

NORTHERN IRELAND POLICING BOARD

MINUTES OF MEETING OF RESOURCES COMMITTEE HELD ON THURSDAY 18 APRIL 2019 AT 2.00 PM

PRESENT:

- (1) Mr Gerry Kelly (Chair)
Mrs Wendy Osborne (Vice-Chair)
Mr Keith Buchanan
- (2) Mr Alan Chambers
- (3) Mrs Linda Dillon
Mr Tom Frawley
Mr Doug Garrett
Dr Paul Nolan
- (4) Ms Debbie Watters, Vice Chair

POLICE SERVICE OF NORTHERN IRELAND IN ATTENDANCE

- (5) Mr Stephen Martin, T/Deputy Chief Constable
- (5) Mr Tim Mairs, T/Assistant Chief Constable,
Innovation and Standards
- (6) Ms Yvonne Cooke, Head of Human Resources
- (7) Mr Mark McNaughten, T/Director of Finance &
Support Services & Human Resources
- (7) Ms Denise Teer, T/Head of Finance
- (8) One PSNI Officer
- (8) One PSNI Staff Member
- (9) One PSNI Staff Member

OFFICIALS IN ATTENDANCE:

- Ms Amanda Stewart, Chief Executive 4
- Mr Tim Logan, Director of Resources
- (10) Two Board Officials
- (11) Ms Aislinn McGuckin, T/Director of Police
Administration
Business Consultancy Services official

- (1) From the beginning of the meeting until the end of item 6.4 (departed at 4.40pm)
- (2) From the beginning until the end of item 6.6 (departed at 5pm)
- (3) From the beginning to part item 6.4 (departed at 3.50pm)
- (4) From part item 5 until end of item 6.4
- (5) Item 6.4

- (6) Item 6.4 and 6.5
- (7) Item 6.5 and 6.6
- (8) Items 6.4 to 6.6
- (9) Item 6.4
- (10) Item 6.3 and 6.4
- (11) From part item 6.6 until close of meeting

1. APOLOGIES

Apologies were received from Mr John Blair and Mr Gary Middleton.

The Committee agreed the agenda for the meeting.

The Chair asked Members to advise of any issues they wished to raise at item number 9 under “Any Other Business”. Members indicated that they had no issues to raise under any other business.

2. CONFLICTS OF INTEREST

The Chair asked Members to declare any conflicts of interests arising from the agenda. No conflicts of interest were declared. NOTED.

3. DRAFT MINUTES OF MEETINGS HELD ON 21 MARCH 2019 AND 28 MARCH 2019

The Committee considered the draft minutes of the Committee meetings held on 21 March 2019 and 28 March 2019. A member requested that an addition be made to the minutes of 21 March 2019.

It was:-

RESOLVED:

That the draft minutes of the Committee meeting held on 28 March 2019 be approved, and the minutes of 21 March 2019 be approved subject to the addition being made to the minutes as was discussed.

4. UPDATE ON ACTION LOG

Members noted the following updates from the action log from the Committee meetings held on 21 March and 28 March 2019. NOTED.

21 March 2019

Action Point 1

Members noted a letter to PSNI dated 3 April 2019 requesting an update in April 2020 on the Competence Related Threshold Payment.

Action Point 2

Members noted that information responding to action 2 had been included within the PSNI Finance briefing materials provided for the meeting.

Action Point 3

Members noted that action 3 relating to PSNI's Overtime Strategy had been superseded by Deputy Chief Constable (DCC) Martin's commitment to the development of a PSNI Overtime Strategy which would be shared with the Committee for consideration at its meeting in May.

Action Point 4

Members noted a letter issued to PSNI dated 4 April 2019 which requested an update on the review of the Close Protection Unit.

Action Point 5

Members noted information received from PSNI on the Gibson Report recommendations, and it was agreed that this item would be considered further at the Resources Committee meeting due to be held later in the year at Garnerville which would be focused on police training.

Action Point 6

Members noted that some recommendations arising from the Scofield Report had been implemented by the Board but other recommendations remained outstanding as they required legislative amendment before they could be progressed. Members further noted that a previous priority 1 recommendation from the Northern Ireland Audit Office (NIAO) in relation to the introduction of a case management system for Police Administration Branch had not been implemented due to a lack of capital funding, however this funding had now been made available by DoJ to the Board in the 2019/20 budget and so would be progressed.

Action Point 7

The Committee's Work Programme would be considered under agenda item 6.9.

Action Point 8

Questions as agreed by the Members at the last meeting had been submitted to the Chief Constable on the subject of PSNI overtime and written responses had been received which were included for Members consideration. Members noted that the PSNI Overtime Strategy which was being developed would be shared with the Resources Committee in time for its May meeting.

Action Point 9

Members noted a letter issued to PSNI dated 4 April 2019 regarding the timing of PSNI requests for the Board's approval of estate acquisition and disposals.

28 March 2019

Action Point 1

Members noted that a briefing on PSNI Procurement had been added to the Committee Work Programme which would be considered under agenda item 6.9.

Action Points 2 to 5

Members noted that actions 2 to 5 would be addressed during the PSNI Finance briefing later in the meeting.

