

NORTHERN IRELAND POLICING BOARD

COMMITTEE REPORTS

1 April 2019 - 31 March 2020

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1. INTRODUCTION

The Northern Ireland Policing Board is an independent public body made up of 10 Political and 9 Independent Members established to ensure for all the people of Northern Ireland an effective, efficient, impartial, representative and accountable police service which will secure the confidence of the whole community, by reducing crime and the fear of crime. The Board is responsible for overseeing all aspects of policing

The Board is responsible for overseeing all aspects of policing. In addition to monthly meetings, the Policing Board has four Committees to take forward detailed scrutiny of the work of the Police Service of Northern Ireland (PSNI) and fulfil its range of legislative duties. These are:

- [Audit and Risk Assurance Committee](#)
- [Partnership Committee](#)
- [Performance Committee](#)
- [Resources Committee](#)

This Report provides an overview of the work during the last year against the agreed Terms of Reference for the Standing Committees of the Policing Board. These can be found [here](#).

In addition to this published report, details of discussions and decisions taken by the Board's Committees are routinely published on the Board's [website](#) along with other information explaining the Board's role and work.

OUTCOMES OVERVIEW: 1 APRIL 2019 - 31 MARCH 2020



KEY DOCUMENTS



POLICING PLAN 2020-25 AND ANNUAL PERFORMANCE PLAN 2020-21

The Policing Plan has been developed in partnership with the PSNI following public consultation and outlines our ambitions for policing in the next five years. It outlines three outcomes for policing: that we have a safe community, we have confidence in policing, and we have engaged and supportive communities.



CORPORATE PLAN 2020-2023

We've reviewed our accountability and advocacy duties, completed a public consultation and used public feedback to help ensure our new Corporate Plan focuses on the key areas that will improve our service in the next 3 years.



LOCAL POLICING CONSULTATION RESPONSE

We asked for public views to help us shape the future of local policing. The responses received shaped a delivery plan from the Board and the PSNI which will ensure a policing service that is responsive to local needs and visibly connected to our communities.



ANNUAL REPORT

The Board's Annual Report and Account provides an overview of work during the financial year and provides an assessment of Board performance against the Corporate Plan and police performance against the Policing Plan.



DOMESTIC ABUSE REVIEW

Our Performance Committee reviewed the PSNI response to domestic abuse and violence. Members considered recent statistics and relevant reports of key criminal justice partners, then met with community and victims' organisations to discuss the main issues.



STOP AND SEARCH REVIEW

Our Performance Committee reviewed the PSNI's use and governance of the police powers to stop and search. Members examined relevant police policies and practices, then met with senior PSNI officers, stakeholders and an academic researcher to discuss the key issues.

[READ MORE ON NIPOLICINGBOARD.ORG.UK](http://NIPOLICINGBOARD.ORG.UK)

APPOINTMENT PROCESSES

1 Chief Constable

1 Deputy Chief Constable

1 Human Rights Advisor

14 Independent Custody Visitors

118 Independent PCSP Members



13 Board Meetings



35 Committee Meetings



9 Meetings in Public



54 Written Questions



96 Oral Questions



4 Public Consultations



8 Key Events

POLICING BOARD RESOURCES

19 Board Members

55 Members of Staff

£4.4m Board Funding

£1.8m Board PCSP Funding

£6.2m Total Funding

2. AUDIT AND RISK ASSURANCE COMMITTEE REPORT

2.1 Role of the Audit and Risk Assurance Committee

The Audit and Risk Assurance Committee (hereafter referred to as the Committee or ARAC) Terms of Reference state that the Committee has to provide an Annual Report to the Board timed to support the finalisation of the Annual Report and Financial Statements, summarising the Committee's conclusions from the work it has completed during the year.

2.2 Audit and Risk Assurance Committee Meetings and Membership

During 2019-20, the Committee met four times with meetings held on:

- 13 May 2019
- 17 June 2019
- 26 September 2019; and
- 17 December 2019

The meeting scheduled for 27 March 2020 was postponed because of the COVID-19 pandemic.

During 2019-20, the following were Members of the Committee:

Colm McKenna (Chair)	Tom Frawley
Doug Garrett (Vice Chair)	Gerry Kelly
Joanne Bunting	Wendy Osborne

Details of Member attendance at Committee can be found in section 6.

2.3 Key Issues Progressed Against Terms of Reference

The Northern Ireland Civil Service's Department of Finance's (DoF) Group Internal Audit Team were appointed NIPB's Internal Auditors from 1 July 2019 for a period of 3 years after the previous Internal Auditors contract expired. It was agreed that NIPB's Internal Audit Team would be from the Department for Communities (DfC) to avoid a potential conflict of interest as the Department of Justice's (DoJ) Internal Audit Team provide audit services to the PSNI.

While the Committee were supportive of the appointment, they requested, that after 18 months, the Chief Executive review the services provided to ensure they were of an acceptable standard and this review is planned for January 2021.

At the meeting on 26 September 2019, the Committee approved Internal Audit’s 2019-20 Annual Work Plan, and recommended to the Board that they approve the Internal Audit draft Three Year Strategy. The Board subsequently approved the Three Year Strategy at its meeting on 2 October 2019.

During 2019-20, Internal Audit completed four of five planned audits and an overview of the work completed is below. The Head of Internal Audit and the Chief Executive agreed to defer the final audit of 2019-20, Contract Management and Procurement, which was at the fieldwork stage, to 2020-21 because of the COVID-19 pandemic.

2.4 Summary of 2019-20 Internal Audits

	Audit Name	Recommendations Made	Status
1	Governance and Oversight of Policing and Community Safety Partnerships	Four recommendations made all of which were accepted by Management	Final Report Issued
2	Verification Visits - Policing and Community Safety Partnerships	No recommendations made	Final Report Issued
3	Corporate Governance and Risk Management	No recommendations made	Final Report Issued
4	Police Administration	One recommendation made which was not accepted by management	Final Report Issued
5	Contract Management and Procurement	n/a	Fieldwork at an advanced stage and it was agreed to defer audit to 2020-21

2.5 Open Internal Audit Recommendations

During the year, Board Officials updated Members on the implementation of previously made audit recommendations. At 1 April 2019, there were 45 outstanding recommendations to be implemented and this had decreased to 11 audit recommendations as at 31 March 2020. The 11 outstanding recommendations include 2 recommendations which relate to Police Administration Directorate which were made following audits in 2011 and 2012. These recommendations relate to the implementation of a case management system within Police Administration Directorate. The Chief Executive updated Members at the Committee meeting on 26 September 2019 noting that due to work pressures it would not been possible to procure a case management system during 2019-20. Since September 2019 and following the establishment of the Injury on Duty Working Group it has been agreed that the 2 linked audit recommendations remain on hold pending the outcome of the Working Group.

2.6 External Audit and NIPB Annual Report and Financial Statements for the years ended 31 March 2019 and 31 March 2020

At the Committee meetings on 13 May 2019 and 17 June 2019, the Committee considered the draft Annual Report and Financial Statements to 31 March 2019.

At the Committee meeting on 13 May 2019, the External Auditors provided an overview of their planned 2019-20 External Audit Strategy. At the meeting on 17 June 2019, the External Auditors updated the Committee on the progress of the External Audit and presented the draft Report to Those Charged with Governance from the Comptroller and Auditor General (C&AG). This Report included the C&AG's unqualified opinion for the Annual Report and Financial Statements to 31 March 2019. The final Report To Those Charged with Governance was made available to Committee at its meeting on 26 September 2019.

On 17 June 2019, the Committee considered the final draft Annual Report and Financial Statements to 31 March 2019 and recommended to the Board that it be approved. The Board subsequently approved it at a meeting on 26 June 2019.

For the year ended 31 March 2020, the Committee reviewed the draft NIPB Annual Report and Financial Statements at its meeting on meetings on 25 June 2020 and 30 July 2020, and following subsequent minor amendments to the Annual Report and Financial Statements, the Committee agreed the documents by correspondence and agreed to recommend to the

Board the approval of the Annual Report and Financial Statements for the year ended 31 March 2020. The Committee also considered the draft Letter of Representation to the C&AG at its meeting on 30 July 2020 and agreed to recommend its approval to the Board.

