

NORTHERN IRELAND POLICING BOARD

MINUTES OF MEETING OF RESOURCES COMMITTEE HELD ON WEDNESDAY 20 JANUARY 2021 AT 09.30AM AT THE NORTHERN IRELAND POLICING BOARD, WATERSIDE TOWER AND VIA ZOOM VIDEO CONFERENCE

PRESENT:

- Mr Gerry Kelly MLA (Chair)
- Dr Janet Gray* (Vice-Chair)
- Mr John Blair MLA*
- Mr Tom Buchanan MLA*
- Mr Trevor Clarke MLA*
- Mr Seán Lynch MLA*
- Mr Colm McKenna*
- Mr Frank McManus*
- Ms Deirdre Toner*

**POLICE SERVICE
OF NORTHERN IRELAND IN
ATTENDANCE:**

- (1) Mr Mark Hamilton, Deputy Chief Constable*
- (2) Mr Mark McNaughten, T/Executive Director of Finance & Support Services & Human Resources*
- (3) Ms Nicola Murphy T/Head of Innovation & Change Branch*
- (4) Ms Yvonne Cooke Director of Human Resources*
- (5) One PSNI Staff Member*

**OFFICIALS IN
ATTENDANCE:**

- Mrs Amanda Stewart, Chief Executive*
- Ms Jenny Passmore, Director of Resources
- Miss Aislinn McGuckin, T/Director of Police Administration*
- Five Board Officials

* Attended the meeting via Video Conference

- (1) **Items 6.1 and 6.2**
- (2) **Item 6.1**
- (3) **Item 6.2**
- (4) **Item 6.3**
- (5) **Items 6.1 to 6.3**

1. APOLOGIES

No apologies were received.

The Committee agreed the agenda for the meeting.

2. CONFLICTS OF INTEREST

No conflicts of interest were declared.

3. MINUTES OF THE MEETING HELD ON 16 DECEMBER 2020

The Committee considered the draft minutes of the Committee meeting held on 16 December 2020. It was **RESOLVED** that:

- The minutes of the Committee meeting held on 16 December 2020 be approved.

4. UPDATE ON ACTION LOG

The Director of Resources updated Members on the Committee Action Log noting that 14 actions remain open, nine of which are from the last meeting on 16 December 2020. Members noted that 2 responses had been received to date and further responses are awaited in respect of correspondence issued following the December 2020 meeting.

4.1 PSNI Secondments (AP6 November 2020)

The Committee noted the information provided by PSNI regarding local secondments to Police Services in Great Britain and Ireland. Members were content that this action be considered closed following today's committee meeting.

4.2 Behavioural Analytics Software (AP2 November 2020)

The Committee noted correspondence received from Mark McNaughten in response to their request for further information in respect of Behavioural Video Analytics (BVA). Members noted the inclusion of a letter from DCI Jill Duffie to the Board's Human Rights Advisor, Mr John Wadham, which advised on the current arrangements for the viewing of video footage and the likely cost saving benefits of BVA.

The Committee discussed the resource intensive nature and associated costs of the current processes and also the potential cost savings which may be delivered by the use of this software.

Following discussion it was agreed correspondence be issued to the PSNI requesting a copy of the business case for the procurement of BVA software, any additional information relating to financial analysis carried out in respect of this business case and plans for the monitoring, review and evaluation following implementation of the use of this software. **(AP1)**

5. CHAIRPERSON'S BUSINESS

5.1 COVID-19 vaccination for frontline PSNI Officers

The Committee noted correspondence between the Chief Constable and Peter May, the Department of Justice (DoJ) Permanent Secretary, regarding the Chief Constable's request for COVID-19 vaccinations for PSNI frontline officers. Members noted the Permanent Secretary's response that vaccinations would continue to be rolled out on the basis of the recommendations made on priority groups by the Joint Committee on Vaccination Immunisation.

6. ITEMS FOR COMMITTEE BUSINESS

6.1 PSNI Finance

The Committee noted the first of two papers on PSNI Finance to be considered at today's meeting. Board officials provided an overview of usual monthly Finance Report providing a summary of the PSNI's financial position to the end of December 2020. Members noted that the second finance paper on the Police Budget 2021-2022 would be considered at agenda item 6.1.2 and that DCC Mark Hamilton and Mr Mark McNaughten would be joining the Committee for both agenda items.

Following some initial commentary provided by Board officials the Chair welcomed DCC Mark Hamilton and Mr Mark McNaughten, PSNI T/Executive Director of Finance, Support Services and HR to the meeting and invited them to address the meeting.

