

**NORTHERN IRELAND POLICING BOARD**

**DRAFT MINUTES OF MEETING OF RESOURCES COMMITTEE HELD ON THURSDAY 20 FEBRUARY 2020 AT 2PM AT THE NORTHERN IRELAND POLICING BOARD, WATERSIDE TOWER**

**PRESENT:**

- (1) Mr Gerry Kelly (Chair)
- Mrs Wendy Osborne (Vice-Chair)
- Mr Trevor Clarke
- Mr Doug Garrett
- Mr Seán Lynch
- Dr Paul Nolan

**POLICE SERVICE  
OF NORTHERN  
IRELAND IN  
ATTENDANCE**

- (2) Ms Yvonne Cooke, PSNI Head of Human Resources
- (3) Mr Mark McNaughten, T/Director of Finance & Support Services & Human Resources
- (3) Mrs Denise Teer, T/Head of Finance
- (4) Assistant Chief Constable Alan Todd, Operations Support
- (5) One PSNI Staff Member

**OFFICIALS IN  
ATTENDANCE:**

Mrs Amanda Stewart, Chief Executive  
Ms Aislinn McGuckin, T/Director of Police Administration  
Three Board Officials

- (1) Items 1 to part item 6. (left at 5.10pm)
- (2) Item 6.6 only
- (3) Item 6.7 only
- (4) Item 6.8 only
- (5) Items 6.6 to 6.8 only

## 1. APOLOGIES

Apologies were received from Mr John Blair, Mr Alan Chambers, Mr Tom Buchanan and Dr Tom Frawley.

The Chair welcomed Mr Trevor Clarke and Mr Seán Lynch to their first Resources Committee meeting.

The Committee agreed the agenda for the meeting.

## 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 MEETING HELD ON 23 JANUARY 2020

The Committee considered the draft minutes of the Committee meeting held on 23 January 2020.

It was:

### RESOLVED:

- That the draft minutes of the Committee meeting held on 23 January 2020 be approved.

## 4. UPDATE ON ACTION LOG

Members noted the following updates on the action log. The previous Resources Committee to which each action relates is provided for reference

in brackets beside each Action Point:

#### **4.1 Action Point 1 (23 January 2020)**

The T/Director of Police Administration confirmed that PSNI officers could be awarded financial compensation for injuries sustained on duty (including injuries sustained in car accidents) both via a civil claim against the Chief Constable and by way of the Injury on Duty (IOD) award scheme. The T/Director of Police Administration confirmed that this issue had been previously considered by David Scoffield QC, during his 2014 review of the IOD award scheme and that Mr Scoffield had recommended that legislation be drafted in consideration of the issue he defined as “*double recovery*”. It was agreed that this action could be closed on the action log.

#### **4.2 Action Points 2 & 3 (23 January 2020)**

Both Action Point 2 & 3 relate to correspondence issued from the Chair to the Chief Constable dated 7 February 2020. This correspondence requested further information from the PSNI in respect of the PSNI’s discretion to extend pay for officers and staff on sick leave and the PSNI’s Exit Interview process. PSNI had provided a response, however as this was received on 19 February 2020 Board Officials had not had an opportunity to fully consider this in advance of the Committee meeting. The T/Director of Police Administration indicated that on first review of the response, further questions had arisen in respect of these issues that would need to be put to the PSNI. Members agreed that Board Officials should seek this further information from PSNI and all correspondence on this matter would be brought to the next Committee meeting on 19 March 2020 for consideration.

#### **4.3 Action Point 4 (23 January 2020)**

Members noted that this action would be addressed later in the meeting at **Agenda Item 6.7** with the PSNI T/Director of Finance and Support Services. However, it was confirmed that the PSNI had provided the information

requested within the monthly report and as such it was agreed that this action could be closed on the action log.

#### **4.4 Action Point 1 (21 November 2019)**

Members noted that this action would be addressed later in the meeting at **Agenda Item 6.4** as legal advice had now been received from the Crown Solicitors Office (**CSO**) in respect of the Board's responsibilities as the legal owner of the police estate. However, Members were advised that further information was still required before this Action Point could be closed entirely.