The external audit of the 2019-20 Annual Financial Statements resulted in the C&AG providing an unqualified audit opinion, and at the Committee meeting on 30 July 2020, the Committee considered a draft Report To Those Charged With Governance.

2.7 NIPB Governance Statement 2019-20

The Chief Executive is required to produce an Annual Governance Statement as part of the Annual Report and Financial Statements. The Governance Statement requires a high level summary of how risk is identified, evaluated and controlled, and the Committee reviewed the 2019-20 Governance Statement at its meetings on 25 June 2020 and 30 July 2020 and again agreed to recommend its approval to the Board.

2.8 Risk Management

Throughout 2019-20, the Board's Senior Management Team regularly reviewed the Board's Corporate Risk Register and kept the identified risks, under review, escalating and de-escalating risks as appropriate. At every Committee meeting during the year, the Corporate Risk Register was reviewed and Members received an update from Officials about the material changes to the Register since the last review.

2.9 Stewardship Statement

In accordance with the Management Statement and Financial Memorandum, the Chief Executive as the organisation's Accounting Officer provides a bi-annual Stewardship Statement to the DoJ Accounting Officer which enables the DoJ Accounting Officer to satisfy themselves that all relevant management practices are being adhered to. Stewardship Statements were provided to the Committee at their meetings in March and September.

2.10 Governance

Throughout the year, the Committee considered a number of Governance matters at meetings including:

- NIPB Direct Award Contracts (DACs).
- PSNI DACs.

- DoF Guidance and Dear Accounting Officer correspondence.
- NIPB Whistleblowing Policy. This policy was revised to make it similar to the NICS Policy and to make it easy to understand. No whistleblowing incidents were reported to the Committee during the year.
- NIPB Complaints Policy was updated following an extensive review. The aim of the review was to streamline the complaints process and make it easier for stakeholders and those who wish to make a complaint against the Board to understand the process.

2.11 Direct Award Contracts

An update on DACs is provided at every meeting and no NIPB DACs were reported to the Committee during 2019-20.

At the meeting held on 26 September 2019, the Committee considered a complete list of all PSNI DACs noting that the primary reason for awarding DACs was intellectual property rights. The Committee continues to receive an update at each meeting about the new PSNI DACs that have been entered into.

2.12 Fraud

There were no NIPB suspected or actual fraud reports made to the Committee during the year. The Committee also received an update on PSNI suspected and reported fraud at its meeting on 17 December 2019.

2.13 Gifts and Hospitality

The Committee monitored the Policing Board's Gifts & Hospitality Register on a quarterly basis.

2.14 PSNI ARAC Meetings

The PSNI's ARAC have five scheduled meetings per year and each meeting is attended by the Chief Executive, who provides a verbal update to the Board's ARAC, at its next meeting, on the material items considered at the meeting including but not limited to PSNI Corporate Risks, PSNI Internal Audit Reports, and PSNI DACs. ARAC Members also receive a copy of the PSNI's ARAC meeting papers for information.

As was discussed above, the Committee monitored PSNI DACs during the year. PSNI's

ARAC Chair Stephen Hodkinson also attended the Board's ARAC meeting on 26 September 2019. At the meeting Mr Hodkinson briefed the Committee on the standard items of business considered at each meeting and the regular in-depth briefings (deep dives), the Committee receives on a range of topics to understand the PSNI's operating environment. Mr Hodkinson also discussed the PSNI ARAC's approach to scrutinizing PSNI DACs.

The Chair of the Board's ARAC attended, by invitation, the PSNI ARAC meeting on 27 February 2020 in an observational capacity.

2.15 Audit and Risk Assurance Committee Minutes

Committee Minutes can be found on the Board's website or by clicking this [link](#).

3. PARTNERSHIP COMMITTEE REPORT

3.1 Role of the Partnership Committee

The Partnership Committee is responsible for providing scrutiny and delegated decision making in relation to a number of areas that are facilitated by the Partnership Directorate of the Board.

3.2 Partnership Committee Meetings and Membership

During the 2019-20 Committee met on eleven occasions. It did not meet in July 2019.

During 2019-20, the following were Members of the Committee:

Dolores Kelly (Chair)	Philip McGuigan
Colm McKenna (Vice Chair)	John Blair
Mervyn Storey	Brice Dickson
Joanne Bunting	Wendy Osborne
Gary Middleton	Linda Dillon

During the reporting period, as a result of political changes on the Board, Linda Dillon, Philip McGuigan and Gary Middleton were replaced by:

- Liz Kimmins
- Séan Lynch
- Tom Buchanan

Details of Member attendance at Committee can be found in section 6.

3.3 Key Issues Considered against Committee Terms of Reference

The Committee's role and remit is set out in its Terms of Reference where the Committee's responsibilities are identified as follows:

- Monitor police performance against measures specific to the committees in the Annual Policing Plan and support the Board in holding the Chief Constable to account for delivery on the Plan, the supporting strategies and the Continuous Improvement Projects;

- Secure confidence in policing through the development and embedding of a Policing with the Community culture in the PSNI;
- Making arrangements for obtaining the co-operation of the public with the police in the prevention of crime;
- Develop, promote, support and monitor the effectiveness of Policing and Community Safety Partnerships (PCSPs) including appropriate linkages with the PCSP Joint Committee;
- Oversee the development of a programme of engagement that contributes to securing community involvement in policing, including community consultation strategies;
- Oversee Board communications activity and monitor PSNI communication plans and activity;
- Oversee the role and operation of the Independent Custody Visitors Scheme and the Independent Community Observer Scheme; and
- Oversee the development and administration of the Police Property Fund.

During 2019-20 the Partnership Committee made the following progress against these areas:

3.4 Monitoring Police Performance against the Policing Plan

The Partnership Committee was responsible for monitoring measures within the Policing Plan and holding the Police to account in relation to these. Over the last twelve months the Committee has provided analysis and oversight on the following areas of the 2019-20 Policing Plan:

- Measures 1.1.1, 1.1.2, 1.1.3 and 1.1.4: Monitoring Confidence in Policing;
- Measure 1.2.1: Policing with the Community (PwC);
- Measure 2.1.1: Support Hubs;
- Measure 2.1.3: Anti-Social Behaviour;
- Measure 2.2.1: Roads;
- Measure 3.3.1: The Joint Agency Task Force; and
- Measure 3.3.2: The Paramilitary Crime Task Force.

Reports on each of these measures were brought to the Partnership Committee for scrutiny and an Assistant Chief Constable and senior officers attended Committee to present the latest

performance of the PSNI and answer queries and questions from Members. Further information on the scrutiny of the measures are contained within the sections below.

3.5 Monitoring Policing with the Community (PwC)

The Partnership Committee has responsibility for analysing and monitoring the implementation of the PSNI's Policing with the Community Strategy and receives a detailed briefing and update from the PSNI on the developments within PwC. This is aligned with the Board's own analysis of Policing Plan Measures 1.2.1 and 2.1.1.

Senior PSNI officers attended Committee in April 2019 and again in March 2020 to provide updated information in relation to PwC and Support Hubs. Members used this information to inform the actions recorded in the Local Policing Review and also to inform a new objective in relation to supportive and engaged community as part of the 2020-25 Policing Plan.

3.6 Making arrangements for obtaining the co-operation of the public with the police in the prevention of crime

Local Policing Review:

The Board, in partnership with the PSNI embarked on a major consultation process during 2018 in relation to Local Policing in Northern Ireland. Over 4,000 individuals responded to this consultation and after independent analysis of these responses, the Local Policing Review Consultation Response was launched by the Chair of the Board and the Chief Constable at an event hosted by the Board on 5th November 2019. The Consultation Response document consists of 6 headline actions and 45 delivery actions that are led by either the PSNI, the Board or in partnership by both organisations.

