

NORTHERN IRELAND POLICING BOARD

COMMITTEE REPORTS

1 April 2022 – 31 March 2023

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1. INTRODUCTION

The Northern Ireland Policing Board (the 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 five 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](#)
- [Discipline 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.

A copy of some of the key outcomes for the past year are set out in the next page, along with the findings from a published survey on our work and that of the PSNI).

OUTCOMES OVERVIEW: 2022 - 2023



KEY DOCUMENTS PUBLISHED



POLICING BOARD BUSINESS PLAN 2022-23

We outline how we intend to deliver our three key outcomes and four key objectives across the next year. This is the final year of the current Corporate Plan, which ran from 2020-2023.



HUMAN RIGHTS REVIEW OF PSNI'S USE OF FORCE

The Board's Independent Human Rights Advisor has made ten recommendations to PSNI across the types of force currently available, providing an overview of how these kinds of force are used, PSNI policy, any potential medical implications and statistics.



ANNUAL ASSESSMENT POLICING PLAN 2020-25 & ANNUAL PERFORMANCE PLAN 2022-23

The Policing Plan and Annual Performance Plan outlines three outcomes that the Board want delivered for the people of Northern Ireland. We produce annual assessments of PSNI's performance against these outcomes.



HUMAN RIGHTS ANNUAL REPORT

This Report, produced by the Board's Independent Human Rights Advisor, contains 11 recommendations to PSNI on their compliance with the Human Rights Act 1998 as well as the monitoring work carried out over the year by the Board.



PSNI PROFESSIONAL STANDARDS REVIEW

Board Members agreed the need for additional scrutiny to be brought to a series of concerns and issues identified by both PSNI and the media.



REVIEW OF THE HUMAN RIGHTS OF POLICE OFFICERS AND STAFF

This report sets out nine recommendations with the view of improving PSNI's compliance with international human rights standards regarding those working within policing.

[READ MORE ON NIPOLICINGBOARD.ORG.UK](https://www.nipolicingboard.org.uk)



9 Board Meetings



7 Board Public Accountability Sessions



30 Committee Meetings



11 Committee Reports



110 Oral Questions



41 Written Questions



119 Publications

POLICING BOARD RESOURCES

19 Board Members

51 Board Staff

£6.33m Board Funding

£1.5m Board PCSP Funding

31 Custody Visitors

9 Community Observers

POLICING PLAN SURVEY 2022

WE HAVE A SAFE COMMUNITY



WE HAVE CONFIDENCE IN POLICING



WE HAVE ENGAGED AND SUPPORTED COMMUNITIES



A telephone survey of 2510 adults was conducted with the aim to provide a deeper understanding of the public's view of policing in NI. The survey was conducted between the November 2021 – February 2022.

PUBLIC PERCEPTIONS



2. AUDIT AND RISK ASSURANCE COMMITTEE

2.1 Role of the Audit and Risk Assurance Committee

The Board has established an Audit and Risk Assurance Committee to support it in its responsibilities for issues of risk, control, governance and assurance by reviewing the comprehensiveness of the Board and PSNI’s governance framework in meeting the Board’s and the Accounting Officer’s assurance needs and reviewing the reliability and integrity of these assurances.

2.2 Audit and Risk Assurance Committee Meetings and Membership

The Committee’s Terms of Reference states that it is required to meet at least four times a year. During 2022-23, the Committee met five times with meetings held on 17 June 2022, 28 June 2022, 6 October 2022, 20 December 2022 and 23 March 2023.

