NORTHERN IRELAND POLICING BOARD

MINUTES OF MEETING OF RESOURCES COMMITTEE HELD ON THURSDAY 18 JUNE 2026 AT 9.30AM IN JAMES HOUSE

PRESENT:	**(1)** Mr Trevor Clarke MLA (Chair) Mr Keith Buchanan MLA** Mr Gerry Kelly MLA Ms Marian Cree Dr Kate Laverty* Mrs Linda Dillon MLA Mr Les Allamby Mr Peter McReynolds MLA Ms Nuala McAllister MLA*
EX-OFFICIO MEMBERS IN ATTENDANCE:	Mr Mukesh Sharma (Board Vice-Chair) Mr Tommy O'Reilly
POLICE SERVICE OF NORTHERN IRELAND IN ATTENDANCE	**(2)** Ms Pamela McCreedy, Chief Operating Officer **(3)** Mr Mark McNaughten, ACO Corporate Services **(4)** Ms Clare Duffield, ACO People & Organisational Development **(4)** Assistant Director of Human Resources **(5)** Director of Information and Communications Services
NORTHERN IRELAND POLICING BOARD OFFICIALS IN ATTENDANCE:	Mrs Sinead Simpson, Chief Executive Mr Sam Hagen, Senior Director of Resources **(6)** Ms Sarah Reid, T/Director of Police Pensions and Injury Benefits Six Board Officials

(1) **From item 4.1.1 on**

(2) **Items 4.1.1 to 4.1.3**

(3) **Items 4.1.1 and 4.1.2**

(4) **Item 4.1.3**

(5) **Item 4.1.1**

(6) **Items 4.2 to 5.2**

*Attended meeting via video conference facility.

** Assumed the role of Chair until item 4.1.1.

In the absence of the committee Chair and Vice-Chair, Mr Keith Buchanan MLA assumed the role of Chair at the beginning of the meeting.

1. APOLOGIES

Apologies were received from Mr Peter Osborne, Mr Frank McManus (Vice-Chair), 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 23 APRIL 2026

The committee considered the draft minutes of the meeting held on Thursday 23 April 2026.

It was **RESOLVED** that:

- The minutes of the committee meeting held on Thursday 23 April 2026 be approved as a correct record for publication on the Board's website.

4. ITEMS FOR COMMITTEE BUSINESS

Prior to PSNI joining the meeting the Director of Resources and Board officials provided an overview of agenda items 4.1.1 to 4.1.3, and Members raised matters for discussion with PSNI.

4.1 PSNI ITEMS

4.1.1 PSNI Digital Strategy

The Chair welcomed the PSNI Chief Operating Officer (COO), Assistant Chief Office (ACO) Corporate Services and the Director of Information & Communications Services (ICS) to the meeting to present a progress update on the PSNI Digital Strategy.

The ACO Corporate Services introduced the digital strategy update and advised that the current digital strategy 2025-30 covers several themes/ key areas including digital engagement and how PSNI interacts with the public and others, digital investigation & evidence, and digital collaboration with wider partners.

Members were advised that several Digital Accelerators have been identified, comprising programmes and projects designed to support delivery of the Digital Strategy. It was noted that the Director of ICS will provide an update on progress across these areas of work.

The Director of ICS provided an update on the PSNI Digital Strategy and highlighted the following key areas of work:

- Voice 2 Text – launched in November 2024 and self-service piloted in Coleraine and Antrim Road, with outcomes indicating a 75% reduction in processing time. Engagement with the Public Prosecution Service is ongoing to explore the use of the technology for summarising interviews and case files.

- Main pillars of an AI Agent – utilisation of an AI Agent Orchestration platform to allow ICS to build and deploy AI agents, for example, the 'HR Agent' pilot to provide a faster resolution to queries.

- AI agent usage analysis – primarily used to support writing, summarisation, and analytical drafting activities. The generic AI tool used is 'SKIPR' with qualitative feedback from pilot users.

- Non-endorsable fixed penalty online payments – online service available since October 2024 with uptake increasing as means of payment for paper and electronically issued tickets.

