



## FREEDOM OF INFORMATION REQUEST

**FOI Reference number: 41/2017**

**Date: 14 September 2017**

**Request:**

1. Please provide copies of the documents referred to in the following minutes of meetings of the NIPB.
  - (A) Copies of the following material referred to / arising from item 6.3 of the NIPS meeting minutes dated 5 March 2015.
    - (1) The briefing provided by Mr Ryan Feeney on a meeting on 2 March 2015 of the Northern Ireland Community Safety College Steering Group (and any minutes of that meeting)
    - (2) The 3-year training plans for the 3 services which officials undertook to provide to a member who had asked for them.
  - (B) A paper providing an update on the development of the Desertcreat College (referred to at item 6 of the NIPB meeting minutes dated 03 September 2015).

**Answer:**

**1A1 Information attached.**

**1A2 Information attached.**

**1B Information attached.**

If you have queries about this request or the decision, please contact the Board quoting the reference number above. If you are unhappy with the service you have received and wish to make a complaint or request a review you should write to the Board's Chief Executive at the following address:

Northern Ireland Policing Board  
Waterside Tower  
31 Clarendon Road  
Clarendon Dock  
Belfast BT1 3BG

Email: [foi@nipolicingboard.org.uk](mailto:foi@nipolicingboard.org.uk)

If you are not content with the outcome of your complaint, you may apply directly to the Information Commissioner. Generally, the Information Commissioner's Office cannot investigate or make a decision on a case unless you have exhausted the complaints procedure provided by the Board. The Information Commissioner can be contacted at:-

Information Commissioner's Office  
Wycliffe House  
Water Lane  
Wilmslow  
SK9 5AF

Telephone: - 0303 1231114  
Email: - [ni@ico.org.uk](mailto:ni@ico.org.uk)

Please be advised that Policing Board replies under Freedom of Information may be released into the public domain via our website @ [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

Personal details in respect of your request have, where applicable, been removed to protect confidentiality.

**SPEAKING NOTE - RYAN FEENEY****NI COMMUNITY SAFETY COLLEGE – NIPB MEETING 5 MARCH 2015**

I wish to inform Members that I attended a meeting of the NI Community Safety College (NICSC) Steering Group on 2 March 2015.

The Project is at a critical stage and I wish to take the opportunity to fully brief Members on developments and to seek Members agreement of the Board's position in respect of the College going forward.

**Current Position**

At the Steering Group meeting on 2 March 2015 there was unanimous acceptance of the following recommendations made by the Programme Board at its last meeting. These recommendations are as follows:

- To discontinue the current capital works procurement.
- To prepare a new Business Case which reconsiders all options in the light of the revised training requirements from all 3 services; and
- To prioritise the Northern Ireland Fire and Rescue Service training needs as it is the only one of the three services currently with a training provision gap.

These recommendations arose from the confirmation from all Services involved that the project as currently envisaged in the existing Business Case is no longer viable in the light of the revised training needs identified by all three parties. The training needs of all 3 services at Desertcreat have reduced by 48% compared to those envisaged in the 2013 Business Case.

## **Issues for the Board**

The Board owns the Desertcreat site, and in light of this, NIPB is the contracting authority for all capital works relating to the programme. There are therefore issues for the Board in terms of the asset, and also issues for the Board in terms of the potential for reputational damage caused by the Board being the legal contracting authority.

## **Board Position**

As the Board's representative on the Programme Board and Steering Group, I would welcome confirmation of the Board's agreed position. I would therefore ask the Board to confirm the following:

1. That the Board supports the revising of the existing Business Case given the information which has now been provided by all three Services in relation to the reduction in future training requirements; and
2. That the Board amends its earlier decision to approve the acquisition of an additional piece of land at Desertcreat for security purposes, to stipulate that this approval is subject to the Board being satisfied that the project going forward at Desertcreat is viable and that the additional land is therefore an essential part of the project going forward.

## **Next Steps**

The Accounting Officers of the DoJ and DHSS and PS will be asking their Ministers to present the above update to the Executive. It is anticipated that this will be presented to the Executive for their approval in going forward in the next number of weeks.