#### **4.5 Action Point 5 (21 November 2019)**

Members noted that this action would be discussed later in the meeting at **Agenda Item 6.4** however, as this action point was expressly dealt with within the legal advice provided it was agreed that this action could be closed on the action log.

#### **4.6 Action Point 2 (17 October 2019)**

Members noted that the requested information had been received from PSNI and this action would be addressed later in the meeting at **Agenda Item 6.3**. It was agreed that this action could be closed on the action log.

#### **4.7 Action Point 3 (19 September 2019)**

Members noted that this action would be addressed later in the meeting at **Agenda Item 6.4** as legal advice had now been received from the Crown Solicitors Office (**CSO**) in respect of the Board's responsibilities as the legal owner of the police estate. However, Members were advised that further information was still required before this Action Point could be closed entirely.

#### **4.8 Action Points 9 & 10 (19 September 2019)**

Members noted that these actions related to a request of information from the PSNI's Head of Human Resources and it was agreed that they may discuss both actions with her later in the meeting when she presented the PSNI HR Dashboard at **Agenda Item 6.6**.

### **5. CHAIR'S BUSINESS**

The Chair updated Members on three items of correspondence that had been received.

The first item of correspondence related to the Chief Constable's attendance at Resources Committee on 23 January 2020, during which the PSNI Service Executive Team (**SET**) Report was discussed. Members considered the various options outlined within the SET Report and the Chief Constable outlined PSNI's preferred future operating model arising from the Report. Subsequent to this meeting PSNI issued correspondence dated 4 February 2020 which detailed the estimated costings of each of the proposed operating models outlined by the Chief Constable at the previous Resources Committee meeting. Members discussed the costings provided

Members discussed an exchange of correspondence between the Chief Constable and the Permanent Secretary of the Department of Justice (**DoJ**). The correspondence related to the PSNI's 2020/2021 Budget with the Chief Constable outlining the pressures and events in the upcoming financial year.

The Chief Executive updated Members further on the PSNI's 2020/2021 Budget noting that the relevant information may not be received in time for the Resources Committee meeting on 19 March 2020. Members agreed to hold an additional special Committee meeting at the end of March 2020 to approve the PSNI's budget should they be provided with the appropriate

financial documentation in time. Members confirmed that sufficient time was required for the Committee to sufficiently scrutinise PSNI's proposed 2020/2021 Budget. Members agreed that the Chief Executive should write to the DoJ Permanent Secretary emphasising the importance of receiving this information in a timely manner and to ask for a projected timeline for when this information would be received in order that the Committee can appropriately fulfil its obligations **(AP1)**.

## **6. COMMITTEE BUSINESS**

### **6.1 PSNI Above Delegated Authority Grant Request for Approval – Police Treatment Centres**

The Committee considered a paper which asked Members to approve a request received from PSNI for a grant (above the Chief Constable's delegated authority limit) to be made to the Police Treatment Centres **(PTC)**.

Members noted the background to the request including the number of current and former officers treated by the PTC and the estimated direct cost benefit as a result of the care and treatment provided at the PTC. Officials confirmed that additional information had been received late from the PSNI in relation to this request and agreed to circulate this to members following the meeting. Members asked Officials to clarify some further information including the number of PSNI officers treated by the Police Rehabilitation and Retraining Trust **(PRRT)** who are then referred to the PTC, the number of PSNI officers treated by PRRT and PTC simultaneously and the number of PSNI officers who return to work earlier than originally anticipated as a result of the treatment and care provided by the PTC **(AP2)**.

Members were broadly supportive in principle of the request but confirmed that a response to the queries outlined above was required before a final decision could be reached.

Following discussion, it was

### **RESOLVED**

- That Officials would obtain further information from the PSNI and (should this be received in time) the request for approval would be considered again at the next Committee meeting on 19 March 2020.