- Data Exploitation – the PSNI 'Pulse Performance Portal' aims to serve as a single self-service source of performance monitoring and management information, with over 65 Pulse Performance dashboards currently available.

- My PSNI Portal – key statistics for portal launched in September 2025 to provide members of the public greater choice in how they engage with PSNI and access online services.

- Queue Buster – enhances caller experience for the 101 service with queue position and indication of wait time.

- Polaris – Geospatial mobile application launched in February 2026 to support officers by providing location of other crews, priority patrolling areas, incidents and key infrastructure. Members discussed whether the application included information on households with registered firearms. It was confirmed that information is not provided via the application and is communicated to officers by the Call Management Centre.

- Collision reporting mobile application – benefits include a 77% faster processing time from allocation to validation. The application has also delivered efficiencies through a reduction in the time required to complete specific collision reporting tasks, supporting more streamlined case management and improved operational productivity.

- Robotic process automation – includes automation of driver & child disqualification, complex cases and drink/ drug convictions, with scoping underway for social services requests.

- Video Officer Attendance Team (VOAT) – enables officers to engage securely with victims via video technology as part of incident investigation and evidence-gathering processes. The initiative has delivered operational efficiencies and cost savings by reducing the need for in-person attendance where appropriate, while maintaining effective victim engagement and supporting timely investigative outcomes.

- Genetec mobile CCTV application – secure access to live operational video for frontline policing to provide real time support and footage for investigations/ evidence.

- Network security team – overview of network operations and security operations to address and respond to cyber threats and attacks.

- Northern Ireland Apprenticeship Awards – ICS recognised in the public sector employer category at the awards.
  Members discussed the number of apprentices within ICS, retention rates, and opportunities for career progression. Members considered the challenges associated with attracting and retaining digital and IT talent, particularly in light of competition from private sector organisations and issues on pay parity.

Members raised the following matters:

- Safeguarding processes in place for AI tools and to ensure data security by using staff for final checks and verification, for example, following AI redactions.
  Priorities in the next year to ensure safety checks are in place for data processing and management.
  Additionally, the extent to which AI related data is ring fenced within the PSNI system and security implications of users accessing personal IT devices.

- Positive feedback on work taking place in the area of digital and technology within PSNI.

- The future of VOAT as an alternative to 101 for non-emergency calls and general enquiries, and processes in place to provide assurance in relation to digital/ AI safety and security.

- Processes and safeguards in place to ensure that final checks of AI generated content are completed and the potential risk that workload pressures could reduce the level of scrutiny.

- Extent to which PSNI is using technology from Countries which may pose a risk to national security, and whether any subsidiaries of direct suppliers were using hardware and software which may pose a risk. A Member asked for confirmation as to which Countries fall into this category.

- Given the significant financial investment in new technology and digital strategy the likely timeline for return on investment to deliver efficiencies.

- Clarity on the main priorities within the digital strategy, and processes in place to address external threats and attacks on data centers.

The Chair thanked PSNI for the presentation and the Director of ICS left the meeting.

Before moving to the next agenda item, the committee Chair thanked Mr Keith Buchanan MLA for stepping in at short notice to Chair the meeting and for his contribution in facilitating discussions.

4.1.2 PSNI Finance Report

The ACO Corporate Services briefed the committee on the PSNI Management Accounts and Financial information to the end of May 2026.

Members were advised of a year-to-date spend of £248m, which represents a significant increase compared to the same period in 2025 due to provisions for PSNI data breach compensation costs. Pay costs were reported as broadly in line with projections and there was a slight increase in non-pay costs compared to last year.

The committee was advised that confirmation has been received in relation to the indicative budget allocation for 2026-27 and the funding gap confirmed from the PSNI resource plan is initially reported as £56m, although this gap could grow. Members noted that there is no budget allocation for legacy related costs and other operational costs, for example, those associated with external investigations - Op Kenova and other ops.

Cost pressures in relation to cleaning and catering costs, mainly because external market factors and the increase in the living wage were highlighted. Following confirmation of the budget allocation, work will be carried out to redraft the resource plan and will likely increase the funding gap previously outlined.