Action Point 6

Members noted a letter to PSNI dated 11 April 2019 in relation to matters raised by Members at the previous Committee meeting regarding PSNI overtime, and the commitment given by the PSNI to share its PSNI Overtime Strategy with the Resources Committee.

5. CHAIR'S BUSINESS

The Committee noted:-

- A letter dated 27 March 2019 from the Board's Chair to the Comptroller and Auditor General (C&AG), regarding PSNI's annual budget settlement.
- A letter dated 8 April 2019 from the C&AG regarding PSNI's annual budget settlement and the NIAO's intended

review of the NI budgeting process later in 2019.

- A letter dated 8 April 2019 from the Permanent Secretary, Department of Justice (DoJ) regarding PSNI's annual budget settlement.

During discussions, the Chief Executive updated Members on the PSNI's Audit and Risk Committee (ARAC) meeting held on 15 April 2019 when the ARAC had expressed its thanks to the Resources Committee for previously writing to the DoJ regarding the late notification of PSNI's 2019/2020 budget settlement.

Members noted the C&AG response and in particular his intended review of the NI budgeting process later in 2019 and agreed to consider the C&AG's report on this subject when published.

6. ITEMS FOR COMMITTEE BUSINESS

6.1 PSNI Section 8 Secondment Request – Bosnia and Herzegovina

The Committee considered a paper which asked Members to approve a request from PSNI for one Chief Superintendent to provide assistance to Bosnia and Herzegovina for a week in June 2019 as part of the 4 year NI Cooperation Overseas (NI-CO) project that PSNI has supported since 2016.

During discussion, it was

AGREED

- That PSNI could provide assistance through NI-CO to Bosnia and Herzegovina for a week in June 2019. (subject to DoJ approval which is also required).
- That in due course PSNI should be asked to provide an evaluation of the PSNI secondment to Bosnia and Herzegovina under the NI-CO project.

6.2 NIPB Management Accounts and Financial Information to end of March 2019

Members noted the Board's Management Accounts to March 2019. NOTED.

During discussion, it was noted

- There was an increase in the number of subject access

requests following the introduction of the General Data Protection Regulation (GDPR) in May 2018 but the Board did not receive any additional uplift in funding or resources in recognition of the workload associated with processing the GDPR requests.

- In response to a question from a Member regarding financial forecasting for staff salaries, Board officials highlighted the challenges faced when staff leave and posts need to be filled. Officials advised that Board employees are subject to a one month notice period in line with the NI Civil Service terms of employment but at times the security clearance process, which is outside the control of Board officials, can take in excess of 12 weeks for new employees. Inability to fill posts immediately had contributed to an underspend in staff salaries.

6.3 PSNI Performance Against the Policing Plan 2018/19 – Resources Committee measures

Officials presented a paper which provided Members with an update on PSNI performance against a number of measures in 2018/2019 Policing Plan.

During discussions, Board officials and Members discussed

- The importance of regular and quality information flow between the PSNI and Board officials to enable Board Members to be briefed accordingly on PSNI performance.
- The PSNI's decision to cease using the Priority Based Resourcing (PBR) model as a demand profiling tool and the need for clarity as to why this had been the case.
- The implementation of a risk matrix called Management Of Risk in Law Enforcement (MORiLE) and the need for clarity on the benefits of it and how this matrix would be used going forward.
- The difficulties that had arisen in terms of monitoring the large number of performance measures within the Policing Plan
- The challenges that Board officials had encountered in obtaining the necessary information from PSNI to enable assessment of PSNI performance against the Policing

Plan.

- The importance of the design and implementation of an effective performance management system to enable proper assessment of police performance.

Members thanked officials for the update.

6.4 Briefing on PSNI Demand

The Chair welcomed Mr Stephen Martin, T/ Deputy Chief Constable (T/DCC) and Mr Tim Mairs, T/ Assistant Chief Constable (T/ACC) to the meeting.

During discussions, the T/DCC and T/ACC highlighted

- The three mechanisms of which Demand is assessed including the Force Management Statement Approach, Key Business Processes and PSNI's Corporate Performance Management Framework.
- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) assessment of PSNI performance as 'good' – the second highest rating that was available.
- current and future demand trends.
- The resource intensive PBR project, the conclusion of PBR and the initiatives that had replaced it.
- PSNI's approach to determining its risk appetite and the Board's contribution to establishing PSNI's risk appetite.
- The implementation of MORiLE which was an operational tool used to assess the threat of crimes and harm.
- PSNI's Evidence Based Policing project with Queen's University Belfast to ensure consistent learning.
- The establishment of a new Innovation and Change Branch within PSNI.

During discussion the T/DCC offered to attend a future Board meeting to brief Members on the PSNI's 2019/2024 Corporate Plan **(AP1)**

The Chair thanked Mr Martin and Mr Mairs for attending the meeting.

6.5 PSNI HR Dashboard

The Chair welcomed Ms Yvonne Cooke, PSNI Head of Human Resources to the meeting. Members noted the PSNI's HR Dashboard. NOTED.