Throughout the year the members of the Partnership Committee played a key role in developing the 45 actions contained within the Consultation response document. At the Partnership Committee meeting in February 2020, the Deputy Chief Constable provided the Committee with a paper updating the progress made to date in implementing each of the 45 actions after the first three months of implementation. The Partnership Committee will continue to revisit this area of work and keep updated in relation to progress every six months under in relation to Measure 3.1.1 of the new Policing Plan - "In collaboration with the community deliver on the commitments outlined in the Local Policing Review".

Tackling Paramilitarism:

The Department of Justice (DoJ) has taken the lead in implementing the Executive's commitment to Tackling Paramilitary Activity by setting up a Tackling Paramilitarism Programme Team during 2017. The NI Executive and UK Government jointly provided £50m in ring-fenced funding to support the delivery of the Programme until March 2021. There are 43 recommendations aligned to achieve the outcomes of which the Policing Board have a specified role in four:

- **A5:** The Executive, the Policing Board and the PSNI should review the resourcing and operation of policing in communities to ensure that policing is visible and resourced fully to engage in those communities most vulnerable to criminal control;
- **A6:** In setting the strategic direction of PCSPs, the Department of Justice and Policing Board should ensure that the partnerships focus on building community confidence in the rule of law and embedding a culture of lawfulness;
- **A7:** The designated organisations should ensure that their representatives are sufficiently senior and committed to building effective partnerships; and
- **A8:** The Executive and the PSNI, in conjunction with the Policing Board, should review their protocols for engaging with representatives of paramilitary groups. This change in approach should also apply to other public and community bodies and public representatives.

The Partnership Committee received a six month progress report on each of these actions. The Committee chose this area for specific examination from September 2019 for six months and involved visiting the Paramilitary Crime Task Force in Grosvenor Road Police Station in November 2019 and also consulting with the Independent Reporting Committee. Board officials are currently finalising a thematic report in this area for the Board and it will continue to be scrutinised under Measure 1.2.2 – Repeat Offending of Organised Crime Groups (OCGs) and paramilitary organisations – of the new Policing Plan 2020-25.

3.7 Develop, promote, support and monitor the effectiveness of Policing and Community Safety Partnerships (PCSPs) including appropriate linkages with the PCSP

Joint Committee

The Chair and Vice Chair of Partnership Committee are also members of the Joint Committee with the Department of Justice that administers £4.5m of grant aid funding to the 11 Policing and Community Safety Partnerships. The Joint Committee have agreed three high level strategic priorities for PCSPs. These are:

- **SP1:** To form and successfully deliver the functions of the Policing and Community Safety Partnership for the area;
- **SP2:** To improve community safety by tackling crime and anti-social behaviour;
- **SP3:** To improve community confidence in policing.

The Partnership Committee continued to monitor the effectiveness of the PCSPs in delivering these objectives during 2019-20 through reviewing the annual effectiveness report. The Committee also played a significant role this year, on behalf of the Board, in bring scrutiny to the major recruitment exercise of appointing 118 new independent members of all PCSPs. This 18 month project was on course to conclude on 1st April 2020, however, the COVID 19 emergency delayed final appointments. However, the Committee will continue to play a key role in bring this process to a successful conclusion.

3.8 Oversee the development of a programme of engagement that contributes to securing community involvement in policing, including community consultation strategies

Throughout 2019 the Partnership Committee contributed on a number of occasions to the development of a Board Engagement Strategy. The Strategy aims to align to the Board's new Corporate Plan 2020-23, the Policing Plan 2020-25 and other external policies and strategies, for example Programme for Government, NI Executive Plan. The Strategy aims to ensure the Board is relevant and be seen to add value to policing, raise awareness of our role to provide effective independent oversight of policing and increase our profile at varying levels.

The Strategy currently at final draft stage and encompasses several work areas for strategic engagement including, the Wider Community, Tackling Paramilitarism, PCSPs, Volunteer Schemes, PSNI, Departments and Consultations research.

The draft Strategy was agreed by the Partnership Committee at its meeting in March 2020 and will be going to Board for approval at the next opportunity.

3.9 Oversee Board communications activity and Monitor PSNI communication plans and activity

The Communications Branch reported to the Partnership Committee on a number of occasions throughout 2019-20 in relation to ongoing social media campaigns, the “In Partnership” e-zine, the Local Policing Review and the development of the Police Property Fund.

3.10 Oversee the role and operation of the Independent Custody Visitors Scheme and the Independent Community Observer Scheme

The Partnership Committee, on behalf of the Board, continued to monitor the implementation of the Board’s two volunteer programmes, the Independent Custody Visitors Scheme (ICV) and the Independent Community Observers (ICO) Scheme throughout 2019-20. At the beginning of the COVID 19 emergency the Committee recommended to the Board at its March 2020 meeting that the ICV scheme be suspended with immediate effect due to health and safety concerns for the volunteers. The Board accepted this recommendation.

3.11 Oversee the development and administration of the Police Property Fund

A major area of work for the Partnership Committee during 2019-20 was the development of the Police Property Fund. This Fund was last distributed by the Board in 2009-10 when 16 awards were made totalling £27,728. The level of grant aid to projects ranged from £5,100 to £500. However, over the intervening period the Police Property Fund has accumulated to a total of £485,428 (as of 27th February 2020).

Over the past six months the Partnership Committee has focused on developing six governance documents in relation to this fund and these were agreed at the Board meeting on 5th March 2020. The plan was to call for applications to this fund after Easter 2020,

however, the COVID 19 pandemic has delayed the implementation of the fund. The Partnership Committee will consider further implementation of the Fund during 2020.

3.12 Policing Plan Monitoring

The number of Policing Plan reports received throughout the year totalled five and related to nine measures of the Policing Plan. These included:

- April 2019: Report on the Policing Plan 2018/19;
- November 2019: Report on Policing Plan Measures 3.3.1 and 3.3.2;
- December 2019: Report on Policing Plan Measures 1.1.1, 1.1.2, 1.1.3 and 1.1.4;
- February 2020: Report on Policing Plan Measure 2.1.3; and
- March 2020: Report of Policing Plan Measures 1.2.1 and 2.1.1.

All of the above reports were considered by the Partnership Committee. The senior PSNI officer responsible for each of these areas usually attended Partnership Committee to deliver an up to date presentation in each of the areas and then spend time with the members of the Committee asking questions and exploring the area under scrutiny. On occasions follow up questions were submitted to the Chief Constable for written answers.

3.13 Visits to the Police Estate

On 21st November 2019 the Partnership Committee visited Grosvenor Road Police Station to visit the Paramilitary Crime Task Force.

3.14 Partnership Committee Minutes

Committee Minutes can be found on the Board's website or by clicking this [link](#).

4. PERFORMANCE COMMITTEE REPORT

4.1 Role of the Performance Committee

The role of the Performance Committee is to support the Board in its responsibilities for issues related to PSNI operational performance; to include performance against the Policing Plan measures specific to the Committee, Human Rights compliance and the Professional Standards of Police Officers. The Committee also oversees the exercise of the functions of the NCA in Northern Ireland.

4.2 Performance Committee Meetings and Membership

There were 10 Performance Committee meetings held from April 2019 to March 2020.

During 2019-20, the following were Members of the Committee:

Mervyn Storey (Chair)	Joanne Bunting
Brice Dickson (Vice-Chair)	Alan Chambers
Tom Frawley	Dolores Kelly
Paul Nolan	Gerry Kelly
Keith Buchanan	Philip McGuigan

During the reporting period, as a result of political changes on the Board, Keith Buchanan and Philip McGuigan and were replaced by:

- Trevor Clarke
- Liz Kimmins

Details of Member attendance at Committee can be found in section 6.

4.3 Key Issues Considered against Committee Terms of Reference

4.4 Consider reports from Independent Reviewers in respect of PSNI use of powers in the Terrorism Act 2000 and the Justice & Security (NI) Act 2007

In April 2019 and October 2019 the Committee considered the most recent annual reports from the Independent Reviewer of Terrorism, Mr Jonathon Hall QC and the Independent Reviewer of Justice and Security (NI) Act, Mr David Seymour CB. Both Mr Seymour and Mr

Hall attended the Performance Committee in October 2019 to provide an overview of the reports and to highlight any key concerns and challenges for PSNI.