In respect of overtime, costs were reported as higher than budget and for the same period last year due to the recent dissident attacks in Lurgan and Dunmurry, and further pressures are anticipated following the recent disorder across NI (June 2026).

Work continues to offset some of the costs associated with the recent disorder and an NIO bid has been submitted to HM Treasury to secure funding.

In relation to the PSNI work programme (including business cases and contracts), the ACO Corporate Services outlined pressures on capital development and costs associated with fulfilling legal obligations for Inquiries and holiday play claims including agreement on interest to be applied.

Members acknowledged the overtime pressures given the recent public disorder, requested a further update on those cases not settled on data breach claims, mutual aid costs following the recent disorder, compensation costs for pension age discrimination claims (McCloud remedy) - ‘injury to feelings’; and plans to meet pay pressures this year including pay awards given the funding gap.

Following discussion, it was agreed that PSNI will revert on the final costs of the operation in respect of the recent public disorder, including mutual aid costs. **(AP1)**

Additionally, the PSNI Resource Plan to be resubmitted following correspondence from DOJ on the budget allocation for 2026-27, with proposed actions on closing the funding gap.

Members **NOTED** the update provided and the Chair thanked the ACO Corporate Services for the briefing and he left the meeting.

4.1.3 PSNI Policing Plan Indicator 3.3 - Workplace Culture Update: Programme of recognition and workforce engagement

The Chair welcomed the ACO People & Organisational Development (OD) and Assistant Director of Human Resources (HR) to the meeting and invited them to provide an update on PSNI Culture, Inclusion and Equality.

By way of introduction the ACO People & OD advised that the update to committee would provide an overview of the PSNIs commitment to culture and inclusion.

The committee was informed of developments in the approach to equality, diversity and inclusion, including progress reports against the PSNI's Equality action plan, Disability action plan, and Race and Ethnicity action plan.

In respect of culture and inclusion, the PSNI Inclusion Survey 2025 provided robust baseline data across these areas. A full report of survey results has been provided to NIPB. The insights gained from the survey will be used to inform follow up actions and support the development of a culture that is community and victim focused.

The Assistant Director of HR outlined the workforce strategy, with the aim to *equip, engage and empower* officers and staff to deliver for victims and communities.
A healthy workplace culture was defined as one in which people work safely and respectfully, feel valued and included, and where leaders' actions consistently reflect the organisation's stated values and commitments.

Key features of a workplace culture were outlined and Members were advised that a Culture Development Framework and Implementation Group (CDIG) has been established led by the Deputy Chief Constable and ACO People and OD, with membership including representation from staff associations and minority/diversity support associations.

The Director of HR outlined a long term commitment and a strategic 3-year approach to culture development, as follows:

- Year 1 - Understand, align, and build credibility,
- Year 2 - Embed into systems and daily practice, and
- Year 3 - Sustain, normalise, and transfer ownership.

Key enablers to drive 3 year outcomes include the *Employee Voice* policy which states how PSNI will systematically gather, analyse, and act upon employee feedback to enhance engagement, support well-being, and drive continuous improvement across the organisation.

A mixed method approach will be used with quantitative data collection techniques including surveys, and the inclusion of 3 core questions that demonstrate if PSNI is a great place to work:

1. I would recommend PSNI as a great place to work (measures overall advocacy and employee satisfaction).
2. I feel valued and appreciated for the work I do (reflects recognition and respect), and
3. I am proud to be part of this organisation (captures emotional connection and organisational pride).

In respect of the responses to the PSNI Inclusion Survey conducted in September/October 2025, Members were provided with an overview of the survey findings and key themes identified.
It was reported that work is underway to address four organisation wide priority areas - leadership; psychological safety & Team PSNI culture; fairness and inclusion; and recognition, wellbeing, support and communication.

Members were advised that these themes had been identified through analysis of the survey results and were critical to strengthening organisational culture and enhancing inclusion across PSNI. Detailed information was provided on the specific actions being taken to address each of the four priority areas, including initiatives aimed at improving capability, fostering safe working environments, promoting fairness and inclusion, and enhancing internal communications.