**OFFICIAL SENSITIVE****NORTHERN IRELAND COMMUNITY SAFETY COLLEGE****STEERING GROUP – Minutes of the meeting held on 2 March 2015****Present:**

Richard Pengelly, DHSSPS  
Nick Perry, DOJ  
Lian Patterson, DOJ  
Adrian Doherty, DOJ  
Michael Henderson, DOJ  
Anthony Harbinson, DOJ  
Ian Kerr, DOJ  
Sharon Gallagher, DHSSPS  
Drew Harris, PSNI, Chair of Programme Board  
George Hamilton, PSNI  
Ryan Feeney, NIPB  
David Wilson, NIPB  
Dale Ashford, NIFRS  
Bryan Gregory, SIB, Programme Director  
Brett Hannam, SIB  
Emer Morelli, DFP  
Max Murray, NIPS  
Brendan Smyth, CPD (DFP)  
Mike Brennan, DFP

**Apologies:**

Jim Wallace, NIFRS  
Rosemary Crawford, DOJ  
Pat O'Neill, SIB  
Sue McAllister, NIPS

1. Richard Pengelly welcomed everyone to the meeting. The minutes of the meeting of the 23 January 2015 were agreed, with an amendment from the Programme Director. Progress on the action points was noted.

**Interim Report**

2. Richard Pengelly asked Drew Harris to deliver the Interim Report on Stage 2 Review. Drew Harris summarised the detail contained in the executive summary of the report highlighting the impacts that factors such as budget cuts, reduction in the level of recruitment and efficiencies identified in terms of the utilisation and delivery of training had on the level of the future training requirement forecast at Desertcreat.

## OFFICIAL SENSITIVE

3. Bryan Gregory commented that when the review was commissioned a 50% reduction in training had not been envisaged and that this clearly had an impact on the project. He indicated that it appeared that the significant reduction was not due exclusively to training related matters but due to overall organisational change.
4. Nick Perry said he understood that it was PSNI's view that as currently constructed the business case was not viable. NIFRS and NIPS affirmed that position. Nick Perry asked if there was still a requirement for centralised training services. This was affirmed by the chair of the Programme Board on behalf of the three services.
5. A discussion developed regarding current use of Ballykinler as a training location. PSNI made it clear that Ballykinler will continue to be a training location irrespective of decisions on Desertcreat, as it delivers requirements that cannot be delivered elsewhere. Bryan Gregory made reference to table 5 in the report concluding that it is a statement of fact that Ballykinler and/or Magilligan was always part of the overall training solution.
6. Richard Pengelly referenced the 2<sup>nd</sup> bullet point "book ends". Following a discussion it was agreed that a range of options be developed for analysis, book-ended by a Do Minimum option and an option that assumes maximum delivery of training at Desertcreat.

### Next Steps

7. Nick Perry reflected on the way forward. Bryan Gregory said that there had been a fundamental change to the basis on which the present business case was built and it was his feeling that they were almost back at first principles.
8. Mike Brennan outlined the current financial position and reminded the steering group that affordability was a key issue moving forward. He stated that HMT advice is that End Year Flexibility for ringfenced NICSC funding only extended to the 2014-15 financial year. There is no agreement to EYF rollover into the 2015-16 financial year. Furthermore, that HMT has also recently indicated that all such commitments cease at the end of this current Spending Review period and as 2016-17 will be a new Spending Review period, a cross-Service college project would have to be funded entirely from within the NI Block allocation.
9. Mike Brennan also outlined an issue regarding the £30 million initially provided for the DHSSPS element of the Desertcreat project. It may be deemed by HMT to be forfeited EYF and lost to the N.I. Block Grant. Mike Brennan said that DFP will continue to engage with HMT officials to reclaim this funding.

## OFFICIAL SENSITIVE

10. Richard Pengelly sought clarity on the timescale for the development of a new business case. Bryan Gregory confirmed it would not be a quick process. It was agreed that the immediate task was to update the Executive and provide a realistic position on next steps and timescales.

### AP 1 DOJ to draft update paper for Executive.

11. There was an extensive discussion about the possibility of moving forward with a range of options during the current financial year thereby availing of ringfenced budget. It was agreed that to progress on any option in advance of a revised business case being developed was not viable and left the project open to significant risk. Mike Brennan made it clear that HMT would not release monies if this approach was to be pursued.

12. Agreement was reached that the revision to the training requirements mitigated against the current proposal going forward and necessitated a revision of the business case that includes revised Mission, Outcomes and Objectives which remain to be agreed.

13. It was agreed a short period of time would be required to properly scope how long the revised business case may take.

14. Agreement was also reached that depending on the outcome of the Business Case, in the event that a cross Service College remains the preferred option, the delivery of the NIFRS practical training facilities at Desertcreat be prioritised.

### Perkins & Wills

15. The issue regarding the termination of the Perkins & Wills contract was discussed. It was agreed this was a decision for the Executive.