With respect to the monitoring of the use of the Terrorism legislation (the Terrorism Act 2000) Mr Max Hill, the former Reviewer published in final report as the Independent Reviewer of TACT in 2019, which the Committee considered; however it was Mr Hall who attended the Committee to discuss the report and future arrangements for reporting. The Committee discussed the security threat level which was and remains at severe, stop and search powers under the legislation and the custody visiting scheme. The Performance Committee looks forward to receiving Mr Hall's first annual report which is due to be published in early April 2020.

The Justice and Security (NI) Act 2007 provides PSNI and the armed forces with additional powers of entry, search and seizure that are not available to other police forces across the UK; these powers extend to NI only. Mr Seymour raised a number of issues with the Committee in respect of the PSNI's use of these powers. For example, consistently low arrest rates, use of the powers on children and young people, supervision of powers, record keeping, community monitoring and the use of body worn video.

4.5 Monitor the work of PSNI Legacy Investigation Branch

In November 2019, the Committee received a briefing from PSNI Legacy Investigations Branch, headed by T/ACC Clarke. The Committee were informed of the current caseload, the case sequencing model, disclosure, outcome of cases, the budget, current challenges facing the PSNI in addressing legacy.

4.6 Monitor PSNI compliance with the Human Rights Act 1998

The Northern Ireland Policing Board is required by section 3(3)(b)(ii) of the Police (Northern Ireland) Act 2000 to monitor the performance of the Police Service Northern Ireland (PSNI) in complying with the Human Rights Act 1998. During the course of the year, the Committee considered and monitored PSNI's compliance with the Human Rights Act across a number of areas relating to human rights:

Stop and Search

In April 2019 the Committee began their work on their first Committee Review which Members agreed was to consider PSNI's use of the Stop and Search powers in NI. This review included recent research, engagement with leading academics and considered papers and briefings prepared by Board Officials. The Committee heard senior police officers and key stakeholders resulting in the publication of Committee Review in June 2019.¹

Domestic Abuse

In considering PSNI's performance against the Policing Plan measure in June 2019, the Committee undertook a further Committee Review into Domestic Violence and Abuse which involved hosting a meeting with key stakeholders and victims groups as a key member of the Domestic Abuse and Sexual Violence Independent Advisory Group²; and considering PSNI's response to domestic abuse and their performance against the Policing Plan measure 2.1.2 as highlighted above. The review considered the legislative framework at that time, which was before the Assembly was restored, the effectiveness of MARAC; the establishment of Independent Domestic Violence Advisors (IDVAs); effectiveness of Domestic Abuse, Stalking and Harassment and Honour-Based violence risk identification, assessment and management model (DASH) in identifying and supporting vulnerable victims; and the effectiveness of the Domestic Violence & Abuse Disclosure Scheme (DVADs). This discussion informed the Board's Committee review on Domestic Abuse which was published in November 2019³.

Sexual offences

Sir John Gillen published his review of the 'Law and Procedures in Serious Sexual Offences in NI in May 2019, containing 253 recommendations across 18 chapters, with 30 specifically for PSNI to lead on. In June 2019, the Committee learned how PSNI are responding to these recommendations in the areas of: delay, including file quality, use of technology; disclosure, including training and the establishment of a Central Disclosure Unit; marginalised communities, including engagement with groups and the monitoring of data in respect of these groups. The Committee followed up on progress on the implementation of the recommendations again in February 2020 where it was stated that to date, the service have

¹ <https://www.nipolicingboard.org.uk/publication/committee-review-use-stop-and-search-powers>

² Domestic Abuse and Sexual Violence IAG Members include

³ The Northern Ireland Policing Board, *Domestic Abuse Review*, 2019, Available online at: <https://www.nipolicingboard.org.uk/sites/nipb/files/publications/domestic-abuse-review.pdf>

completed 5 out of the 30 recommendations identified with work ongoing on the remaining 25 recommendations. This remains an ongoing area of importance for the Committee.

Body Worn Video

Body Worn Video provides a police service with high quality and reliable evidence and in March 2018 it was introduced by PSNI. Members of the Performance Committee received briefings on its use across the service and the benefits it brings. During their considerations of its use in May 2019 Members challenged PSNI on its use in respect of stop and search, domestic abuse, how it assists the PSNI in their interaction with the Public Prosecution Service and the potential impact on complaints against officers. Due to the benefits highlighted on the use of body worn video as a useful tool for police officers, in December 2019, Members requested a further briefing and demonstration of Body Worn Video.

Biometric Retention

In December 2017, the Northern Ireland Human Rights Commission issued judicial review proceedings against the PSNI on behalf of an individual regarding the retention of their DNA/fingerprints. The Commission argued that the decision to retain the individual's DNA/fingerprints⁴, and the process by which it was retained, breached the right to private and family life as guaranteed by Article 8 of the European Convention on Human Rights. The Commission's challenge was based on the lack of a clear and accessible policy as to how to find out whether such material is held and if so, how to challenge decisions to retain such material. In April 2018 the Commission entered into settlement discussions with the PSNI and in October 2018 they agreed to withdraw judicial review proceedings as the PSNI agreed to destroy the individual's fingerprints and DNA material and to produce a formal policy document on biometric data retention within 12 months. The policy will expressly take into account Article 8, the right to private and family life of the European Convention on Human Rights and will provide members of the public with express guidance as to how they can seek to have their biometric data destroyed.⁵ In June 2019 the Committee considered correspondence from PSNI on the progress being made in the development of such policy. The Board's Human Rights Advisor advised the Committee that he has met with the PSNI and the NIHRC to progress the development and publication of the policy.

⁴ The PSNI is entitled to retain DNA, fingerprints and other material provided that their approach is governed by law and proportionate, balancing the legitimate aim of solving crime and a person's right to privacy.

⁵ The policy will expressly take into account Article 8, the right to private and family life of the European Convention on Human Rights and will provide members of the public with express guidance as to how they can seek to have their biometric data destroyed.

Spit and Bite Guards

In November 2019 the Committee considered the proposal from the Chief Constable regarding the introduction of spit and bite guards in PSNI. Members raised a number of concerns regarding the legal framework surrounding their use, their use as a method of restraint, necessity, proportionality, mental health considerations, while ensuring the health and safety of officers while carrying out their duty in respect of assaults for biting and/or spitting. Members accept that PSNI have a duty of care to provide their officers with a safe working environment however they must ensure that such an item could not be abused and that vulnerable groups are protected with safeguards supported with a robust policy.

In March 2020, following the unprecedented policing environment brought about by the global covid-19 pandemic, the Chief Constable, notified the Board that due to this, the decision had been taken to introduce spit and bite guards for a limited time into police custody.

4.7 Produce an annual report on PSNI compliance with the Human Rights Act 1998 and consider and make recommendations to the Board

As previously mentioned the Board is required by section 3(3)(b)(ii) of the Police (Northern Ireland) Act 2000 to monitor the performance of the Police Service Northern Ireland (PSNI) in complying with the Human Rights Act 1998 and section 57 (2)(a)(ii) of the same Act also states that the Board's Annual Report should include an assessment of the performance of the police in complying with the Human Rights Act 1998. In practice the Board has produced a separate annual report each year drafted by Board officials and the Human Rights Advisor. During 2019-20, in order to fulfil this statutory obligation, Members considered the draft Human Rights Annual Report 2016-17 and agreed to publish the report with a view to also publishing a Human Rights Assurance Report covering the period 2017-19 in the absence of a Board Human Rights Advisor. These were both considered and published by the Board in October 2019⁶.

⁶ Web links to both HR reports

<https://www.nipolicingboard.org.uk/publication/human-rights-assurance-report-september-17-august-19>
<https://www.nipolicingboard.org.uk/sites/nipb/files/publications/human-rights-annual-report201617.PDF>

4.8 Consider the Board's human rights thematic reports and make recommendations to the Board

In April 2019 the Committee received a comprehensive briefing on the implementation of the recommendations of the 'Policing Race Hate Crime Thematic' and the wider hate crime portfolio. There were 14 recommendations, all of which have been implemented in full. Members heard about the Hate Crime Champions and the role of the support hubs. In October Members again considered hate crime as part of monitoring PSNI's performance against the Policing Plan measure and the Review of Hate Crime Legislation in Northern Ireland led by Judge Marrinan.