Key findings from the survey were highlighted, including respondents' perceptions of feeling valued by their colleagues, line managers and the organisation. Members were advised of levels of understanding on what constitutes inappropriate behaviour, as well as awareness of reporting processes available to officers and staff.

Survey findings provided insights into those who had experienced inappropriate behaviour and/or discrimination within the previous 12 months. Members noted that the data evidenced significant under-reporting of such incidents, with respondents identifying a range of reasons for not reporting concerns.

These insights will be used to inform ongoing work to strengthen confidence in reporting mechanisms and to promote a culture in which concerns can be raised safely and appropriately.

Members were provided with survey data relating to staff perceptions of leadership and levels of pride working for PSNI.

Whilst the survey identified a strong sense of commitment among many officers and staff, a number of concerns were also highlighted. These included issues relating to pay, workload pressures, career progression and development opportunities, and perceptions of poor communication and a lack of trust within the organisation.

Members noted that these findings provide valuable insight into the experiences of the workforce and will help inform ongoing actions to strengthen leadership, improve communication and engagement, and enhance the overall employee experience across PSNI.

In respect of collective action to deliver meaningful workforce improvements, tailored departmental presentations have been delivered across PSNI since December 2025 as well as workshops using data sets to identify meaningful actions and embed within departmental business plans.

In summary, the Assistant Director of HR advised that the Cultural Audit 2023 and the PSNI Inclusion Survey 2025 had provided a strong baseline from which to drive organisational improvement. Members were informed that clear governance arrangements are in place to oversee the programme of work and that a structured three-year approach has been established to support and embed sustainable cultural change across the organisation.
The Committee noted the ongoing commitment to fostering an inclusive, respectful and supportive workplace culture, underpinned by evidence based actions and regular progress monitoring.

Members raised the following matters:

- How the PSNI intends to embed cultural change over the long term, considering that survey findings indicate that key metrics were less positive amongst members of the workforce with more than two years' service.

- Whether a full and comprehensive baseline has been established for all measures to effectively track and evaluate progress over time.

- What opportunities exist, from both a leadership and resource perspective, to improve workforce satisfaction, engagement, and retention beyond the first two years of service, and how these will be reflected within the organisation's culture change programme.

- That focus groups should, where possible, be facilitated by independent external parties to provide assurance regarding the impartiality and integrity of the process and to encourage open and honest participation.
  Members also highlighted the importance of ensuring equality of opportunity in relation to promotion and career progression across the organisation, noting that barriers to progression should be identified and addressed to encourage applications from all staff and officers and to support diversity and representativeness.

- To ensure that concerns and issues raised by focus groups result in meaningful outcomes and tangible actions. It was noted that participants should be able to see how their feedback has informed decision making and contributed to improvements.
  Members highlighted the need for line managers to be equipped with the necessary skills, training and support to effectively address concerns raised by staff and officers.
  The Committee noted that leadership capability at all levels will be critical to successfully embed cultural change and create a positive, inclusive and supportive working environment.

- Whether an action plan was in place to address the underreporting of discrimination and witnessing discrimination within PSNI, the duty of care of management to address and resolve, defining what is unacceptable, addressing objective versus subjective discrimination, education on awareness and unconscious bias, and challenges around establishing the intent of behaviours deemed as inappropriate.

- Welcomed the survey results and noted positive outcome that over 90% of the workforce reported an understanding of what constitutes inappropriate behaviour and were aware of the reporting process.
  Members sought clarification on whether additional metrics and performance indicators would be used in future to measure progress against the baselines established through the Cultural Audit 2023 and the PSNI Inclusion Survey 2025, to ensure that improvements can be effectively monitored and evaluated over time.

- The Chair raised concerns that six months had elapsed since the committee's previous discussion on these matters and welcomed the update at today's meeting.
  The Chair emphasised the importance of maintaining regular reporting arrangements to enable the committee to monitor progress against the culture and inclusion programme and the implementation of agreed actions.