During 2022-23, the following were Members of the Committee:

Committee Members	
Colm McKenna, (Chair until 30 November 2022)	Liz Kimmins MLA from 9 June 2022
Edgar Jardine, (Vice Chair until 30 November 2022)	Nuala McAllister MLA from 9 June 2022
Michael Atkinson (Chair from 1 December 2022 until 31 March 2023)	Maurice Bradley MLA from 9 June 2022
Frank McManus (Vice Chair from 1 December 2022)	Peter Osborne from 1 December 2022

2.3 Internal Audit

The Northern Ireland Civil Service’s (NICS) Group Internal Audit Team, from the Department for Communities (DfC) were appointed NIPB’s Internal Auditors from 1 July 2019. Following a three year term, an extension was agreed until 31 March 2023. The Board expects to enter into a further 3-year contract and a revised Memorandum of Understanding (MoU) and Data

Sharing Agreement (DSA) are due to be considered by the Committee early in the 2023-24 year. The Department of Justice (DoJ) Internal Audit Team audit the PSNI and therefore to avoid any perceived conflict of interest, it was agreed in 2019 that the Board's Audit Team would be from DfC.

During 2022-23 Internal Audit completed one audit and two advisory reviews and an overview of this work is included in the table below.

At the meeting on 17 June 2022 the Head of Internal Audit presented the Internal Audit Charter for 2022/23 to the Committee. Under the Public Sector Internal Audit Standards (PSIAS) the purpose, authority and responsibility of Internal Audit should be formally defined in an Internal Audit Charter. In line with PSIAS there is a requirement to present the Internal Charter to the Audit and Risk Assurance Committee on an annual basis. The final approval of the Internal Audit Charter rests with the Board. The Committee was asked at the 17 June 2022 meeting to recommend that the Board approve the Charter. The Committee recommended its approval to the Board who subsequently approved it at the Board meeting on 7 July 2022.

At the June 2022 meeting the Committee also considered Internal Audit's Annual Opinion at this meeting. The Head of Internal Audit advised that Internal Audit's Opinion on NIPB's internal governance, risk management and internal control system was 'satisfactory' and was based on internal audit activity during the 2021/22 financial year and also cumulative assurances derived from internal audit activity during 2020/21 and 2019/20.

At the meeting in October 2022 the Head of Internal Audit updated the Committee on a recently completed audit of Mid & East Antrim (MEA) PCSP Funding and outlined the findings and recommendations identified as part of the audit. The purpose of the review was to provide assurance to the NIPB (and the Joint Committee) on the adequacy and effectiveness of MEA's administration and management of the MEA PCSP for the 2020/21 and 2021/22 financial years.

Members also discussed upcoming audit assignments for the remainder of the financial year and the allocation of days assigned to each one. At the December 2022 meeting internal audit representatives reported that, following agreement with the Chief Executive and the Chair of

ARAC, the timing and scope of the remaining assignments on the 2022/23 Internal Audit work plan had been amended to facilitate further reviews of PCSP funding in some council areas. The remaining 2022/23 audit days were subsequently reallocated accordingly. In March 2023 the Head of Internal Audit further advised that in consultation with the Chair of ARAC and the Board Chief Executive, the proposed audit of the Board's Complaints Handling processes would be deferred until the 2023/24 year. This was due to the Board's preference for a longer, more advisory piece of work, and it was agreed it could not be completed within the remaining allocated days in the 2022/23 year.

At the meeting on 23 March 2023, the Committee also considered and approved the proposed 2023-24 Internal Audit Annual Work Plan. This was compiled in consultation with the Chief Executive and ARAC Chair and incorporates the results of Internal Audit work completed to date in the previous 3 financial years, any new or emerging risk areas where previous audit coverage highlighted issues, the audit resources available and any key risk areas identified by management on the corporate and directorate level risk registers. The Committee was also presented with the Internal Audit Charter for the 2023/24 year. The Committee was asked to recommend that the Board approve the Charter. Following the Committee's recommendation, the Internal Audit Charter for 2023/24 was approved at the Board meeting on 6 April 2023.

