

NORTHERN IRELAND POLICING BOARD

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

PRESENT:

Mr Gerry Kelly (Chair)
Mrs Wendy Osborne (Vice-Chair)
(1) Mr John Blair
(2) Mr Tom Frawley
Mr Doug Garrett
Dr Paul Nolan

**POLICE SERVICE
OF NORTHERN
IRELAND IN
ATTENDANCE**

(3) Mr Simon Byrne, Chief Constable
(4) Mr Mark McNaughten, T/Director of Finance &
Support Services & Human Resources
(4) Mrs Denise Teer, T/Head of Finance
(4) Head of External Recruitment
(3) Superintendent John McCaughan
(5) One PSNI Staff Member

**HEADSTOGETHER
IN ATTENDANCE**

(6) Joanne Kane, Human Resources Director

**OFFICIALS IN
ATTENDANCE:**

(7) Mrs Amanda Stewart, Chief Executive
Mr Tim Logan, Director of Resources
Two Board Officials

- (1) Present except part item 5 (left at 3.45pm and returned at 3.55pm) and part item 7.4 (left at 4.30pm and returned at 4.35pm)
- (2) Present except for part item 5 (left at 3.40pm and returned at 3.45pm)
- (3) Present for items 4.1 and 4.2
- (4) Present for items 7.4 and 7.5
- (5) Present for items 4.1 and 4.2 and items 7.4 and items 7.5
- (6) Present for item 4.1
- (7) Present for items 1 to 7.2 (left at 4.10pm)

1. APOLOGIES

Apologies were received from Mr Keith Buchanan, Mr Alan Chambers and Mr Gary Middleton.

The Chair noted that Mrs Linda Dillon had resigned from the Policing Board and a replacement would be nominated in due course.

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 19 DECEMBER 2019

The Committee considered the draft minutes of the Committee meeting held on 19 December 2019.

It was:-

RESOLVED:

- That the draft minutes of the Committee meeting held on 19 December 2019 be approved.

4. ITEMS FOR COMMITTEE BUSINESS

4.1 PSNI Service Executive Team Review Briefing with the Chief Constable and Joanne Kane, HeadsTogether

The Chair welcomed the Chief Constable and Joanne Kane to the meeting.

The Chief Constable outlined the rationale for the review of the PSNI Service Executive Team (SET) noting that significant organisational change would flow from the three Strategic Outline Cases (SOCs), if approved, which would require a change to the leadership structure in the PSNI in order to drive forward the transformational change programmes. The Chief Constable also noted that notwithstanding this, significant change was needed to get the best out of the business.

The Chief Constable discussed with the Members his preferred option in terms of a new structure which would enable him to deliver his ambition for change and also highlighted the value of additional staff at a senior level to enable resilience and a culture change within the organisation.

Members took the opportunity to discuss a range of issues including:

- The need for sustainable change within PSNI, including greater status for police staff.
- The preferred structure had been shared with the HM Inspector of Constabulary who was supportive of a model with enhanced civilian police leadership.
- The cost of each of the proposed options. The Chief Constable noted that his preferred structure would require an investment of an additional £500,000 per annum and he noted the possible savings that could be made within the current staffing levels to deliver a balanced budget.
- Time limiting certain senior positions within the new structure.
- The potential challenges in attracting and recruiting the right candidates

to the senior civilian posts.

- The timeframe for the delivery of key transformation strands. The Chief Constable noted that excluding the transformation of the PSNI estate, transformation would take approximately 2 to 3 years.
- The apparent police officer and staff “silos” within the preferred staffing structure. Members discussed with the Chief Constable the need to build mutual respect between the SET to ensure crossover of work and sustained change.

Members noted that while the governance workstream is sitting with the Deputy Chief Constable portfolio in the preferred structure, consideration should be given to this as a responsibility of the Chief Operating Officer. The Committee noted the opportunity to discuss further during implementation of the preferred structure.

Following discussion, the Resources Committee:

AGREED:

- To recommend to the Board structure 1 as detailed within the Report for the future structure of the PSNI Service Executive Team to inform appointments by the Board, subject to the Legacy portfolio post being stopped now or phased out, and a time limit for the Director of Transformation post of 3 years with the possibility of two further one year extensions.

4.2 PSNI Strategic Outline Cases Update Discussion with the Chief Constable

The Chief Constable briefed Members on the further development of the three

SOCs noting their linkage to the organisational leadership review and the need for transformation change of the PSNI.

The Chief Constable outlined the challenges in each area such as the under-utilization of the current police estate, the need to equip police officers with the technology to do their jobs more efficiently and the need to address a number of PSNI HR issues e.g. police officers on restricted duties and high levels of absenteeism.