### Capital Project Update Report

16. Bryan Gregory presented the report. Three recommendations were proposed by the Programme Board:

- Payment of £13,770 to Perkins & Willis for contract variations. This would conclude payment to Perkins & Willis for services received at this point. Steering Group agreed recommendation;
- Payment of £4.4k in respect of continued retention of trees. Steering Group approved payment;
- Purchase of additional land. It was agreed that the spend couldn't be justified at this point and that decisions on the way forward would be a matter for the Executive.





## PART II THE CURRENT POSITION

### 5.0 TRAINING VOLUMES

- 5.1 The primary purpose of the NICSC is to deliver training, with the key measurable benefit being the number of training days delivered. The NICSC has been designed to accommodate the training volumes forecast by the three services.
- 5.2 The projections, as signed off at the Programme Board on 12 August, are summarised and compared with the position in the OBC Addendum in the Table below.

**Table 2 Summary of Projected Training Day Requirements by Service**

	PSNI <sup>a</sup>	NIFRS	NIPS	Total
2013 OBC Addendum	106,150	23,874	7,800	137,824
2014 Review	96,100	23,874	7,800	127,774
Variance	-9.5%	0.0%	0.0%	-7.3%

- 5.3 The projected PSNI training day requirements are based on: 6963 FTE Officers, and student officer recruitment of 303 per year.
- 5.4 The projections for NIFRS and NIPS are unchanged from those set out in the OBC Addendum. The PSNI training days however have reduced by 9.5%, which results in a reduction of 7.3% in the number of overall training days to be delivered at the NICSC.
- 5.5 The relative proportions of training days delivered by the three services, as estimated in the approved Business Case, and following the recent review of training days, is summarised in Table 3 below.

**Table 3 Relative Proportions of Training Days between the Services**

	PSNI	NIFRS	NIPS
OBC2	77.1%	17.3%	5.6%
2014 Review	75.2%	18.7%	6.1%

- 5.6 The impact of this re-alignment on recurrent costs is discussed further in Section 8.7.

<sup>a</sup> Figures drawn from Report entitled 'Review of Training Days at NICSC Desertcreat', prepared by Chief Superintendent K Dunwoody, 22 July 2014.



ITEM NO: 6

**NORTHERN IRELAND POLICING BOARD****BOARD MEETING - 3 SEPTEMBER 2015****NORTHERN IRELAND COMMUNITY SAFETY COLLEGE - UPDATE****1 Purpose of paper**

The purpose of this paper is to provide Members with an update on the development of the Northern Ireland Community Safety College, Desertcreat.

**2. Background**

The Northern Ireland Community Safety College will provide a fit for purpose training facility which allows the Police Service of Northern Ireland (PSNI), Northern Ireland Fire and Rescue Service (NIFRS) and Northern Ireland Prison Service (NIPS) to train and develop officers and staff to provide personal, protective and professional services to the whole community.

**3 Detail**

Following consideration by the Executive in May 2015, Richard Pengelly, DHSSPS, and Nick Perry, DOJ, wrote to DCC Drew Harris, Chair of Programme Board, on 19 May 2015 asking that the Business Case for the NI Community Safety College be updated within 3 months. Their letter made it clear that OFMDFM Ministers have indicated that a cross-Service college remains their preferred option and Desertcreat remains their agreed location.

Significant work has been undertaken in the last three months and there remains more to be done. Objectives were agreed by the Services and endorsed by the Programme Board on 7 July (copy attached for ease of reference at Appendix 1).

Constraints were agreed by the Services and endorsed by the Programme Board on 11 August 2015 (copy attached for ease of reference at Appendix 2).

Conditions and Suitability Assessments of existing training estates were completed by 31 July 2015 (see tables below).

### Services Training Estate Condition Summary

Site		Condition Rating	
PSNI	Garnerville	51.4%	Satisfactory / Poor
	Steeple	58.8%	Satisfactory / Poor
	Magilligan	99.8%	Excellent
	Ballykinlar	91.1%	Satisfactory / Good
	Maydown	59.4%	Satisfactory
	Lisnasharragh	73.6%	Good / Satisfactory
NIFRS	Boucher Road	53.5%	Satisfactory / Poor
	Northland	57.2%	Satisfactory / Poor
	Westland	45.7%	Poor / Satisfactory
	Aldergrove	49.5%	Poor / Satisfactory
NIPS	Magilligan	57.7%	Satisfactory / Good
	Maghaberry	51.6%	Satisfactory / Good
	Hydebank	54.2%	Satisfactory / Good

### Services Training Estate Functional suitability Summary

Site		Functional Suitability Rating 0=Poor, 100=Excellent	
PSNI	Garnerville	30.7	Fair / Poor
	Steeple	34.0	Fair / Poor
	Magilligan	85.0	Excellent / Good
	Ballykinlar	34.7	Fair
	Maydown	67.7	Good
	Lisnasharragh	72.3	Good / Excellent
	Enniskillen	40.7	Fair / Good
	Antrim Road	40.0	Fair / Good
	Gough	25.0	Fair / Poor
	Mahon Road	59.1	Good / Fair
NIFRS	Boucher Road	23.0	Fair / Poor
	Northland	28.0	Fair / Poor
	Westland	25.7	Fair / Poor
	Aldergrove	1.7	Poor
NIPS	Magilligan	37.3	Fair / Good
	Maghaberry	37.3	Fair / Good
	Hydebank	31.0	Fair / Good



Options Identification is also complete (Appendix 3).