Summary of 2022-23 Internal

Audit	Assurance Rating	Number of Recommendations by Risk Priority Rating		
		Priority 1	Priority 2	Priority 3
Police Property Fund Small Grants Scheme Call 1	Satisfactory	No Priority 1, 2 or 3 Recommendations were made as a result of this audit.		
Internal Audit Verification Exercise in respect of 2020/2021 and 2021/2021 Mid and East Antrim (MEA) Council PCSP Funding	Undertaken as an advisory review and as a result no assurance rating was assigned.	0	4	1
Internal Audit Advisory Review in respect of 2022/2023 Belfast City Council PCSP Funding	Undertaken as an advisory review and as a result no assurance rating was assigned.	Risk Based Priority Recommendations not provided.		

Open Internal Audit Recommendations

During the year, Members received quarterly updates from Board Officials on the implementation of open audit recommendations. As at 1 April 2022, there were eight open audit recommendations being progressed towards implementation. While several recommendations have been discharged throughout the reporting period, due to the addition of other recommendations throughout the year, at 31 March 2023 there remain 8 open internal audit recommendations as detailed below:

- 4 recommendations pertaining to the audit on Mid and East Antrim Council PCSP Funding Verification Exercise in respect of 2020/21 and 2021/22.

- 1 recommendation from the audit on Information Management and Security in March 2022.
- 2 remaining recommendations arising from the Business Continuity Planning Review in May 2021; and
- 1 best practice recommendation from an audit of Corporate Governance and Risk Management in May 2020.

Members were advised that it was agreed that the implementation of the recommendations arising from the Business Continuity Planning Review would be paused due to resourcing issues and the office relocation to James House – operationally it was more appropriate for the Business Continuity Plan to relate to the new premises. Now that the move has been completed the development of a new Business Continuity Plan for James House will be undertaken, to incorporate the recommendations made as part of this audit, as soon as the required resources become available.

The best practice recommendation arising from the audit of Corporate Governance and Risk Management has been partially implemented with the updated Corporate Governance Framework being approved in December 2022, however the element relating to the Risk Management Framework has been delayed due to resourcing issues and will be incorporated into the Strategic Planning & Governance branch programme of work for the coming year.

2.4 External Audit and NIPB Annual Report and Financial Statements for the year ended 31 March 2022

At the Committee meetings on 17 June 2022 and 28 June 2022, the Committee considered the draft Annual Report and Financial Statements for the year ended 31 March 2022.

At the meeting on 17 June 2022, 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 on the Annual Report and Financial Statements to 31 March 2022. At this meeting the External Auditors also reported that one Priority 2 recommendation had been identified relating to the accuracy of data used to determine the provisions made for medical reassessments of

Injury on Duty (IOD) awards (specifically regarding the gathering and recording of instances where a claimant is now deceased and therefore provision for further medical assessment is no longer required). They recommended that a full review of cases (including retrospectively) be undertaken to ensure that any changes in circumstance are identified and recorded to ensure the information used to generate provisions is accurate.

On foot of this recommendation Police Pensions and Injury Benefits (PPIB) Branch put dedicated resources towards the recommended review of all cases. As a result, a number of cases were identified as requiring removal from the provisions list. A process is now embedded within the branch to ensure the provision list is kept up to date and the recommendation is now fully implemented and considered closed.

The final Report to Those Charged with Governance was presented to the Committee at its meeting on 6 October 2022. At the meeting on 23 March 2023, the External Auditors provided an overview of their planned 2022-23 External Audit Strategy. Members were briefed on the NIAO Audit Strategy for the certification of the Board's Annual Report and Accounts for the year ended 31 March 2023. The audit strategy detailed the NIAO approach to the audit, the roles and responsibilities of Board and Audit staff, the cost of the audit, associated risks, and also a detailed audit project plan which included a proposed commencement date of 15 May 2023. Members were advised that it is envisaged that the Annual Report and Financial Statements will be certified by the Comptroller and Auditor General by 3 July 2023.