During discussion Members discussed a number of issues with the Head of Human Resources including :-

- The level of detail provided within the HR Dashboard which was complimented by the Members.
- Sick absenteeism in PSNI.
- Representativeness in PSNI, and challenges in achieving the projected 10 year figures given current trends in representativeness.
- The provision of further analysis on representativeness among PSNI officers and staff. **(AP2)**
- The number of PSNI officers and staff who have left the service in the previous 12 months and actions being taken to address the loss of skills, knowledge and experience. **(AP3)**

The Chair thanked Ms Yvonne Cooke for attending the meeting.

6.6 PSNI Management Accounts and Financial Information to end of March 2019

The Chair welcomed Mr Mark McNaughten, T/ Director of Finance and Support Services and Ms Denise Teer, T/Head of Finance to the meeting.

The T/Head of Finance briefed the Committee on the March 2019 expenditure report which included details of the 2018/2019 end of financial year position and stated that there was an underspend on the Resources and Capital budgets of £0.2 million. This had been possible due to additional in year funding provided by the DoJ.

During discussion, Members raised issues with PSNI including:-

- The overspend of £275,000 in PSNI's travel and subsistence budget during 2018/2019 and the actions PSNI was taking to avoid an overspend during 2019/2020.

Members asked that more information about the controls being put in place by PSNI be provided. **(AP4)**

- The increasing costs and timeframe for completion of Operation Klina. Members requested further information in relation to the increased costs and time. **(AP5)**
- Financial forecasting for the 2019/2020 financial year and a Member requested that the PSNI's projected capital budget spend for 2019/2020 be included with future finance briefing papers. **(AP6)**
- What 'miscellaneous' overtime relates to within the Finance briefing. Members asked that a breakdown of this overtime be provided in future updates **(AP7)**

The Chair thanked Mr McNaughten and Ms Teer for attending the meeting.

6.7 Adult Survivor Award Application – Officer ADM 2/19

Board officials presented a paper on an Adult Survivor Special Award Application made by the widow of a former Royal Ulster Constabulary officer under the PSNI & PSNI Reserve (Injury Benefit) Regulations 2006 (the Regulations).

The former officer had sustained injury in 1972 and had been declared unfit to continue in service and was awarded an Injury on Duty award. The officer passed away in 2016.

During discussion Member considered

- The report of the Board's Selected Medical Practitioner (SMP) which stated that the injuries sustained by the officer in 1972 'substantially contributed' to his death.
- The criteria under the Regulations which related to an Adult Survivor's Augmented Award.
- The circumstances in which the former officer had been injured and whether the criteria under section 13 of the Regulations had been met to enable an Augmented Award to be made.

Following consideration, Members

APPROVED the award of an Adult Survivor's Augmented award under regulation 13 of the PSNI & PSNI Reserve (Injury Benefit) Regulations 2006 to the widow of the deceased officer.

6.8 Police Administration Branch Delegated Authority Statistics (October 2016 – March 2019)

Board officials presented a paper which updated Members on the decisions taken by the Board's SMPs and the DoJ's Independent Medical Referees (IMRs) between 1 October 2016 and 31 March 2019 which are processed by the Board's Police Administration Branch under delegated authority in respect of Ill Health and Injury on Duty applications received by the Board.

During discussions, officials highlighted that;

- SMP's were directly contracted by the Board to conduct all medical assessments and if applicants were dissatisfied by a SMP's decision, they have the right to appeal to an IMR who is appointed by the DoJ.
- An increase in the number of appeals received has been apparent and will be subject to further consideration and review by Board officials, the DoJ and the PSNI.
- There has been an emerging trend whereby the number of decisions taken by the Board's SMP's have been overturned on appeal by the IMR's.

During discussion Members commented on:-

- The appropriateness of peer audits by other members of the medical profession on decisions taken by their colleagues, either in their capacity as SMPs or IMRs.
- the Board's regular SMP Forums where the SMP's attend to discuss cases and share good practice. Members noted that to date IMR's had not been invited to the Forums and that DoJ did not hold a similar forum. Officials stated that going forward IMR's would be invited to attend the Board's Forums.
- The current system of administering IOD awards which did not seem fit for purpose and should be reviewed.

The Committee **NOTED** the decisions taken by the SMPs and IMRs between 1 October 2016 and 31 March 2019 and requested that the Chief Executive follow-up with the DoJ regarding a number of areas of concern including the number of SMP decisions overturned on appeal by the IMRs. **(AP8)**

6.9 Committee's Forward Work Programme

Members noted the Committee Work Programme which had been updated to reflect Members preferences regarding the sequencing of presentations. Members provided further feedback and comments on the Work Programme and agreed that a number of changes to the scheduling of presentations be made to accommodate presenters' availability.

7. QUESTIONS FOR THE CHIEF CONSTABLE

Members discussed various questions that they wished to submit to the Chief Constable for a response.

8. COMMUNICATIONS ISSUES

There were no communication issues arising from the meeting.

9. ANY OTHER BUSINESS

No other business was discussed.

10. DATE OF NEXT MEETING

The next Resources Committee meeting will be held on 16 May 2019 at 2.00pm.

(Meeting closed at 6.00pm).

CORPORATE SERVICES

Date: May 2019

Chair