Work is on-going on the Financial and Economic Modelling of the identified options and on the Affordability Assessment and Accounting Treatment of the preferred option.

The present timeline sees the Outline Business Case completed by 31 October 2015 and approvals secured in November/December 2015. The Programme Team has confirmed that it will provide the Programme Board with the final Outline Business Case by 26 October. The 3 Services, NI Policing Board and the Steering Group will need to be in a position to approve this during w/c 26 October to enable DOJ and DHSSPS Ministers to consider it during w/c 2 November. Since our Board meeting is not until 5 November I would suggest that the Board Business Co-ordination Group meets on 29 October to form a view on the Outline Business Case which will be received earlier that week. The Board's representative on the Steering Group and the Programme Board, currently Ryan Feeney, should be invited to that meeting.

The Programme Board is meeting with Minister Ford and Minister Hamilton on 2 September 2015 to agree a progress update for the Executive meeting on 10 September 2015. I will provide a verbal update on the meeting with Ministers at the Board meeting on 3 September.

### **3. General Considerations**

- (i) Resource implications** – there will be significant resource implications associated with the new College and these will be dealt with as part of the Outline Business Case.
- (ii) Equality & Human Rights implications** – none identified.
- (iii) Publication status of paper** – this paper would NOT be available under Freedom of Information as it relates to a Position Paper which has not been agreed and, as such, is considered as policy development.

**4. Recommendation**

Members are asked to note the information contained in the paper and attached Appendices, agree that the Board Business Co-ordination Group meets on 29 October to form a view on the Outline Business Case and agree to invite the Board's representative on the Steering Group and the Programme Board, currently Ryan Feeney, to that meeting.

**BARNEY McGAHAN**

**Interim Chief Executive**



Table 2 Objectives

Objective	Suggested Priority	Rationale
<p><b>STRATEGIC OBJECTIVE:</b> To increase public confidence in the services by providing officers and staff with the training and skills, to enable the services to keep people safe and protect the community.</p>		
<p>To ensure the availability of fit for purpose training infrastructure -- to be complete by [2020].</p>	Essential	<p>Of prime importance is the need to ensure that all training requirements can be met in a manner that meets the operational needs of the Services</p>
<p>To strengthen inter service co-operation in relation to joint training and exercising by [2020] (measured against current baseline).</p>	Very High	<p>There is already joint training and exercising between the PSNI, NIFRS and NIPS, as well as NIAS and others. There is an opportunity to consider solutions which strengthen this further with a view to improving the effectiveness of the joint working in response to major incidents (e.g. JESIP/ Civil Contingencies).</p>
<p>To ensure that the training delivery model including associated infrastructure is flexible to adapt to future changes in training demand, operational requirements and methods of training provision (including future developments in technology).</p>	Very High	<p>Experience suggests that operational requirements, training need, resources available for training, use of technology etc is constantly evolving. Therefore it is important that any proposed option is sufficiently flexible to adapt to changing circumstances. This means any physical infrastructure solution needs to be adaptable, where possible, to such changes over the next 30 years.</p>
<p>To make best use of existing assets in providing fit for purpose training infrastructure by [2020].</p>	High	<p>Existing assets include facilities owned/ used by the services. This is important in the context of ensuring Value for Money in the use of available assets and resources. Best use may be disposal.</p>
<p>To ensure that the delivery model delivers training efficiently and effectively (defined in terms of operational resources, including minimising abstraction and backfilling requirements) to be implemented by [2020].</p>	High	<p>The training delivery model needs to minimise operational impact in the context of finite resources and budgets and also needs to take into account both current and future training needs and methods of delivery.</p>