2.5 NIPB Governance Statement 2021-22

The Accounting Officer (Chief Executive) is required to prepare an Annual Governance Statement for inclusion in the Annual Report and Financial Statements. The Governance Statement is designed to bring together all disclosures relating to governance, risk and control and ensure transparent reporting. The Committee reviewed the 2021-22 Governance Statement at its meeting on 28 June 2022, and agreed to recommend that the Governance Statement be signed by the Accounting Officer. This can be viewed from Page 87 of our Annual Report and Accounts 2021-2022 on our website via the following link [Annual Report and Accounts 2021-22 \(nipolicingboard.org.uk\)](https://www.nipolicingboard.org.uk/annual-report-and-accounts-2021-22)

2.6 Risk Management

The Board owns the organisational risks and throughout 2022-23, the Committee, on behalf of the Board, spent a considerable period of time considering the approach to risk management.

During the reporting period the Boards' Senior Management Team (SMT) regularly reviewed the Board's Corporate Risk Register and kept the identified risks under review, escalating and de-escalating risks as appropriate. At each ARAC Committee meeting in 2022-23 Members reviewed the Corporate Risk Register and received an update from Board Officials about the material changes to the register since the last review.

At the meeting on 17 June 2022 the Committee agreed that Risk 5 (pertaining to Business Continuity as a result of COVID-19), could be de-escalated to the Resources Directorate Risk Register given that business continuity had been maintained throughout the pandemic. At the meeting on 6 October 2022 the Committee then agreed that Risk 6 (pertaining to the FOI/GDPR Backlog which was added to the register in September 2021), could also be de-escalated to the Partnership Directorate Risk Register given that the backlog has been cleared and resourcing issues associated with the processing of requests had been addressed.

At the December 2022 meeting Members discussed the possibility of amending the language of Risk 1 (relating to PSNI's Actions on the Policing Board Reputation). Following discussion, it was agreed that consideration would instead be given to possible amendments/additions to the mitigating actions relating to this risk and proposals were subsequently brought to the meeting on 23 March 2023. It was agreed to adopt the proposal from SMT to add a further mitigating action in relation to monitoring PSNI performance across a range of PSNI activities [HR, training, standards etc] through the existing committee structure.

At the meeting on 23 March 2023, and following a presentation from the Board's Independent Pensions Advisor and the Chair of the Police Pension Board, it was agreed that a risk relating to the McCloud Remedy project, in particular the financial and resourcing implications for the Board would be added to the Corporate Risk Register. It was also agreed that Risk 4 regarding the Independent Medical Referee process would be updated once the implications of a recent judgement in a judicial review case brought against the Board regarding the Board's refusal of

their Injury On Duty awards are fully known.

Members also agreed that going forward it would be useful to schedule a Risk Management Workshop with Board officials and Members, at which an in-depth review of the Corporate Risk Register could be facilitated.

Briefing and Presentation from Police Pension Board Representatives

At the Committee meeting on 23 March 2023, the Committee received a briefing and presentation from the Board's Independent Pensions Advisor and the Police Pension Board Chair. The purpose of the briefing was to provide Members with an update on the current position of the McCloud Remedy Project. Members discussed the key milestones and implementation timeframes for various different aspects of the project, the possible tax implications for affected pension scheme members and the requirement for Ill Health Retirement reassessments to be carried out by 1 October 2023 for pension scheme members affected. Members also discussed the significant financial and resourcing implications for both the Board and PSNI.

2.7 Stewardship Statement to the Department of Justice

In accordance with the Board's Management Statement and Financial Memorandum (MSFM), 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 risk management practices are being adhered to. A mid-year Stewardship Statement was provided to the Committee at their meeting in October 2022. The end of year Stewardship statement for the 2022/23 year will be tabled at the May 2023 Committee meeting.

2.8 Governance

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

- NIPB Direct Award Contracts (DACs).
- NIPB Complaints Update.
- Dear Accounting Officer correspondence from the DoF.
- NIPB Whistleblowing Policy/Raising a Concern update.

Direct Award Contracts

Six-monthly updates were provided to the Committee and Members noted these in June and December 2022. Two DACs were reported to the Committee during this period.

NIPB Complaints Update

The Committee routinely receives quarterly updates on the complaints received by the Board and where applicable, the outcome of each complaint.