4.9 Monitor the implementation of recommendations from the Board's Human Rights Reports

The Human Rights Assurance Report provides an update on the status of each outstanding recommendation from each previous Annual Report. This Assurance Report was approved for publication by the Committee in September 2019 and published by the Board in October 2019. It was agreed that all of the outstanding recommendations from either an Annual report or a Thematic Report would be assessed by the Board's newly appointed Human Rights Advisor and published in the Human Rights Annual Report 2019-20.

4.10 Revise the Code of Ethics for Police Officers and make recommendations to the Board in respect of the publication

Under sections 3(3)(d)(iv) and 52 of the Police (Northern Ireland) Act 2000, the Board is required to assess the effectiveness of the Code of Ethics and revise it when appropriate. The original Code was published in 2003 with a review carried out in 2008. Since that time there have been a number of significant developments in the area of police professional standards and misconduct. In December the Performance Committee agreed to the revision of the Code with work starting on this revision between PSNI and Board Officials with a view to bringing a new Code to the Board for approval and consulting on more widely during 2020.

4.11 Assess the effectiveness of the Code of Ethics

This is monitored by the Committee when they monitor the trends and patterns in complaints and allegations and misconduct in PSNI where each breach of the Code is recorded. Members considered this information in June 2019.

4.12 Monitor trends and patterns in complaints against PSNI

Under section 3(3)(c)(i) of the [Police \(Northern Ireland\) Act 2000](#) the Board must keep itself informed as to the measures in place to deal with PSNI complaints and disciplinary proceedings; and to monitor trends and patterns in complaints. The Performance Committee takes forward this responsibility by receiving an update on the work of their Professional Standards Branch, this was reported in June 2019. This briefing was supplemented with a substantial report developed by Board Officials which fulfils this function and challenges areas of concern. The report and briefing provided the Members with an overview of areas such as; breaches of the Code of Ethics, suspensions and repositioning of officers, misconduct, complaints and allegations against officers and police staff discipline.

4.13 Keep under review the outcome of disciplinary procedures

Members were provided with an overview of misconduct processes and outcomes at the Performance Committee meeting in June.

4.14 Consider investigation reports of the Police Ombudsman and liaise with the Police Ombudsman in relation to policy and practice

In June 2019 Members of the Committee were provided with an update on the implementation of recommendations from the Police Ombudsman during the course of their investigations.

4.15 Keep under review the outcome of Police Appeal Tribunals

The Board is required under the Royal Ulster Constabulary (Appeals) Regulations 2000 and the Police Appeals Tribunal Regulations (NI) 2016 to administer the police appeals tribunal process and facilitate the tribunal's hearings. The Police Appeals Tribunal (PAT) is an independent body established under legislation to consider appeals brought by police officers against the finding and or sanction imposed by a misconduct or unsatisfactory performance panel. In June 2019 Members were provided with an update on the number of appeals during the reporting year and newly appointed Independent Board Members received training in respect of this area in March 2020.

4.16 Lead on the Board's oversight responsibilities with regard to the operation of the National Crime Agency (NCA) in Northern Ireland

[Section 3\(3A\)](#) of the Police (Northern Ireland) Act 2000 outlines the key functions for the Board in respect of the operation of the NCA in Northern Ireland, which are to (a) monitor the

exercise of the functions of the NCA in Northern Ireland; and (b) make arrangements for obtaining the cooperation of the public with the NCA in the prevention of organised crime and serious crime.

The National Crime Agency (NCA) became fully operational in Northern Ireland following Assembly consent to the Crime and Courts Act 2013 (National Crime Agency and Proceeds of Crime) (Northern Ireland) Order 2015 in February 2015 and has powers to tackle serious and organised crime. To meet their responsibility of overseeing the activity of the NCA in Northern Ireland, the Committee considered the six monthly report in which the NCA set out their work across the areas of: vulnerability, including child sexual exploitation and abuse and human trafficking; prosperity, including money laundering, fraud and cybercrime; commodities, including drugs and firearms; specialist capabilities, including major crime investigations and missing persons; and paramilitary crime task force, which includes all crime related to paramilitary activity, in October 2019 and March 2020. Following consideration by the Board, the NCA Annual Plan 2019-20 was published in April 2019.

4.17 Consider any changes to the Memorandum of Understanding between the Board and the NCA and make recommendations to the Board in respect thereof

An updated NCA MOU was considered by Performance Committee Members during the year and was ultimately signed off by the Board Chair.

4.18 Policing Plan Monitoring

The Performance Committee considered a number of Policing Plan measures from the 2019-20 Policing Plan which are set out below.

Measure 2.1.2: Improve the service to vulnerable groups and improve outcomes in collaboration with partners in relation to:

- (i) Domestic Abuse
- (ii) Hate Crime
- (iii) Crimes Against older people
- (iv) Sexual offences
- (v) Mental health
- (vi) Child Sexual Abuse and Exploitation (CSAE) and Children who go missing

Measure 4.1.1: Demonstrate progress in providing a more efficient and effective delivery of Justice, including evidence of progress made with legacy cases.

The Committee considered information provided by PSNI and comprehensive briefing papers prepared by Board officials on each of the measures outlined. PSNI also attended a number of committee meeting to provide further detail and clarity on these important issues and to address concerns from Members.

4.19 Visits to the Police Estate

Members of Performance Committee visited PSNI Musgrave in December. They received a briefing on Body Worn Video and were given a tour of the Custody Suite where they met with police and healthcare staff.

4.20 Performance Committee Reports

The Committee has published two substantial Committee Review reports; one considering the PSNI's Response to Domestic Abuse in Northern Ireland;

<https://www.nipolicingboard.org.uk/publication/domestic-abuse-review>

and the other considered PSNI's use of the Stop and Search Powers.

<https://www.nipolicingboard.org.uk/publication/committee-review-use-stop-and-search-powers>

4.21 Performance Committee Minutes

Committee Minutes can be found on the Board's website or by clicking this [link](#).

5. RESOURCES COMMITTEE REPORT

5.1 Role of the Resources Committee

The role of the Resources Committee is to support the Board and provide scrutiny and delegated decision making in relation to five key areas namely; PSNI Governance & General Matters, Financial Management, the PSNI Estate, Human Resources and Police Training. The work of the Resources Committee is currently facilitated by both the Board's Resources Directorate and Police Administration Directorate.

5.2 Resources Committee Meetings and Membership

There were 10 Resources Committee meetings held from April 2019 to March 2020.

During 2019-20, the following were Members of the Committee:

Gerry Kelly (Chair)	Alan Chambers
Wendy Osborne (Vice Chair)	John Blair
Keith Buchanan	Tom Frawley
Paul Nolan	Doug Garrett
Keith Buchanan	Gary Middleton
Linda Dillon	

During the reporting period as a result of political changes to the Board, Keith Buchanan, Gary Middleton and Linda Dillon were replaced by:

- Trevor Clarke
- Tom Buchanan
- Seán Lynch

Details of Member attendance at Committee can be found in section 6.

5.3 Key Issues Considered against Committee Terms of Reference

- The scope of the work undertaken by the Committee during the Reporting Period was varied and far-reaching. Outlined below is a synopsis of the work undertaken by the Committee during the 2019-20 Reporting Period.
- This is not an exhaustive list of the work undertaken by the Committee during the Reporting Period, rather it provides an overview of the key areas, themes and issues considered and acted upon by the Committee.

- For ease of reference, the relevant excerpts from the Committee's Terms of Reference has been included in the blue box at the start of each sub-section.