Following discussion, it was agreed to provide the committee with a Plan on a Page in respect of the PSNI promotion and selection process, to cover career development, PDR chats, selection methodology and digitising the process. **(AP2)**

The Chair thanked the team from PSNI for their briefing and they left the meeting.

4.2 Police Pensions and Injury Benefits (PPIB)

4.2.1 PPIB – Cases for May 2026

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 **16** assessments considered and provided opinion on, and the decisions taken by Independent Medical Referees (IMR) in respect of **5** assessments.

Members were also asked to consider **1** anonymised submission provided via the CJSM platform, in respect of an SMP reconsideration request.
Members were asked to consider this information and decide on the basis that further information has been provided, in each case, 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 **16** assessments outlined,

- **NOTED** the outcome of the decisions taken by Independent Medical Referees and **CONFIRMED** the implementation and reassessment dates for the **5** assessments outlined,

- **AGREED,** on the basis of the information provided, that the **1** anonymised reconsideration application should be forwarded for SMP reconsideration.

4.2.2 Disciplinary and Reassessment cases

Members were provided with a paper relating to two disciplinary cases regarding Officer L and Officer P's Ill Health Retirement, and one reassessment case for Former Officer B.

The PPIB manager outlined the case history and timeline for Officer L and Officer P, both currently under investigation for misconduct, and generic Crown Solicitors Office advice received to assist the committee in decision making.

Members **NOTED** the update provided and following discussion:

- **AGREED**, on the basis of the information provided, to enact *Regulation 80(3)(b)* of the *Police Pensions Regulations (NI) 2015* in relation to both Officer L and Officer P.

The PPIB manager briefed Members on the Board initiated reassessment request for Former Officer B following the receipt of information that suggests the former officer's earning capacity may have altered.

Members **NOTED** the case details provided and following discussion:

- **AGREED**, on the basis of the information provided, to initiate a reassessment for Former Officer B under the *PSNI and PSNI Reserve (Injury Benefit) Regulations 2006*.

4.2.3 Pension Forfeiture Paper

The Director of PPIB presented a paper related to two cases of Forfeiture which have been certified by the Minister. Members discussed both cases and agreed that forfeiture should apply to both cases. Whilst the extent and duration for each case were considered and indicative suggestions provided, Members agreed that it would be prudent to establish a subgroup to consider all information pertaining to the current two forfeiture cases and subsequent cases that have been certified by the Minister. It was agreed that this would be discussed and agreed at the July Board whereupon a terms of reference for the subgroup would be developed and issued for approval by written procedure.

4.3 General Authorisation Application

The Emerging Priorities Manager presented a paper on a General Authorisation extension application from PSNI for Fermanagh Recreation Club to extend hours of operation on 3 upcoming dates in 2026.

Following discussion of the General Authorisation applications from PSNI Members:

- **APPROVED** the applications under relevant licensing articles outlined for Fermanagh Recreation Club.

Additionally, Members **NOTED** that should the applied for Entertainment Licence be refused by the Council, the Committee's approval of this application would also be rescinded.

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.

5.1 PSNI responses to issues raised at April 2026 Resources Committee

Members **NOTED** the PSNI written response to matters raised at the committee meeting in April 2026, and the Director of Resources provided an overview of the information provided by PSNI in relation to the following:

- PSNI Finance Report - Spending to date on the Seapark Bond Store and an update on the "Working at Height" contract extension including details on whether the tender exercise was undertaken, and that the next fleet strategy update includes paper on the business case for the Public Order Fleet refresh.

- PSNI Resource Plan – recouping of costs in relation to policing of the upcoming Fleadh in Belfast, the inclusion of more ambitious language/narrative in their Resource Plan 2026-27 in terms of addressing sickness absence and IHR levels.
  Following discussion of the language in the PSNI Resource plan it was agreed by Members to request a more detailed response in relation to the ambition of the plan, including controls and actions in place with accompanying targets. **(AP3)**

- PSNI Annual Capital Strategy update - breakdown of the projects included within the proposed £52m allocation for capital expenditure and those included in the £17m which is noted as relating to unfunded capital projects.

- PSNI Estates Disposal Report - plan against delivery in respect of the Redburn site and specifically the structure of the project and how it will be resourced, and steps taken to date regarding the deep dive on Firearms Licensing.