During the 2022/23 year no new complaints were progressed under the Board's Complaints Policy. However, one complaint initiated in the 2021/22 year remained to be resolved during the 2022/23 reporting period. In line with the Board's Complaints Policy this complaint was not progressed past the initial stages as the necessary information was not provided by the complainant and therefore the complaint was subsequently discontinued.

The Board's Complaints Policy can be accessed on our website via the link below.

[Complaints Policy | Northern Ireland Policing Board \(nipolicingboard.org.uk\)](https://nipolicingboard.org.uk/complaints-policy)

NIPB Whistleblowing Policy/Raising a Concern Update

The Committee received regular updates throughout the year and were advised that there were no whistleblowing incidents to report.

Corporate Governance Framework Review

In addition to the above, in December 2022 the ARAC carried out the annual review of the Board's Corporate Governance Framework. The Committee agreed to approve the factual updates and enhancements proposed by Board Officials to future proof the document and also agreed that going forward, an appropriate timescale for further reviews of the Corporate Governance Framework is every 3 years. The updated Corporate Governance Framework can be viewed on the Board's website at [Framework Document for the Governance of the Northern Ireland Policing Board | Northern Ireland Policing Board \(nipolicingboard.org.uk\)](https://nipolicingboard.org.uk/framework-document-for-the-governance-of-the-northern-ireland-policing-board)

2.9 Fraud

Six-monthly updates were provided to the Committee and Members noted these in June and December 2022, noting there was no suspected or actual fraud to report.

2.9 Gifts and Hospitality

The Committee monitored the Gifts and Hospitality Register throughout the year and as at the 31 March 2023, the register reflects the acceptance of two lunch engagements for the Board Chair and Chief Executive and one offer of a gift to a Board Member which was declined.

2.10 PSNI ARAC

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 the following meeting on the material items considered at the meeting. These may include but are 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.

2.11 Audit and Risk Assurance Committee Minutes

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

3. DISCIPLINE COMMITTEE

3.1 Role of the Discipline Committee

The role the Discipline Committee is to discharge the Board’s responsibilities as appropriate authority for senior officers¹ in the Police Service of Northern Ireland [PSNI], as set out in the Police (Conduct) Regulations (Northern Ireland) 2016.

3.1 This report details the work of the Discipline Committee during 2022/23.

3.2 Committee Meetings and Membership

During 2022-23, the Committee held three meetings. These took place on 8 August 2022, 28 September 2022 and 12 December 2022.

During 2022/23 the following were Members of the Committee:

Committee Members	
Edgar Jardine (Chair)	John Blair, MLA
Kate Laverty (from 1 December 2022)	Gerry Kelly, MLA
Joanne Bunting, MLA	Deirdre Toner (until 30 November 2022)

3.4 Committee Terms of Reference

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

- The consideration of conduct matters in relation to senior officers.
- The discharge of the Board’s role as appropriate authority for Senior Police Service of Northern Ireland (PSNI) Officers as outlined in the Police (Conduct) Regulations (Northern Ireland) 2016 (the Regulations) including:
 - a. determining whether suspension conditions apply:

¹ Senior Officer’ is defined as a member **above** the rank of Chief Superintendent [Reg 3 – Police (Conduct) Regulations (NI) 2016]

- b. in non-public complaint cases:
 - i. undertaking the “gateway” assessment
 - ii. appointing the investigator
- c. upon receipt of the Investigator’s Report, undertaking the “case to answer” decision and, if appropriate, referral to misconduct proceedings:
- d. if a case is referred to misconduct proceedings, serving the charge and case papers on the accused officer and managing disclosure issues:
- e. thereafter acting as “prosecutor” until the matter is brought before a misconduct panel.

3.5. Discipline Committee Areas of Focus

Set out below are the key areas of business conducted during the 2022/23 year.