5.4 Plan Monitoring

- At the beginning of the Reporting Period the Committee considered how the PSNI had performed against the 2018-19 Policing Plan by way of a briefing from Board Officials at the April 2019 Committee meeting. During this briefing Members considered and discussed a variety of issues to include PSNI's decision to cease using the Priority Based Resourcing model as a demand profiling tool, the implementation of a risk matrix called Management of Risk in Law Enforcement (MORile), the difficulty in monitoring the large number of performance measures within the 2018-19 Policing Plan and the challenges the Board had encountered in obtaining the necessary information from PSNI to enable assessment of PSNI performance against the 2018-19 Policing Plan.
- In respect of the current Reporting Period, being 2019-20, the Resources Committee has responsibility for the following sections within the 2019-20 Policing Plan⁷:
 - **1.1.5:** Improve under -representation in respect of gender and community background across departments and branches of the PSNI.
 - **5.1.1:** Demonstrate a comprehensive assessment and understanding of both current and likely future demand for services, matching resources to meet the needs of the public and protecting frontline services.
 - **5.1.2:** Development of clear and realistic plans for achieving the likely savings required beyond 2019-20.

Outlined below are examples of how the Resources Committee monitored and scrutinised PSNI performance in line with the three 2019-20 Policing Plan objectives outlined above.

5.5 Governance & General Matters

- **Monitor police performance against the measures/indicators specific to the committee in the Annual Policing/Performance Plan and support the Board in holding the Chief Constable to account for delivery of the Plan.**
- **Keep informed and as appropriate approve PSNI strategies relevant to the work of the Committee.**

⁷ <https://www.nipolicingboard.org.uk/sites/nipb/files/publications/annual-policing-plan%202019-20.pdf>

- **Oversee and report to the Board on the functions performed by the Chief Constable on behalf of the Board namely: Directing and controlling Police staff, providing and maintaining buildings and equipment for police purposes, keeping proper accounts and related records and preparing and submitting an annual statement of accounts in relation to amounts put at his/her disposal.**
- **Review policies and procedures pertinent to the Committee's Terms of Reference and make recommendations to the Board in respect thereof.**
- **Receive reports on appropriate legal issues pertaining to the Board.**
- **Undertake the Board's responsibilities under Police and Police Pension Regulations and made recommendations to the Board in respect of pension forfeiture cases.**

The Committee focused on myriad PSNI strategies over the course of the Reporting Period. One of the key strategies considered by the Committee was PSNI's Overtime Strategy. A copy of the PSNI's Overtime Strategy was first placed before the Committee in May 2019. Members experienced some delays in obtaining information from PSNI in respect of this strategy. Ultimately the Committee Chair corresponded on several occasions to request further information on various aspects of the Overtime Strategy. Members took a particular interest in the Communications Strategy i.e. how the final Overtime Strategy would be cascaded to all staff. The Committee's consideration of the Overtime Strategy culminated in a briefing from ACC Todd at Committee in February 2020. As residuals issues and queries remaining outstanding this will form part of the Committee's Forward Programme of Work for 2020-21.

Members considered the Working Group on Police Numbers that had been established by the Department of Justice and which the Board's Chief Executive was a Member. Linked to same was a briefing in December 2019 from then T/DCC Martin and the PSNI's Director of Finance in respect of the draft Strategic Outline Cases (SOC). These SOC's related to the Chief Constable's key transformation projects to include an increase in police numbers as well as Estates and Digitisation. PSNI had sought Committee input and feedback into each of the three SOC's which had also been shared with the Northern Ireland Office and the Department of Justice.

Members were able to assist Board Officials during the year in respect of work relating to the Board's Corporate Plan 2020-23. The Committee was able to provide suggestions and feedback which was utilised by Board Officials with the Corporate Plan ultimately published online.

During the Reporting Period the Committee received formal briefings on the PSNI's Equality, Diversity and Good Relations Strategy, the PSNI's People and Culture Strategy, the PSNI's Recruitment Strategy to include its Outreach Strategy.

The PSNI's Head of Crime Operations delivered a briefing to the November Committee on PSNI's Equality, Diversity and Good Relations Strategy. The Committee was able to feedback and comment on the PSNI draft Action Plan in respect of this strategy. Members were able to discuss various issues in relation to this strategy to include the formation of a Positive Action Group committed to progressing diversity and inclusion. Members also learned about areas within the police which proved more favourable to males, for example the Physical Competency Assessment (PCA). Members were also briefed on PSNI's other initiatives to foster a more inclusive and supportive workplace to include a new 'buddy' system and a uniform review.

Members considered Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) PEEL inspection of the PSNI. Members agreed that the focus of the 2019-20 PEEL inspection should be on the legitimacy pillar, that the efficiency and effectiveness pillars should remain the central threads of the inspection and that the Board might consider conducting thematic inspections on particular areas which are beyond the more established aspects of policing that are currently examined.

Members progressed various items in relation to Police Administration Directorate. Members considered and ratified decisions made by both Selected Medical Practitioners (SMP) and Independent Medical Referees (IMR) at Committee meetings in April 2019 and March 2019.

Members also approved miscellaneous cases originating from Police Administration Directorate to include, inter alia, adult survivor awards and the reinstatement of child allowances.

Members were also provided with briefings on an Northern Ireland Audit Office (NIAO) report into the PSNI's Injury on Duty scheme as well as provided with updated on the work of the Board' Injury on Duty Working Group which also involved a some Committee Members.

Members considered various other miscellaneous policies to include the PSNI's Attendance Management Policy and were able to investigate and understand different aspects of this policy to include the linkage between attendance and eligibility for promotion.

5.6 Financial Management

- **Make a recommendation to the Board regarding approval of the PSNI & Board's budget for the financial year.**
- **Monitor the effectiveness of the PSNI's strategic financial planning process including monitoring and scrutiny of management accounts, the budget and forward financial forecasts.**
- **Consider and approve expenditure above delegated limits and novel, contentious or repercussive proposals for PSNI & the Board.**
- **Consider and approve issues relating to borrowing, gifts made, write-offs, losses and other special payments for PSNI & the Board.**
- **Monitor and consider as appropriate compensation claims made against the Chief Constable & the Board.**
- **Scrutinise the Board's financial performance including monitoring and scrutiny of management accounts, the budget and forward financial forecasts.**

The monitoring and scrutiny of PSNI's budget, management accounts and forward financial forecasts and planning was a fundamental part of the Committee's work during the Reporting Period and the Board undertook the approval of both the PSNI and the Board's budgets per its Terms of Reference.

Members considered and progressed a variety of budget specific tasks to include, considering overspend and underspend totals, monitoring rounds throughout the financial year and the budget profiles for both the PSNI and the Board in 2019-20. Another key issue considered throughout the Reporting Period was that of EU Exit funding as well as the Chief Constable's bid for Transformation Funding.

PSNI Procurement was added to the Committee Work Programme for the Reporting Period. In particular the Committee took an interest this year in potential inefficiencies in procurement and business case approval processes. Members received a briefing on PSNI Procurement during the October 2019 Committee meeting delivered by PSNI’s Head of Procurement and Logistic Services. Members were able to discuss at length various issues to include the relationship with Central Procurement Directorate (CPD), the Home Office and Government Procurement Services. Members discussed efficiency savings and procurement procedures and contract management. Members also noted that Annual Procurement Reports are produced each year and are considered by both PSNI’s Service Executive Board and the Policing Board.

Throughout the Reporting Period Members took a particular interest and sought specific reports into the costs and timeframes of various Operations (to include Klina, Kenova including Operations Mizzenmast and Turma).

Members also progressed a review of the Close Protection Unit and the associated costs. Members were briefed throughout the Reporting Period on the case of ⁸ *Chief Constable of PSNI & NIPB v Alexander Agnew & Others [2019] NICA 32*. In June 2019 the Court of Appeal upheld an earlier ruling that PSNI staff were owed money for shortfall in pay dating back in/around 20 years. It was alleged that miscalculations arose after holiday pay was based on basic pay and did not include consideration for overtime.

Ad-hoc actions were undertaken throughout the year relating to, inter alia, Drone Contracts, the sale of land at Desertcreat, disposal arrangements for the PSNI Fleet and Direct Award Contracts.