DCC Hamilton provided a brief synopsis and introductory comments in relation to the expected budgetary position for the incoming 2021-2022 year and challenges which are likely to be faced in that regard. These included:

- Ongoing concerns in relation to multiple funding streams:
- EU Exit funding that the extent to which further provision around this would/would not be made in the upcoming year;
- The number of posts which may be at risk in the event of no further EU Exit funding;
- The potential for a "flat cash" settlement in next year's budget and associated potential pressures PSNI would forecast if this were the case, and;
- Ongoing legal cases which may reach the point of settlement in the coming months.

DCC Hamilton also advised Members that just prior to attending the Resources

Committee meeting he had had a verbal update from the DoJ in relation to next year's budget. Members noted he had been advised that a portion of EU Exit funding would likely be made available for the upcoming year; approximately £9 million for 2021-22 versus the £15.5million in the current year's budget. This issue was discuss further at agenda item 6.1.2.

6.1.1 PSNI Finance Report – December 2020

DCC Hamilton invited Mark McNaughten to provide the Committee with an update on the year to date position.

The PSNI T/Executive Director of Finance, Support Services and HR briefed the Committee on the PSNI Expenditure Report and various PSNI financial issues to December 2020.

Following this Members discussed with PSNI:

- The year to date easement and that the full year projected easement is currently estimated at £1.1 million;
- The remaining capital to be spent of £37million and what confidence the PSNI had that these monies could be spent within the current year. PSNI advised Members that while delay were currently being experienced in some areas due to COVID-19, they remained reasonably confident that this capital expenditure could be managed by year end;
- Whether there were any projects ready to progress with approved business cases and the need to ensure the same level of rigor in the preparation of business cases and throughout the procurement process as the year end approaches;
- Monies held back in the current year for expected overtime related to the management of a third wave of the COVID- 19 pandemic.

Members also noted additional financial information contained within the PSNI

Finance Report pertaining to the various different funding streams, for example, COVID-19 expenditure, legacy expenditure and the current position on EU Exit funding.

6.1.2 Police Budget 2021/22

The Committee considered correspondence from DCC Hamilton dated 8 January 2021 pertaining to the Police Budget 2021-2022. DCC Hamilton and Mark McNaughten, the PSNI T/Executive Director of Finance, Support Services remained present for this agenda item and provided Members with further context in relation to the Chief Constable's concerns at the potential financial outlook for the 2021-2022 year.

DCC Hamilton expanded further on the likely implications of a "flat cash" budget, the reduction in EU Exit funding, the uncertainty regarding funding for the Paramilitary Crime Task Force (PCTF) and the unfunded risks in relation to the holiday pay claim and growing legacy legal costs. Mr McNaughten also provided some additional commentary in relation to a breakdown of anticipated resource pressures likely to be faced in the upcoming year.

Members discussed with PSNI:

- The implications for planned recruitment in 2021-2022;
- The likely 5% increase in DoJ budget for next year and if this increase would also be reflected in the PSNI's 2021-2022 settlement;
- The PSNI's commitment to the protection of Neighbourhood Officers;
- The various funding streams, whether these will be consolidated into one settlement from the Executive and the need to see further detail once the draft budget is released for consultation;
- The importance of input from the newly appointed Chief Operating Officer (COO) in upcoming strategic decisions regarding the PSNI budget for the 2021-2022 year.

The Committee noted that the PSNI's update in relation to resourcing pressures included a reference to retaining the services of a potential strategic partner to support Business Transformation. Members agreed to discuss this with PSNI in further detail during the following agenda item.

DCC Hamilton also provided Members with an update on the recent COVID-19 outbreak at Downpatrick PSNI Station. Members noted 11 officers were affected, with 22 contact traces attached to the response team. The station was closed for a deep clean with a gradual return to duty as at the date of the Committee. Business continuity plans were implemented and worked well with all response calls met by other local stations.

6.2 PSNI Briefing on the NIAO Report on Reducing Costs within the PSNI

The Committee considered a briefing paper providing an overview of the issues highlighted and recommendations made in the Northern Ireland Audit Office (NIAO) report, Reducing Costs in the PSNI. Members were advised that PSNI would be providing a briefing on their Action Plan to address recommendations made in the NIAO report.

The Chair welcomed Ms Nicola Murphy, PSNI T/Head of Innovation and Change Branch to the meeting alongside DCC Hamilton.

Before inviting Ms Murphy to update the Committee the Chair asked DCC Hamilton to provide an update and expand on any associated costs in relation to the possible appointment of a strategic partner to support business transformation. The DCC discussed with Members of the views of the Service Executive Team (SET) in relation to the support needed around Demand Management, key issues raised in the NIAO report around the implementation of PBR (Priority Based Resourcing) and how professional support from a

strategic partner may be merited. The Committee noted that a business case had been sent to the DoJ for consideration and following engagement/feedback a revised business case was due to be issued w/c 25 January 2021.