Members discussed with the Chief Constable a number of issues including:

- the alternatives if the SOC's were not approved in full and the implications if the PSNI does not receive the funding that is being sought.
- clarity of the recruitment timescale and training capacity for additional police officers.

While Members offered feedback on potential improvements to the content and style of the SOC's, the Chief Constable advised that they had been written on the advice of DOJ officials who would be reviewing them prior to referral to DOF.

5. UPDATE ON ACTION LOG

Members noted the following update on the action log from the Committee meeting held on 19 December 2019. NOTED.

Action Point 1

Members noted that Officials had informed the PSNI that going forward the Resources Committee would require sight of all business cases relating to the acquisition and disposal of land and property. It was noted that this action was now closed on the action log.

Action Point 2

Members noted that Officials had provided feedback to the PSNI in regard to the timing of the submission and content of secondment requests. It was noted that this action was now closed on the action log.

Members noted the following update on the action log from the Committee meeting held on 21 November 2019. NOTED.

Action Point 1

Members noted that the draft PSNI and Board Estates Protocol had been received from the PSNI but previously requested legal advice on the Board's responsibilities as the legal owner of the PSNI estate was awaited from the Crown Solicitors Office (CSO) before the draft Estates Protocol could be considered further.

Members noted the delay in receiving the CSO legal advice and Officials noted that following recent conversations with CSO, it was anticipated that the legal advice would be received in mid-February 2020.

Action Point 5

Members noted that consideration of the current process for signing PSNI lease extensions would be considered further when the legal advice from the CSO on the Board's responsibilities as legal owner of the PSNI estate had been received.

Action Points 6 to 10

Members noted that action points 6 to 10 were addressed within the PSNI Finance Briefing which would be considered later in the meeting. It was noted that these actions were closed on the action log.

Action Points 11 and 12

Members noted that action points 11 and 12 were addressed within the PSNI HR Dashboard which would be considered later in the meeting. It was noted that these actions were closed on the action log.

Members noted the following update on the action log from the Committee meeting held on 17 October 2019. NOTED.

Action Point 2

Members noted the update from Officials in relation to the request from the PSNI for the business case of proposed land acquisition at Newtownabbey.

Members noted that action point 1 had been closed at the Committee meeting on 19 December 2019.

Members noted the following update on the action log from the Committee meeting held on 19 September 2019. NOTED.

Action Point 1

Members noted the correspondence dated 9 January 2020 that had been received from Sir Jonathan Stephens, Northern Ireland Office Permanent Secretary providing an update on the ongoing Northern Ireland Committee on Protection of Close Protection arrangements. It was agreed that the action could be closed on the action log.

Action Point 3

Members noted that this action was also related to the request from the CSO for legal advice on the Board's responsibility as legal owner of the PSNI estate and would be considered further when the legal advice was received.

Action Points 9 and 10

Members noted that action points 9 and 10 required further consideration with Yvonne Cooke, PSNI Head of HR at the February Committee meeting.

Members noted that action point 6 had been closed at the Committee meeting on 19 December 2019.

6. CHAIR'S BUSINESS

The Chair noted that a response had been received from the PSNI dated 30 December 2019 detailing information about the number of compensation claims paid by the PSNI. NOTED

During discussions Members asked Officials to clarify if PSNI officers injured in car accidents while on duty can make two claims for their injury- under the PSNI and PSNI Reserve (Injury Benefit) Regulations 2006 and via a civil claim against the Chief Constable **(AP1)**.

The Chair also noted correspondence received from Assistant Chief Constable Hamilton dated 10 December 2019 to the Board Chair about the costs of parades incurred during 2019. NOTED.

The Chair updated Members on the considerations of the Police Remuneration & Review Body (PRRB) working group noting that the working group had recently met with PSNI officials to help inform the submission being prepared to the Department of Justice (DoJ). The Chair also noted that the timeframe for submission to the DoJ would likely change as the dates for oral evidence to PRRB have been put back from the end of March to the end of April and so a knock-on effect on the dates for submission of written evidence was anticipated. The Chair agreed to keep Members updated.

7. ITEMS FOR COMMITTEE BUSINESS (continued)

7.1 PSNI Above Delegated Authority Request for Approval – Stephen Lawrence Bursary

The Committee considered a paper which asked Members to approve a request received from PSNI for a one-off charitable donation to be made to the National Black Police Association's (NBPA) Stephen Lawrence Bursary.

During discussion Members noted the background to the request including the recent launch of the Bursary and the Bursary's use in sending Black, Asian and mixed ethnicity police officers to the USA to participate in short-term study programmes. Members further noted that the Board Chair and Vice-Chair had recently met with the NBPA's President and were supportive of the initiative.