Table 3 Constraints

Constraint	Comment
<p>Financial – The preferred solution needs to be affordable within available capital budgets.</p>	<p>Any solution will involve a requirement for capital funding. As such, it is essential that there is sufficient capital budget to finance the proposed solution. The quantum of capital funding available will also impact on the selection of a preferred solution.</p>
<p>Financial – The preferred solution needs to be affordable within confirmed and projected revenue budgets.</p>	<p>The preferred solution will require ongoing revenue budget provision to provide training (including the costs of any abstraction/ backfilling and travel and subsistence) and cover the running costs of any proposed training facility. This is a key constraint because, without sufficient ongoing revenue funding, this could hinder the sustainability of the proposed solution including potential diversion of budget from other operational priorities. The preferred solution must also be affordable by each of the three Services.</p>
<p>Physical – A key constraint is the requirement to limit consideration of options to the sites and premises currently owned or used by the Services, and the NI Policing Board, including Desertcreat.</p>	<p>This constraint has been defined in the ToR accompanying the letter from the DoJ and DHSSPS Permanent Secretaries to ACC Finlay, dated 05 December 2014. If this constraint related to all sites in the wider public sector, then additional options may be feasible.</p>
<p>Political – The scope of the programme does not include NIAS as a formal partner.</p>	<p>The JESIP and Civil Contingencies Act promote/expect joint working between 'Blue Light' services and others. NIAS currently train and exercise with PSNI and NIFRS.</p>
<p>Legal – Comply with Equality legislation, Health and Safety standards, Social Clauses, and meet environmental and sustainability requirements e.g. BREEAM (as appropriate).</p>	<p>These are standard requirements for a publicly funded project such as this (these were previously included as objectives in the 2011 OBC and 2013 OBC Addendum.)</p>
<p>Technical - Comply with PSNI requirements in relation to security measures, appropriate to the specific locations under consideration.</p>	<p>These requirements reflect the involvement of PSNI and NIPS in the project, and will be location specific depending on site specific risk assessments. This will include factors such as: stand-off distance, blast protection; ballistic resistant glazing; external monitoring and policing; and perimeter security requirements.</p>



Options Identification

3.11 A further option (Option 9), has been added to the eight shortlisted options, as previously reported, to mirror previous business case approvals – see Table 4 below.

Table 4 Summary of Shortlisted Options

Ref:	Option <sup>1</sup>	Description
<b>No Development at Desertcreat</b>		
1	Status Quo/ Do Nothing	Continue with current status quo - No additional investment over existing baselines in the training estate or change to the training service delivery model.
2	Do Minimum	As above but with minimum investment to ensure the training estate complies with minimum DDA and H&S requirements (where possible). Requires outsourcing of training where training cannot be provided within the limitations of the existing estate. No branding as NICSC. Disposal of Desertcreat.
3	Refurbish and Extend	NIFRS - Refurbish and extend Boucher, and other existing sites (eg Westland), with significant outsourcing of training. PSNI - Refurbish and Extend Gamerville and other existing training sites. NIPS – Dispose of Millisle. Consolidate training within remaining estate - refurbish and extend as required. Branding as NICSC. Disposal of Desertcreat.
<b>Desertcreat Development Options</b>		
<b>I Maximum Local / Limited Centralised Training Delivery</b>		
6	Relocate: NIFRS only - PSNI and NIPS remain on existing sites for time being	NIFRS relocates to Desertcreat to have all of the required facilities, including HotHouse, minimising outsourcing required. PSNI and NIPS remain on existing estates (with refurbishment/ extension) but with option to relocate to Desertcreat as part of a future phase of development if circumstances change. Gamerville remains as PSNI training HQ. Assumes flexibility to accommodate NIAS.
7	Relocate and Co-locate: PSNI and NIFRS only - NIPS remain on existing sites for time being	PSNI and NIFRS relocate to Desertcreat. NIPS remains on existing estate (with refurbishment/ extension) but with the option to relocate to Desertcreat as part of a future phase if circumstances change which can be reviewed on a regular basis. Assumes flexibility to accommodate NIAS, creating a 'Blue Light' focus of the NICSC.
8	Relocate and Co-locate: PSNI, NIFRS and NIPS	PSNI, NIFRS and NIPS relocate to Desertcreat on 'Day 1', for training not delivered locally. (NIPS to include ECR and dog training unit relocation - within existing NIPS sites). Assumes flexibility to accommodate NIAS.
<b>II Limited Local / Maximum Centralised Training Delivery</b>		
9	Relocate and Co-locate: PSNI, NIFRS and NIPS	This is the preferred option in the previously approved OBC. PSNI, NIFRS and NIPS relocate to Desertcreat on 'Day 1'. Assumes flexibility to accommodate NIAS.

Note 1: All options assume PSNI long arms, and related training, that cannot be delivered either at Desertcreat or within the existing estate, will be delivered at Ballykintier and Magilligan, as per previous approved OBC.