## **6.2 Section 8 Police (Northern Ireland) Act 2000 Secondment Requests from PSNI**

The Committee considered a paper which asked Members to approve three secondment requests received from the PSNI pursuant to *Section 8* of the *Police (Northern Ireland) Act 2000* (the **Police Act**).

### **6.2.1 Australia**

PSNI made a request pursuant to *Section 8* of the *Police Act* for one Detective Inspector to travel to Australia in March 2020 for 12 days as part of a team of four officers from UK police services to deliver hostage and crisis negotiation training to New South Wales Police.

Members noted the information provided by PSNI in support of the secondment request. Board Officials further confirmed that these Section 8 requests had been discussed with the Board's Human Rights Advisor. This was further to previous Resources Committees, at which Members had raised queries about the human rights records of countries receiving assistance by way of Section 8 Secondments. The Board's Human Right's advisor provided assistance in this respect and directed Board Officials to a variety of sources to examine third party human rights reports. Members

noted the information provided by both the PSNI and Board Officials in respect of Australia's human rights' record.

Following discussion, it was

#### **RESOLVED**

- That approval for the PSNI to second one Detective Inspector to Australia for 12 days in March 2020 be granted.

#### **6.2.2 Bosnia & Herzegovina**

PSNI made a request pursuant to *Section 8* of the Police Act for one PSNI Detective Chief Superintendent to travel to Bosnia & Herzegovina (**BiH**). The proposed date of travel was initially in March 2020 for 5 days. However, Officials confirmed that PSNI had advised that the proposed start date of the secondment was to be delayed until June 2020.

Members noted the supporting information provided by PSNI in respect of this request, including that it was a secondment requested under Phase Two of a Northern Ireland Cooperation (**NI-CO**) Programme in BiH. Members noted that the Committee had considered and approved previous secondment applications as part of this NI-CO Programme. Members requested that Officials seek further information from PSNI about the appraisals for the previous portions of this specific NI-Co Programme (**AP3**). Following discussion it was

#### **RESOLVED**

- That the Committee would consider this request further at the Resources Committee on 19 March 2020 following receipt of further



information from PSNI in respect of the appraisals to date for this programme.

### **6.2.3 Kosovo**

PSNI made a request pursuant to *Section 8* of the Police Act for one PSNI Detective Superintendent and one Crime Analyst to travel to Kosovo for 5 days in June 2020. Members noted that the Kosovo secondment application related to the commencement of a two year NI-CO Programme in Kosovo and that the PSNI had stated within the application that further secondments applications may be made as part of this proposed two year programme. Members requested that PSNI provide more information about the number and timeline for future secondment applications that may be made as part of the NI-CO Programme in Kosovo **(AP4)**.

Following discussion it was

#### **RESOLVED**

- That the Committee would consider this request further at the Resources Committee on 19 March 2020 following receipt of further information from PSNI in respect of the frequency and number of future secondment requests under this specific NI-CO Programme in Kosovo.

## **6.3 PSNI Land Acquisition Requests**

### **6.3.1 Land Adjacent to Newtownabbey PSNI Station**

Officials presented a paper which detailed the PSNI's request for the

Committee to approve a request to acquire land adjacent to Newtownabbey PSNI Station. Officials referred to the Committee's previous consideration of this request (at Committee meeting on 17 October 2019) when the Committee had requested the PSNI's Business Case. On this date the Committee had also requested further information about the reference within the initial paper to using the proposed purchase site as a 'softer environment' to accommodate vulnerable people. Officials noted that the PSNI Business Case had been received and the PSNI had provided further information about using the property as a 'softer environment' as part of a wider initiative to Achieve Best Evidence from witnesses and victims of crimes

Following discussions, the Committee

#### **RESOLVED**

- The PSNI's request to acquire the land adjacent to Newtownabbey PSNI Station be approved.

### **6.3.2 Land Adjacent to Waterside PSNI Station**

Officials presented a paper which detailed a request received from the PSNI seeking approval to acquire land adjacent to Waterside PSNI Station. Officials noted that while the PSNI Business Case had not been received it had been requested. Officials confirmed that they wanted to flag this application to the Committee given the size and value of the proposed purchase site.