3.6 Potential Misconduct Cases

One case considered by the Committee arose from a complaint from a member of the public which related to systemic issues within a Department, which concluded with the Committee seeking reassurance from PSNI of the steps taken to ensure that a similar situation will not arise again; and one case related to a potential misconduct matter referred to the Board by the Police Ombudsman, which concluded with the Committee determining there was no misconduct case to answer.

3.7 Role in Direction and Control Cases

Members considered the issue of Direction and Control cases where Senior Officers are involved and how the Committee ensures appropriate visibility for the Board whilst being conscious of the role of the Police Ombudsman for Northern Ireland (PONI). Following consideration of advice on the matter the Committee concluded that they should not review PONI Direction and Control decisions but should continue to be made aware of such cases so that the Committee can identify and monitor trends in Direction and Control referrals. The Committee agreed to take forward work in 2023/24 to develop a Memorandum of Understanding between PONI, NIPB & PSNI in order to clarify roles and responsibilities around senior officer misconduct matters.

3.8 Amendment to Terms of Reference

Members agreed to include in the TOR the addition of a quarterly meeting at which the DCC will provide an update on potential cases of senior officer misconduct, and an update on Direction and Control matters involving Senior Officers.

4. PARTNERSHIP COMMITTEE

4.1. Role of the Partnership Committee

The Board has established a Partnership Committee to support it in its statutory responsibilities for partnership working, including Policing and Community Safety Partnerships (PCSPs), communications and strategic engagement and community consultation.

The Terms of Reference for the Committee. The Terms of Reference for the committee outline the requirement to provide the Board with an Annual Report summarising the work it has done during the year.

4.2. Partnership Committee Meetings and Membership

During 2022/23 the Committee held **seven** meetings. It did not meet in April, May, July August 2022 and in January 2023.

During 2022/23, the following were Members of the Committee:

Committee Members	
John Blair (Chair) (MLA)	Carmel McKinney (Independent)
Michael Atkinson (Vice Chair) (Independent)	Sinead McLaughlin (until October 2022) (MLA)
Maurice Bradley (MLA)	Colm McKenna (until November 2022) (Independent)
Joanne Bunting (MLA)	Mark H Durkan (from November 2022) (MLA)
Linda Dillon (MLA)	Kate Laverty (from December 2022) (Independent)
Janet Gray (Independent)	Les Allamby (from December 2022) (Independent)
Liz Kimmins (MLA)	Peter Osborne (from December 2022) (Independent)

4.2 Details of Member attendance at Committee can be found below:

Member	Partnership Committee Attendance
Michael Atkinson	7 of 7
John Blair	7 of 7
Maurice Bradley	5 of 7
Joanne Bunting	3 of 7
Linda Dillon	7 of 7
Janet Gray	6 of 7
Liz Kimmins	5 of 7
Carmel McKinney	5 of 7
Sinead McLaughlin	2 of 3
Colm McKenna	2 of 4
Mark H Durkin	3 of 3
Kate Laverty	2 of 3
Les Allamby	3 of 3
Peter Osborne	3 of 3

4.3 Committee Terms of Reference

The Committee’s role and remit is set out in its Terms of reference which were reviewed by the committee in June. Further amendments were made and brought to the September and October meetings. The agreed Committee responsibilities are identified as follows:

PSNI Governance and General Matters

- Monitor police performance against the measures/indicators specific to the committee in the Annual Policing / Performance plan(s) and support the Board in holding the Chief Constable to account for delivery of the Plan.
- Review policies and procedures pertinent to the Committee’s Terms of Reference and make recommendations to the Board in respect thereof.
- Monitor progress in embedding a Policing with the Community culture within PSNI including through the relevant Policing Plan Measure(s).
- Monitor the development and administration of the Police Property Fund.

- Monitor the implementation of the Cross Border Policing strategy activities.