The T/Head of Innovation & Change Branch gave a presentation to the Committee detailing PSNI plans for implementation of the recommendations detailed within the NIAO Report. The presentation covered 3 key areas:

- A Change Driver Assessment Process;
- Change Governance and Change Management Flow, and;
- Reporting: PMO (Programme Management Office) to Governance.

PSNI discussed with the Committee:

- Resource realignment to demand across a number of areas including operational policing, crime operations and intelligence.
- Training and mentoring of senior staff and the transfer of skills from consultants to staff;
- Focus on a customer first approach and evaluation of projects at the outset and 6 and 12 month intervals to understand if benefits to the organisation are being realised as envisaged.
- Members noted that implementation of the recommendations should deliver truly transformative change as well as meet the Audit Office recommendations.

The Committee sought assurance particularly in relation to Recommendation 2 that *“future cost reduction or efficiency programmes should be built on a strong strategic and evidence based understanding of how resources are used across the organisation...”*. PSNI advised that they were satisfied that the prioritisation and feasibility exercise is sufficiently robust to meet these requirements. They also advised Members it is envisaged that the potential new strategic partner will assist with the Demand model and help understand where people should be for the effective delivery of services.

The Chair thanked Ms Murphy and DCC Hamilton and they left the meeting.

6.3 PSNI People Strategy and Annual Action Plan

The Chair welcomed the PSNI Director of HR, Ms Yvonne Cooke to the meeting and invited her to brief the Committee on the Draft PSNI People Strategy Annual People Action Plan 2021-2022.

Ms Cooke provided a brief synopsis of previous engagement with the Committee in respect of the PSNI People Strategy 2020-2025 which is based on the five people principles of:

- Being representative and inclusive;
- Resourcing for the future;
- Leading together;
- Serving with professionalism, and;
- Valuing health and wellbeing

Members noted that feedback previously provided in that regard was now reflected in the updated draft People Strategy.

Members were further briefed on the draft Annual People Action Plan 2021-2022 Annual Action Plan and considered the actions and measures identified under each of the five People Principles for delivery in the 2021-2022 year.

Members discussed with PSNI:

- What, if any, external consultation had taken place regarding the Strategy and Action Plan, plans for this engagement to be taken forward by the five delivery groups and how PCSPs may assist with community engagement;
- Planned reporting framework and how Resources Committee would be

updated on progress towards delivery throughout the year;

- The role of the newly appointed COO in overseeing governance of this strategy;
- The PSNI's development of relationships with the MET and other police services to hold themselves to account by way of Professional Peer Reviews in areas such as OHW and Representativeness.

Members provided Ms Cooke with feedback on the draft Action Plan in respect of a number of areas, specifically, Action 2.4 regarding alignment to the Northern Ireland Civil Service (NICS), Action 4.2 regarding the Code of Ethics and the Actions detailed at Section 5 – Valuing Health and Wellbeing.

Ms Cooke agreed to take the Committee's feedback for consideration and following the presentation Members agreed that correspondence should be issued to Ms Cooke articulating Members' concerns in these specific areas.

(AP2)

The Chair thanked Ms Cooke and she left the meeting.

6.4 Police Administration Cases for Committee Decision

The Committee considered a paper requesting Members review and make decisions on the eligibility of awards under Injury on Duty and Police Pensions Regulations further to assessments undertaken by Selected Medical Practitioners (SMPs) and Independent Medical Referees (IMRs).

Following discussion it was agreed that the medical recommendations of the SMPs and IMRs be approved in all cases assessed between 7 December 2020 and 11 January 2021.

Members also noted the particular circumstances of one case where an

applicant has been found medically eligible for an award by the SMP but is currently serving a custodial sentence. Following discussion it was agreed that Police Administration Branch officials should seek legal advice on the scope of the Board's decision making role in light of the aforementioned circumstances.

(AP3)

The Committee further agreed that the four Reconsideration applications considered by Members should progress, as requested, for assessment by the SMP or IMR as appropriate.

7. QUESTIONS FOR THE CHIEF CONSTABLE

No questions for the Chief Constable were raised.

8. COMMUNICATIONS ISSUES /OPPORTUNITIES

No communication issues raised.

9. ANY OTHER BUSINESS

None.

10. DATE OF NEXT MEETING

The Committee would meet on Wednesday 17 February 2021 at 9.30am.

The meeting ended at 12.57pm.

CHAIR

**RESOURCES DIRECTORATE
January 2021**