The Committee also made a variety of above delegated limits approvals including:

RECIPIENT	VALUE
Donation to Care of Police Survivors	£6,000
Donation to National Black Police Association’s Stephen Lawrence Bursary	£1,700
Donation to the Police Treatment Centres	£55,000

⁸

<https://judiciaryni.uk/sites/judiciary/files/decisions/Chief%20Constable%20of%20PSNI%20%26%20Northern%20Ireland%20Policing%20Board%20v%20Agnew.pdf>

5.7 Police Estate

- **Monitor and review the PSNI's Estate Strategy and recommend to the Board acquisition and disposal of land and property.**
- **Advise the Board on the future accommodation for the Northern Ireland Policing Board.**

Further to provisions within the *Police (Northern Ireland) Act 2000* (the **Police Act**), the Board is the legal owner of the Police Estate, although the day-to-day responsibility for management and upkeep of the Police Estate is delegated to the Chief Constable.⁹ In addition, the Board has a legal responsibility to consider and approve all requests pertaining to the acquisition and disposal of Police Estate land and property.

In May 2019, Members welcomed the then Head of PSNI's Estate Services Business Unit (**ESBU**) for a briefing on the PSNI Estate and, in particular the management and upkeep of same. Prior to this meeting, Board Officials provided a paper and briefing to Members containing key information in respect of the Estate Strategy, budget and governance arrangements for the Police Estate and a note of the operational challenges of maintaining a significant estate (comprised of many buildings and structures over many, varied locations). Members were able to discuss ESBU's key priorities and discuss emerging issues and concerns with the Head of ESBU for consideration by the Committee during the Reporting Period.

During the Reporting Period Members agreed that that a review should be undertaken regarding the establishment of a formal Estate Protocol between the Board and PSNI in relation to all aspects of the Police Estate. The project commenced and Board Officials are continuing to progress same with the assistance of various stakeholders. Member also agreed that legal advice should be sought to complement the work being undertaken on the new Estate Protocol. Legal advice was received and considered by the Committee in February 2020. During this Committee meeting Members also reviewed and considered next steps and an Action Plan prepared by Board Officials in respect of this Estate Protocol project. Completion of the Estates Protocol and the legal advice Action Plan will form part of the Committee's Forward Programme of Work in 2020-21.

⁹ <http://www.legislation.gov.uk/ukpga/2000/32/section/6>

During the Reporting Period Members also raised issues relating to the level of detail and the inadequate notice period given by PSNI in respect of proposed land transactions (for example in respect of land adjacent to Waterside PSNI Station and Rathfriland Communications Site respectively). Members have impressed upon PSNI the necessity for future requests to be comprehensive and received in a timely manner with a full internal PSNI Business Case if appropriate.

In December 2019 the then T/Deputy Chief Constable Stephen Martin delivered a presentation to Members with PSNI's T/Director of Finance. This presentation was in respect of a draft Strategic Outline Case (SOC) relating to the Police Estate. T/DCC Martin requested input and assistance from the Committee to refine the SOC and related documentation. T/DCC Martin confirmed that, via the SOC, investment in the police estate transformation strategy would result in an overall reduction of the police estate footprint and would ultimately save money on a long term basis. The Chief Constable provided a further update on this project at Committee meeting in December 2019.

Over the course of the Reporting Period Member's considered and approved the acquisition of land adjacent to Newtownabbey and Waterside PSNI stations.

Another key piece of work undertaken by the Committee during the Reporting Period was the 'James House Project' being the Board's proposed move to new premises. Officials from the Department of Finance worked closely with Committee members and Members were able to discuss at length issues such as floor plans, agile working, proposed savings and other concerns such as parking and security. Ultimately the Committee made a recommendation to the Board that the move to James House should be approved.

Other miscellaneous work undertaken by the Committee in respect of the Police Estate included considering a paper presenting all the legal documentation signed during the period in which the Board was not fully constituted. On review of same the Committee agreed that bi-annual reports on any/all legal documents signed on behalf of the Board in relation to the Police Estate should be brought to the Committee. In addition legal advice was sought and considered in respect of signing of legal documents and in particular lease extensions. Finally, the Committee liaised with PSNI on how best to unlock transformational thinking in PSNI in relation to the overall Estate Strategy.

5.8 Human Resources

- **Monitor and report to the Board on trends and patterns in the recruitment of police and police support staff; and assess the effectiveness of measures taken to ensure that membership of the police service and the police support staff is representative of the community.**
- **Undertake the Board’s responsibilities in relation to the secondment of PSNI officers up to and including the rank of Chief Superintendent.**
- **Exercise strategic oversight of equality and diversity and monitor the implementation of Section 75 within PSNI.**
- **Approve Special Purchase Evacuated Dwellings (SPED) and relocation expenses for PSNI officers and staff.**
- **Undertake the Board’s responsibilities in relation to police pay, allowances and conditions of service and provide a recommendation to the Board on input to the Police Remuneration and Review Body (PRRB) annual review of pay for police officers.**
- **To consider the composition of the PSNI Senior Officer and staff equivalent positions and make recommendations in respect thereof.**
- **Exercise strategic oversight of equality and diversity and monitor the implementation of Section 75 within the Board.**

Throughout the Reporting Period the Committee approved various secondment requests under *Section 8¹⁰* of the *Police Act*. These secondments involved officers, of varying levels and skills sets, assisting on a variety of operations to Ukraine, Turks & Caicos, Oman Bosnia & Herzegovina. The Committee ensured that Secondment Evaluation Reports were requested in order that these could be scrutinised and any learning and transferrable skills. In April 2019 the Board Official’s sought the Committee’s views on potential options for a remuneration package for the new Chief Constable following his appointment. During discussions Members outlined their view regarding the package including accommodation and payment of expenses associated with removal/relocation. Members ultimately recommended a remuneration package to the Board in respect of the new Chief Constable.

¹⁰ <http://www.legislation.gov.uk/ukpga/1998/32/section/8>

In June 2019 Members considered and approved the reimbursement of fees associated with a SPED Assisted Removal. This was the only SPED case considered by the Committee during the Reporting Period.

The Committee considered and approved for consultation the Board's own 2019-23 Equality Action Plan, 2019-23 Disability Action Plan and Equality Scheme. These documents were ultimately recommended for approval by Committee in November 2019.

Members received a briefing at Committee in June 2019 from PSNI's Head of Human Resources on PSNI Representativeness to include a briefing on barriers to recruitment research. Members were able to discuss a variety of issues with the Head of HR on this date to include the PSNI's Engagement and Outreach Strategy, legacy factors which Members considered might affect recruitment, educational qualifications of trainee officers and recruitment from specific set-groups to include working class and Catholic areas. Members were able to agree a variety of action points with PSNI's Head of HR during this meeting which were followed up at subsequent Committee meetings. These action points informed the final Outreach Strategy which fed into the recruitment campaign that ultimately commenced in February 2020.

Members benefited from a briefing from the PSNI's Head of External Recruitment in January 2020. Members were informed about the PSNI Student Officer Recruitment Campaign which launched on 4 February 2020. The Committee were briefed on targeted advertisements for underrepresented groups, social media developments and the advertising campaign more generally. Members also received information in relation to the removal of a requirement for a pass in GCSE mathematics, the availability of private coaching session and the use of existing PSNI officers as role models during the recruitment period. Initial metrics were brought to the Committees in March 2019 following the closing of the recruitment campaign however a detailed review and analysis of the campaign will form a key part of the Committee's Forward Programme of Work in 2020-21.

During the Reporting Period the Committee oversaw, from inception to completion a review on the composition of PSNI Chief Officer and Senior Police Staff Equivalent Positions. The Terms of Reference for this Service Executive Board Review were agreed by the Committee and the Committee progressed work on this project culminating in a briefing from the Chief Constable at Committee meeting in January 2019. The Chief Constable was joined by a

representative from HeadsTogether who had been providing assistance on this project. Members discussed the various options to ensure sustainable change within PSNI, including improving the status of police staff. Members agreed to structure which enhanced civilian police leadership and ultimately made this recommendation to the Board for approval. The appointment of the Service Executive Team will form a key part of the Committee's Forward Programme of Work during 2020-21.