Policing and Community Safety Partnerships (PCSPs)

- Annually monitor, support and evaluate the effectiveness of PCSPs and report to the Board.
- Attend PCSP and Policing Committee meetings to provide support and enable greater insight into delivery of Action Plans.
- Monitor the Reconstitution of PCSPs (usually every four years) and make recommendations to the Board concerning the appointment/removal of independent PCSP members as necessary.
- Nominate Members to become Joint Committee members to manage in partnership with the Department of Justice, the Policing and Community Safety Partnership programme.
- Delegate authority to the Joint Committee Members in a dynamic fashion in advance of Joint Committee meetings, depending on the issue.
- Monitor the work of the Policing Committees of the PCSPs and the delivery of Strategic Priority 3 of the PCSP Action Plans.
- Contribute to the Strategic direction of PCSPs utilising the Committee's nominated Joint Committee Members and through Committee consideration of relevant items for discussion.

Communications

- Monitor the Board's communications activity.
- Monitor PSNI communication plans and activity.

Engagement

- Monitor the delivery of an Annual Programme of Work to support the Board's Engagement Strategy that supports confidence and co-operation of the public with the police, including community consultation activities, and through participation, contribute to the delivery of the Annual Programme of Work to support the Board's Engagement Strategy.

- Develop, implement and monitor activities which secure community involvement in policing, including community consultation activities.
- Manage and promote the Independent Custody Visitors Scheme (ICV) and the Independent Community Observer Scheme (ICO).

4.4 Partnership Committee areas of focus

Set out below are the key areas of business conducted during the reporting period.

Policing Plan Measures

The 2020-2025 Policing Plan was published on 1 April 2020 and has been underpinned each year with an Annual Performance Plan containing a number of measures. In the 2022/23 year seven of these measures were reported on by PSNI through Partnership Committee at the committee meetings outlined below:

- 1.3.1 *Number of people in Northern Ireland who feel safe in their local area, local high street or town centre and own home, including the online space. November 2022/.*
- 1.3.2 *Rate of places repeatedly victimised. November 22.*
- 2.1.1 *Number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused. October 22 and March 23.*
- 2.2.1 *Number of victims and service users who are satisfied with the service they have received. October 22 and March 23.*
- 3.1.1 *In collaboration with the community deliver the commitments outlined in the Local Policing Review. September 22 and February 23.*
- 3.1.2 *Identify and report on the Neighbourhood Policing Team initiatives to address local problems and tackle local issues, including co-designed solutions, in line with Neighbourhood Policing Guidelines September 22 and February 23.*
- 3.1.3 *Assess and evaluate the impact of partnership working with local communities, including but not exclusively, in areas of high deprivation and areas that have been repeatedly victimised. September 22 and February 23.*

The committee considered a Board briefing paper and an outcomes-based accountability (OBA) report card from PSNI prior to each meeting and senior officers, including the Assistant Chief Constable responsible for Local Policing attended each of the committees to

discuss the relevant issues and to listen and respond to the views and concerns of Members.

4.5 Policing with the Community Culture

Hallmarks

The Hallmarks of Neighbourhood policing was formally launched by PSNI in June 2022. They were developed to provide the basis for a sustained investment in neighbourhood policing and enable a consistent approach whilst allowing flexibility to understand and meet community needs and Expectations. The Hallmarks for Policing falls within the 'Effective Neighbourhood Policing' pillar of the PSNI 'Here for You' Public Engagement Vision. PSNI provided an update on Hallmark seven (Developing Officers and Staff) and Hallmark 8 (Developing and Sharing Learning) at the December Committee where Members were encouraged with the progress made including the development of podcasts outlining case studies, street briefings and monthly engagement plans. At the February meeting Members were briefed on the the Neighbourhood Policing Peer Review that took place during Neighbourhood Policing Week in January. The Board supported PSNI during Neighbourhood Policing Week by recording a positive message from the Chair of Partnership Committee and providing social media coverage.

Problem Solving Awards

At the June meeting of Committee Members heard about the establishment of the Problem-Solving Awards which were launched internally within PSNI with applications opening in August and agreed to partner with PSNI on this initiative. At the September meeting an update was provided on the applications received and the award ceremony in October. At the March Committee Members were provided with an overview of one of the Problem-Solving winning initiatives under the 'Neighbourhood Policing' category.