Following discussion, it was

AGREED:

- That approval for the PSNI to make a one-off charitable donation to the National Black Police Association's Stephen Lawrence Bursary be granted subject to consideration and approval by the Department of Justice and Department of Finance which is also required.

7.2 NIPB Management Accounts and Financial Information to the end of December 2019.

The Committee noted a paper regarding the NIPB Management Accounts and Financial Information up to end of December 2019. NOTED.

7.3 HR Dashboard (written update only)

Members noted the HR Dashboard and asked that information be requested

from the PSNI about the discretion to extend officers and staff full pay beyond six months **(AP2)**.

Members further noted the additional information received from the PSNI about the number of early leavers from the service. Members asked that information be requested from the PSNI about the length of service of the early leavers and the steps the PSNI take to secure exit interviews when people leave the service **(AP3)**.

7.4 PSNI Management Accounts and Financial Information to the end of December 2019 and PSNI Budget Assumptions for 2020/2021

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

The T/Head of Finance briefed the Committee on the PSNI Expenditure Report and various PSNI financial issues to the end of December 2019 noting that the PSNI's in year pressure was £1.2 million, a decrease from £2.3 million which was reported in October 2019. The T/Head of Finance also outlined to Members the anticipated level of capital expenditure in the last three months of the current financial year to bring the capital spending in on budget, and also noted the list of Direct Award Contracts included within the briefing papers.

During discussions, Members enquired about:

- The DACs awarded because of the exclusivity of proprietary rights of the supplier. PSNI officials noted historically when acquiring assets the maintenance of the asset was not included within the purchase contract and was dealt with separately. The T/Director of Finance and Support Services noted that currently when assets were being purchased PSNI procurement officials were linking acquisition and maintenance of assets within one contract.

- The progress toward multi-year budgets within the PSNI. The T/Director of Finance and Support Services noted the PSNI were continuing to use single year budgets.

It was agreed that the T/Director of Finance would clarify the issues raised by Members during the presentation at the next Committee meeting **(AP4)**.

The PSNI's T/Director of Finance and Support Services also provided an overview of the PSNI's budget planning assumptions for 2020/21 noting that information regarding the 2020/2021 budget had not yet been received from the DoJ. The T/Director of Finance and Support Services highlighted the areas where pressures may be encountered including potential pay uplifts and the provision of new body armour for PSNI officers.

7.5 PSNI Recruitment Campaign Launch – Presentation

Members welcomed the Head of External Recruitment to the meeting.

The Head of External Recruitment briefed the Committee on the upcoming PSNI student officer recruitment campaign noting that it was currently in the pre-launch warm up period whereby people from the underrepresented demographics were receiving targeted advertisements on social media ahead of the launch on 4 February 2020. The Head of External Recruitment further noted that PSNI's advertising campaign was designed to present different scenarios where ordinary members of the public were in need of help and the purpose of the advertisements was to appeal to people who wanted to assist others and who should consider joining the PSNI as a career. Members were further updated on the development of the 'why join' section of the joinpsni.co.uk website which sought to provide more information about what it was like to work for the PSNI including salary, benefits, working hours and training and development.

During the presentation, Members discussed the following issues with the PSNI's officials in attendance:

- The removal of a pass grade in GCSE mathematics as being a requirement for applicants.
- The availability of private coaching sessions to applicants prior to the Assessment Centre component of application process. PSNI officials noted that the PSNI had tried to close down any person or organisation advertising private coaching sessions as it was not possible to know what would be assessed during the Assessment Centre. The PSNI had also filmed a familiarisation video for the Assessment Centre which was aimed at demystifying the Assessment Centre process for applicants.
- The use of existing PSNI officers as role models during the recruitment period. PSNI officials noted that existing PSNI officers and student officers did attend recruitment related events where possible.

During the presentation, Members viewed video clips which would be used in the forthcoming campaign and commented on the community based emphasis evident through the advertisements and the campaign.

Members thanked the Head of External Recruitment for the presentation.

7.6 Committee Work Programme

Members discussed the Committee's work programme including scheduling of briefings and it was agreed that due to emerging Committee priorities some briefings would be rearranged.

8 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 PSNI's fleet management strategy, an update on the Fermanagh historical sexual abuse investigation and the PSNI ring fencing funding received in relation to the SOCs for its intended purpose.

9 Communication Issues

There were no communication issues raised.

10 Any Other Business

Members agreed to discuss PSNI Section 8 Secondment requests at the next Committee meeting, including the development of the Section 8 pro forma document that the PSNI submits to the Committee.

11. Date of Next Meeting

The next meeting would be held on 20 February 2020 at 2pm in Waterside Tower.

(Meeting closed at 5.55pm).

CORPORATE SERVICES

Date: February 2020

Chair