Members discussed the request and note that PSNI had been previously informed by Board Officials that Business Cases would be required for all land acquisition and disposal requests. Members noted that there was

insufficient information to enable them to make a decision and asked Officials to obtain the Business Case from the PSNI (AP5). Following discussion, the Committee

### **RESOLVED**

- That the PSNI's request acquire land adjacent to Waterside PSNI station would not be considered until the PSNI Business Case was received.

#### **6.4 Legal Advice on PSNI Estate Responsibilities**

Officials presented a paper updating Members on legal advice that had been received from the CSO in respect of the Board's responsibilities as the legal owner of the PSNI estate.

Board Officials noted that the legal advice was helpful as it clarified the Board's position in regards to the signing of PSNI lease extensions but further information remained outstanding in respect of the Board's responsibilities as the legal owner of the PSNI estate. Officials noted that information was required from the PSNI which should be provided to the CSO to enable them to provide more detailed legal advice.

Following discussion, it was

### **RESOLVED:**

- That Board Officials should take the action, as detailed within the paper presented to the Committee, to enable further legal advice to be obtained from CSO (AP6).

## **6.5 NIPB Management Accounts and Financial Information to the end of January 2020**

The Committee noted a paper regarding the NIPB Management Accounts and Financial Information up to end of January 2020. NOTED.

Members requested that Board Officials provide a breakdown of the underspend costs listed under the heading 'Other' which totalled £38,000 **(AP7)**.

*Members agreed to take the following agenda items earlier than their place on the agenda.*

## **6.9 Committee Work Programme**

Members discussed the Committee's Work Programme and the emerging priorities for the meeting in March 2020. Board Officials also noted that the Committee's 2020/2021 Work Programme was in development and would be finalised after the reconstitution of the Board in April 2020.

## **9 ANY OTHER BUSINESS**

The Chief Executive noted that she and a Board Member had met with Department of Finance Officials to discuss the proposed Policing Board accommodation move to James House. The Board Member updated Members on the meeting noting that it had been useful and had answered a number of outstanding questions about the proposed accommodation move.

Following discussion, it was:

### **RESOLVED**

- That the Resources Committee recommend to the Board that approval be given for the Northern Ireland Policing Board to move to James House.

## **6.6 HR Dashboard**

The Chair welcomed Ms Yvonne Cooke, PSNI Head of Human Resources to the meeting.

The Committee noted the PSNI HR Dashboard. NOTED.

The PSNI Head of Human Resources briefed the Committee on a number of issues including:

- The continued focus on outreach activity while the PSNI Officer Recruitment Campaign remained open to applications.
- The successful outcome of an internal audit which had reviewed the procurement and management of the officer recruitment campaign.
- The review by T/Assistant Chief Constable (**ACC**) George Clarke of the PSNI's Managing Attendance approach and policy. Upon completion of the review, the Committee would be appraised of the outcome.
- Analysis of the applications received during the Officer Recruitment Campaign would be provided to the Committee once available and would also include an analysis of past recruitment campaign applications by way of comparison (**AP8**).
- The PSNI's Staff Survey (the Durham Survey) was not yet available

but the Head of Human Resources agreed to provide an update to the Committee about when that would be received **(AP9)**.

- The 16% increase year on year of the number of officers on duty adjustments. The PSNI Head of Human Resources noted that historically duty adjustments had not been managed proactively but plans were being put in place to develop a compassionate approach to dealing with permanent duty adjustments while ensuring that those officers who were fit were returned to full duty.
- The approval process in place extending an officer's full pay when on sick leave.
- The attrition rates of applications and appointments. This was being considered as part of the current Officer Recruitment Campaign and plans were in place to enable applicants to check the status and stage of their application.
- The involvement of the Officer Ethnic Minority Association in the current Recruitment Campaign.
- The breakdown of staff and officer nationalities within the HR Dashboard. The Head of Human Resources agreed to provide the Committee with more information about the breakdown of how officers and staff declare their nationalities **(AP10)**.
- It was noted that the Head of Human Resources had previously advised Members that 23 people had self-declared learning difficulties and further information was not available, the PSNI had undertaken to provide more information and would relay it in due course to the Committee **(AP11)**.