- PSNI Above Delegated Authority Requests - further information on the extended timeline for completion, communications with the plaintiff/various stages of the process, previous settlement offers made, and medical retirement status of officer concerned.

- PSNI response to issues raised at March 2026 committee meeting – waiting times in relation to Occupational Health and Wellbeing and options available to utilise external support.

In respect of Action Point 10 from the meeting held in April 2026, Members discussed the PSNI response regarding the extended case timeline of an Above Delegated Authority request previously considered by the committee. Members considered whether further detail should be sought from PSNI and noted the recurring nature of concerns relating to the significant timescales involved in settling such cases.
Whilst acknowledging that the process had improved in recent years, Members emphasised the need for further discussion at a senior level within the PSNI to identify opportunities for additional improvements and to reduce delays where possible.

In response, the Director of Resources advised that the committee is scheduled to receive the next annual update on the Litigation and Financial Compensation Process in early 2027, which will provide a further opportunity to review performance, examine trends and consider progress made in addressing the timeliness of case resolution.

Following discussion it was agreed to issue correspondence from the Board Chair to the Chief Constable advising that Members wish to discuss the issue of legal costs compared to settlement amounts, and for further discussion to take place at the private session of the Board meeting in September 2026 regarding the time taken for some cases to reach a conclusion. **(AP4)**

Members discussed the actions outlined in the PSNI correspondence in relation to capital expenditure of £17m which is noted as relating to unfunded capital projects, and a Member sought confirmation of the value of contractually committed and inescapable costs within the PSNI capital plan 2026-27.

5.2 Action point 8 – Deep Dive: Firearms and Explosive Branch – Update on Review

Members **NOTED** the updated from PSNI on the current status of the Deep Dive into PSNIs Firearms Licensing Service, in response to a committee request following the meeting in April 2026 on progress against the previously agreed Terms of Reference (TOR) for the deep dive.

Members were provided with the PSNI plan including timelines for completion and obstacles to date, and work completed by an external consulting firm which did not fully deliver on the agreed TOR.
To progress the deep dive, Members were advised that the PSNI Transformation section will carry out a fact-finding review and report on the outcomes and provide recommendations for improvement.

The Chair welcomed the updated provided and Members raised the following matters:

- Whether PSNI Transformation is fully independent to carry out the deep dive on firearms licensing.
- Request for more information on the outcome of the external consulting review and whether the committee can be provided with the report.
- Support for PSNI Transformation to complete the deep dive given that necessary management controls and governance arrangements will be in place.
- Specifically, the Chair highlighted the issue around the processing of licencing applications and that additional resource would be supported should it represent value for money and lead to increased efficiency.

Following discussion Members agreed to request the external consulting report from PSNI for consideration by the committee, following which Members can reach a view on the proposal that PSNI Transformation take forward the deep dive of PSNI Firearms and Explosives branch. **(AP5)**

6. CHAIRPERSONS BUSINESS

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

6.1 Department of Justice (DOJ) news release – Minister Long announces withdrawal of Firearms Licensing Consultation

The Committee **NOTED** the press release from DOJ outlining that a public consultation on proposals to amend firearms licensing has been withdrawn.

6.2 Issues from Dunmurry visit

The Committee **NOTED** correspondence from the PSNI Chief Operating Officer to the Board's Chief Executive in relation to issues raised from a Dunmurry visit.

A Member requested additional context on the matter and whether any action was required by the committee.
The Director or Resources advised of the intent to bring the matter to the committee's attention and provided more detail on issues raised in respect of mileage and food allowances.

7. QUESTIONS FOR THE CHIEF CONSTABLE

None.

8. COMMUNICATIONS ISSUES /OPPORTUNITIES

None.

9. ANY OTHER BUSINESS

None

10. DATE OF NEXT MEETING

Members **NOTED** the next meeting of the Resources Committee is scheduled for **Thursday 17 September 2026** in James House.

The meeting ended at 1.05pm.

CHAIR

RESOURCES DIRECTORATE

JUNE 2026