A key work area undertaken by the Committee during the Reporting Period was to the Police Remuneration Review Body (PRRB). In March 2019 Members considered the PRRB submission which resulted from work carried out by a small working group formerly agreed by the Committee. It was agreed at the March Committee to approve the submission to the PRRB on the pay and conditions for officers in PSNI.

Finally, it should be noted that the PSNI's Head of HR attended in person at 6 out of the 10 Committee meetings held during the Reporting Period to discuss the PSNI HR Dashboard provided in hard-copy to the Committee each month. The PSNI's Head of HR briefed the Committee on myriad issues to include (but not limited to) the Chief Constable's Reward & Recognition, sick absenteeism, PSNI leavers to include the loss of key skills and knowledge.

5.9 Police Training

- **Advise the Board as appropriate on the facilities and provision of both pre-service and in-service training and development for police officer and staff, and oversee quality standards.**
- **Monitor the provision of continuous professional development and the opportunities for career development of all police officers and staff.**

Throughout the Reporting Period the Committee worked with PSNI to understand how learning from the Gibson Report¹¹ would be applied across the PSNI. This project culminated

¹¹ A Review of the Police College was commissioned following events in June 2016 where a number of students breached the confidentiality agreement linked with the examination process. It was led by an independent Project Lead, Chief Superintendent Alan Gibson of Police Scotland. The Report was received at the Policing Board meeting on 6 October 2016 and it was agreed to hold a special Board meeting to allow Members to give due consideration to the Report findings and recommendations. This meeting was held on

in a final report from the Chief Constable in November 2019. As the Committee Vice-Chair expressed at the time, the Chief Constable's final report referred to "*the seriousness of the original issues, the transformation that has been made and most importantly the need to see continuous improvement from PSNI. It also picks up on the Board's commitment to take a keen interest in the training college and to provide ongoing oversight of activity.*"

The Committee received a presentation on the Police College and Training Strategy which took place at Garnerville on Thursday 19 September 2019. Members toured the Police College facilities with the Head of the Police College, Head of Operational Programmes and the Head of Learning.

Members were able to discuss the background to the Gibson Report further and the recommendations and subsequent implementations made.

The Head of the Police College delivered a presentation to Members in respect of the implementation of the Police College training strategy and the governance and oversight controls in place. Members were also briefed on the improvement in firearms training audit scores, the establishment of a leadership pathway in partnership with the College of Policing and Ulster University as well as links with other public sector organisations to create a peer to peer mentoring programme, particularly at senior level. The Head of Learning briefed the Committee on workforce modernisation initiatives at the Colleges including a mentoring programme with District Policing as well as health and wellbeing initiatives. Finally, the Head of Operational Learning also briefed the Committee on the positive impact of a trainer exchange project with An Garda Síochána Training College in Templemore, County Offaly. Members commented on the positive cultural change within the Police College and the improvement in College facilities. Members agreed that they wished to receive updates from the College on a regular basis and it was agreed that arrangements would be developed on how the Police College will report to the Committee.

Thursday 20th October 2016 followed by further special Board meetings on 27th October and 10th November to consider the report and the Implementation Plan in particular.

Throughout the Reporting Period the Committee received regular updates from PSNI's Head of Human Resources on various issues relating to training and the Police College to include an intended skills audit of PSNI officers and staff in conjunction with the Police College

5.10 Visits to the Police Estate

As noted above, the Committee received a presentation on the Police College and Training Strategy which took place at Garnerville on Thursday 19 September 2019.

The Committee had been due to attend at Downpatrick PSNI Station to visit and be briefed on one of the most modernised stations on the Police Estate. However, this visit was delayed and ultimately cancelled with the onset of Covid-19.

5.11 Resources Committee Minutes

Committee Minutes can be found on the Board website or by clicking this [link](#).

6. MEMBER ATTENDANCE

The table below provides details of attendance by the Members at Committee meetings from 1 April 2019 to 31 March 2020.

Members	Audit and Risk Assurance Committee Attendance	Partnership Committee Attendance	Performance Committee Attendance	Resources Committee Attendance
John Blair MLA	-	5/11	-	10/10
Joanne Bunting MLA	2/4	6/11	3/10	-
Alan Chambers MLA	-	-	4/10	5/10
Brice Dickson	-	10/11	10/10	-
Tom Frawley	3/4	-	9/10	7/10
Doug Garrett	4/4	-	-	10/10
Dolores Kelly MLA	-	7/11	6/10	-
Gerry Kelly MLA	3/4	-	7/10	9/10
Colm McKenna	4/4	11/11	-	-
Paul Nolan	-		7/10	8/10
Wendy Osborne	3/4	7/11	-	10/10
Mervyn Storey MLA (1)	-	6/11	9/10	-
Tom Buchanan MLA (6)	-	1/1	-	1/2
Trevor Clarke MLA (6)	-	-	2/2	2/2
Liz Kimmins MLA (3)	-	2/2	2/2	-
Seán Lynch MLA (3)	-	2/2	-	2/2
Linda Dillon MLA (2)	-	8/8	-	8/9
Philip McGuigan MLA (2)	-	7/8	8/8	-
Keith Buchanan MLA (4)	-	-	6/8	9/10
Gary Middleton MLA (5)	-	7/9	-	8/10

(1) Mervyn Storey and Alan Chambers were undertaking other commitments on behalf of the Board and as a result they were unavailable to attend the Performance Committee meeting in May 2019.

- (2) Mrs Linda Dillon MLA and Mr Philip McGuigan MLA resigned from the Policing Board on 20 January 2020.
- (3) Ms Liz Kimmins MLA and Mr Seán Lynch MLA were appointed to the Policing Board on 23 January 2020.
- (4) Mr Keith Buchanan MLA resigned from the Policing Board on 7 February 2020.
- (5) Mr Gary Middleton MLA resigned from the Policing Board on 10 February 2020.
- (6) Mr Tom Buchanan MLA and Mr Trevor Clarke MLA were appointed to the Policing Board on 17 February 2020.

7. GLOSSARY

ACC	Assistant Chief Constable
ARAC	Audit and Risk Assurance Committee
CARE	Career Average Re-valued Earnings
C&AG	Comptroller and Auditor General
CI	Continuous Improvement
CSAE	Child Sexual Abuse and Exploitation
DAC	Direct Award Contracts
DCC	Deputy Chief Constable
DfC	Department for Communities
DoF	Department of Finance
DoH	Department of Health
DoJ	Department of Justice
DVADs	Domestic Violence & Abuse Disclosure Scheme
EU	European Union
ESBU	PSNI's Estate Services Business Unit
HMICFRS	Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services
ICO	Independent Community Observer
ICV	Independent Custody Visitor
IDVAs	Independent Domestic Violence Advisors
IPR	Individual Performance Review
MARAC	Multi-Agency Risk Assessment Centre
MLA	Member of the Legislative Assembly
NCA	National Crime Agency
OBA	Outcome Based Accountability
OCU	Organised Crime Unit
OCGs	Organised Crime Groups
NCA	National Crime Agency
NDPB	Non Departmental Public Body
NI	Northern Ireland
NIA	Northern Ireland Assembly
NIAO	Northern Ireland Audit Office
NICS	Northern Ireland Civil Service

NICS	Northern Ireland Crime Survey
NIO	Northern Ireland Office
NIPB	Northern Ireland Policing Board
NIPSA	Northern Ireland Public Services Alliance
NIRSP	Northern Ireland Road Safety Partnership
NPM	National Preventative Measure
NPT	Neighbourhood Policing Team
OCG	Organised Crime Group
OCTF	Organised Crime Task Force
PAT	Police Appeals Tribunals
PCSP	Policing and Community Safety Partnership
PCSPS(NI)	Principal Civil Service Pension Scheme
PSNI	Police Service of Northern Ireland
PwC	Policing with the Community
SMP	Selected Medical Practitioner
SPED	Special Purchase of Evacuated Dwelling
SOC	Strategic Outline Cases
TACT	Terrorism Act

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