The T/Manager of PPIB advised that she would seek further information on this point and revert to the Committee. **AP5**

Following discussion Members **AGREED** that Officer J should not be required to continue to serve until misconduct proceedings have concluded.

4.2.3 Pension Scheme Manager Report – (verbal update)

The Police Pensions and Injury Benefits Director provided a brief verbal update on issues related to the Board's role as Pension Scheme Manager. Key points highlighted included:

- An update on the Police Pension Board meeting which took place on 2 December 2025 including consideration of the PPB risk register. Members were advised that both the PPIB and PPB risk registers would be considered this afternoon by the Board's ARAC alongside attendance by the PPB Chair.
- An update on the issue of RSS statements,
- Dashboard scheduled to be connected 31 January 2026, and,
- An update on forfeiture cases currently with the MoJ for consideration. Members were advised that should a forfeiture certificate be issued

by the Minister in these cases, they would then revert to the Committee for decision.

A Member asked a question following the presentation to ascertain if, when an officer appeals an IHR decision to the IMR, he continues to receive full pay until the conclusion of the appeals process and also how many of these appeals are currently sitting with DoJ to progress. It was agreed PPIB officials would seek further information on both points and revert to the Committee with a response. **AP6**

Members **NOTED** the Pension Scheme Manager's Report

4.3 Fiscal Floor Report

The Resources Director presented a paper providing Members with a summary of the information commissioned by DoJ relating to spending in NI on the Criminal Justice sector. Members were asked to Note the Fiscal Floor Report. **NOTED**.

4.4 PSNI Above Delegated Authority Request

The Committee Chair invited the Strategic Planning & Governance Manager to brief Members on the Above Delegated Authority (ADA) requests before the Committee for consideration. Members were advised that there was one new ADA for consideration and noted that the requested further information had been provided in respect of the two ADAs previously considered at the October meeting relating to PSNI's legal costs for the Omagh Bomb Inquiry (OBI).

Regarding the new ADA for consideration, Members were advised this was for a charitable donation to the Police Arboretum Memorial Trust to assist with ceremony costs to mark the fifth anniversary of the Memorial. Members

noted that PSNI have previously made charitable donations to support their annual memorial service on National Police Memorial Day.

Regarding the 2 ADAs relating to PSNI legal costs for the OBI, Members' attention was drawn to additional material included with the Committee papers including hourly rates and estimates for both the PSNI team and the former Chief Constable's team. They noted, as outlined previously in the meeting by PSNI, that while PSNI legal costs are within the gift of the PSNI and can be controlled and managed internally, the same is not the case for the former Chief Constable's legal team and therefore the ADA request in relation to his costs is for the maximum billable hours and in accordance with the OBI Costs Protocol.

Having considered the additional information provided, Members remained concerned at the disparity in costs between both ADAs. Members also considered that PSNI internal legal costs do not usually come to the Board for approval and that under the guidelines for approving above delegated limit requests, these do not require Board approval.

Following discussion it was **AGREED** to recommend:

- The Board **APPROVE** the ADA request in relation to the charitable donation to the Police Arboretum Memorial Trust, and,
- The Board **NOTE** but **NOT APPROVE** the ADA requests in relation to the OBI. The Committee agreed to recommend correspondence be issued to PSNI and DoJ expressing Members' concerns in respect of the disparity in projected potential legal fees, advising that following careful consideration, Members are grateful to receive the information on the potential fees, however given that the fees relate to internal legal fees it is considered that under the guidelines for approving above delegated limit requests, this does not require Board approval and are content to NOTE the information provided. **AP7**

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 November 2025 Resources Committee

Members noted the correspondence from PSNI dated 10 December 2025 in response to the letter issued from the Committee Chair following the November 2025 Resources Committee meeting. This correspondence included information requested by the Committee in relation to:

- High number of overtime hours being accrued by some officers.
- an update on overall progress regarding the Kinnegar/Redburn site in terms of initial targets, and
- Succession planning and leadership development at a senior level within PSNI

Following consideration of the further information provided, Members considered that the issues should be raised with the PSNI ARAC Chair attending the NIPB ARAC meeting later in the afternoon and also requested further correspondence be issued to PSNI expressing continued concern in respect of the overtime hours and whether there is an intention within PSNI to delve further into these figures and the issues/circumstances which sit behind them. **AP8**

The Committee **NOTED** the information.

5.2 Correspondence to the MoJ regarding request for progression of regulatory change due to rising IHR/IOD Scheme Costs

The Committee noted correspondence from the Board Chair to the Minister of Justice which was issued following agreement at the November Resources Committee regarding the need to progress regulatory amendments in respect of the processes currently in place for Injury on Duty awards.

The Committee **NOTED** the correspondence.

5.3 PSNI responses to issues raised at October 2025 Resources Committee

Members noted the correspondence from PSNI dated 27 November 2025 in response to the letter issued from the Committee Chair following the October 2025 Resources Committee meeting. This included PSNI's response to the further information requested regarding the PSNI Digital Strategy Update, the ADAs relating to the OBI inquiry and the briefing provided to the Committee in October by NIPSA representatives.

The Committee **NOTED** the information

6. CHAIRPERSONS BUSINESS

The Committee Chair invited the Director of Resources to provide a brief overview of the 2 items under Chair's Business.

6.1 Correspondence from DCC regarding PRÜM Convention & Chief Constable Response to related Written Question

The Resources Director provided a brief verbal update to inform Members

The Committee **noted** the update.

6.2 Correspondence from SoS to Board Chair Re PSNI funding

The Director of Resources provided a brief overview of the response received from the SoS to correspondence issued from the Board Chair dated

17 September 2025 regarding PSNI resourcing challenges. Members noted the response. NOTED.

7. QUESTIONS FOR THE CHIEF CONSTABLE

See below.

8. COMMUNICATION ISSUES/OPPURTUNITIES

The Communications Manager briefed the Committee on a recent media enquiry regarding the ControlWorks software used by PSNI and specifically whether the Board had been informed of disruption to that system during the period when teenager Noah Donohoe was missing. Members noted the response previously provided by PSNI and that the publication is now considering a further article on this subject.

Following discussion it was **AGREED**:

A written question be put to the Chief Constable in respect of issues with the ControlWorks software system requesting PSNI advise.

- if the issues with the ControlWorks software system occurred, and specifically if there was an issue that affected the Noah Donohoe case,
- Whether the family were informed of the issue with the ControlWorks Software in respect of the laptop, and
- If such an incident occurred whether this has been disclosed to the current coronial inquest?

9. ANY OTHER BUSINESS

Written responses from PSNI on 3 December 2025 to a Member's questions regarding the 2021 and 2025 PSNI recruitment campaign were noted. NOTED.

9.1 Section 8 Request for Internation Assistance

Members were asked to consider correspondence from the Deputy Chief Constable in relation to the provision of training to support Public Safety in relation

to the 2026 World Cup competition being hosted across continental North America. Members noted that the request was for 2 PSNI trainers to attend and deliver this training.

Members noted the relevant legislation under which the Board considers such requests for international assistance and following consideration Members **AGREED** the request. **AP9**

10. DATE OF NEXT MEETING

Members noted the next meeting of the Resources Committee is scheduled for **Thursday 19 February 2026** in James House.

The meeting ended at 1.45pm

CHAIR

**RESOURCES DIRECTORATE
NOVEMBER 2025**