The Chair thanked the PSNI Head of Human Resources for attending the meeting.

## 6.7 PSNI Management Accounts and Financial Information to the end of January 2020

The Chair welcomed the T/Director of Finance and Support Services and the T/Head of Finance to the meeting.

The T/Head of Finance confirmed that information requested by Members at the last meeting was attached in the papers provided by PSNI to include a report on Close Protection Unit costs and information regarding PSNI Direct Award Contracts.

The T/Head of Finance updated Members on the PSNI's projected year-end financial position noting that an easement of £200,000 in respect of capital and an easement of £100,000 in respect of resources was anticipated.

During discussions, Members enquired about:

- The projected underspend in officers' salaries while overtime was being used within the service. The T/Director of Finance and Support Services noted that the underspend within the Finance Report included both salaries and overtime.
- The profile of PSNI's capital spend during 2019/2020. The T/Director of Finance and Support Services noted that Business Cases were in place for all capital spending but due to the delay in vehicle delivery by the manufacturer it had resulted in some spend occurring later in the year than planned. It was agreed that the PSNI would provide a report analysing actual capital spend against approved/planned capital to the next meeting with a report on the efficiencies, or otherwise of the capital spend to follow after the year end **(AP12)**.
- The Police Museum Business Case. PSNI Officials noted that this had been considered by the PSNI SET in January 2020 and would be reconsidered by the SET again later in the year but monies had been

set aside for the Museum should it be approved.

The T/Director of Finance and Support Services updated Members on the 2020/2021 PSNI Budget noting that various Budget scenarios had been planned for but it was not clear when the PSNI would receive details of its 2020/2021 Budget from the DoJ.

The Chair thanked the T/Director of Finance and Support Services and the T/Head of Finance to the meeting.

The Vice-Chair took the Chair

## **6.8 OVERTIME STRATEGY BRIEFING**

Members welcomed ACC Alan Todd to the meeting to provide a briefing on PSNI's Overtime Strategy.

ACC Todd noted that he had recently assumed responsibility for the Overtime Strategy following a change in work responsibilities and that consideration was ongoing as to where the responsibility for the Overtime Strategy should permanently rest as it impacts all parts of the PSNI.

ACC Todd noted that year to date the Overtime Budget was underspent, and that care needed to be taken until the year end to ensure that the Overtime was brought in on budget.

Member discussed the following with ACC Todd:

- Communication of the Overtime Strategy to staff which had been subject to media reports. ACC Todd noted that the Overtime Strategy was communicated to staff and officers on a Department basis.
- Steps taken to identify Overtime trends. ACC Todd noted that the Top



10 earners of overtime within each department were identified on a monthly basis which enabled the PSNI to consider any trends.

- The Overtime Action Plan and updates provided as included within the meeting papers.

ACC Todd noted that the PSNI could not run without overtime as it was needed to run a dynamic police service and meet demands and was a flexible tool to meet short term staffing issues.

Members thanked ACC Todd for his attendance.

## **7 QUESTIONS FOR THE CHIEF CONSTABLE**

Members discussed questions to be submitted to the Chief Constable. It was

### **AGREED:**

- That questions should be submitted to ask the Chief Constable about the number of officers on duty adjustments, representativeness within PSNI staff and officers on extended full pay. Members also agreed that questions should be submitted requesting the Chief Constable's assessment of the overtime strategy and the attrition rates between recruitment applications and appointments in previous officer recruitment competition and involvement of the PSNI Ethnic Minority Police Association in the officer recruitment campaign

## **8 COMMUNICATIONS ISSUES**

There were no communication issues raised.

**10. DATE OF NEXT MEETING**

The next meeting would be held on **19 March 2020** at **2pm** in **Waterside Tower**.

(Meeting closed at 5.30pm).

**RESOURCES DIRECTORATE**

**Date:** February 2020

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**Chair**