South Armagh Review

A review of policing in South Armagh was carried out by PSNI in 2020 and the Board received the report in September 21. It contained 50 recommendations for improvement to policing in the area. 25 of the recommendations were deemed operational for PSNI and the

other 25 were monitored through the committees of the Board. At the committee meeting in November PSNI provided an update on progress against the 14 recommendation that fall to Partnership Committee noting that all but four had been implemented.

Multi Agency Triage Teams (MATT)

At the November meeting of the Committee Members received a briefing on MATT which is a body of health service professionals who work alongside dedicated police officers and mental health professionals with the purpose of providing care to individuals when concerns about that person's mental health is reported to PSNI. Members noted that the service was resource intensive but generated efficiencies. It was noted that the ambulance service had withdrawn from the scheme in January 2020. The Committee subsequently wrote to the Departments of Health and Justice outlining the importance of the Team and asking for continued support.

Local Policing Review

In 2018, the Board in partnership with PSNI carried out a significant consultation exercise in relation to Local Policing in Northern Ireland, with over 4,000 responses to the consultation. The responses were independently analysed, and a Consultation Response drafted and published containing 45 delivery actions which are led by either PSNI, the Board or a collaboration of both organisations.

Policing Plan measure 3.1.1 of the 2020-2025 Policing Plan is dedicated to monitoring delivery of those actions. At the most recent presentation to Partnership Committee regarding the Local Policing Plan in February, it was noted that a number of remaining actions would be monitored through the Hallmarks for Policing updates to the committee which will be measure 3.1.1 in the 2023/23 PSNI Performance Plan. Members agreed to close the remaining actions and receive an update on the three longer term actions at the committee later in the year.

4.6 Police Property Fund

The Police Property Fund is made up of the sale of assets recovered by the PSNI as a result of criminal investigations. The Board can make payments to organisations for charitable purposes from the fund and the Board agreed in March 2020 to proceed with running a

number of small and large grant schemes. At the June meeting of the Committee, Members were provided with an update on the second call small grants fund for the Police Property Fund which opened on 17 February 2022 and closed on 12 May 2022 noting 13 applications were recommended for approval. A further update was provided in September when Members agreed to fund a further three projects as funding had become available. At the November meeting Members heard that the two schemes had been opened and completed since March 2021 with total funding of £320,000 allocated to 46 projects.

4.7 Policing and Community Safety Partnerships

In its role to monitor the work of the PCSPs, the Partnership Committee was provided with a summary of the PCSP Action plans at the September meeting of the Committee which included the key areas of focus for the year. At the same meeting the draft agenda for the upcoming October Joint Committee meeting was tabled for Members to note which included an update on the development of a Joint Committee Memorandum of Understanding (MOU), an overview on three regional workshops that had taken place in the North, South and Belfast Districts and the Internal Audit Report on Mid and East Antrim PCSP. The final draft of the MOU was tabled at the December meeting of the Partnership Committee and some final amendments were agreed by written procedure thereafter.² Partnership Committee Members received an update on the Regional Workshops at the December and March meetings. The Workshops were held for Board Officials, PCSP Managers and PSNI to agree a reporting template for District Commanders to report to the PCSP Policing Committee to ensure consistency of reporting. The workshops were also an opportunity for PCSP Chairs and Vice Chairs to receive an update on PSNI's Neighbourhood Policing work, including Hallmarks, the Crime Prevention Strategy, and their Strategic Engagement Strategy.

At the October meeting of the Committee Members received an indicative timeline for the delivery of the PCSP Independent Member recruitment process and Members agreed to recommend to the Board that that process commence. A report made by the Impartial Assessor following the previous recruitment process recommended that the Code of Practice (CoP) for the appointment of Independent PCSP members should be revised by DoJ.

² The final signed document is available for Members on DecisionTime in the Partnership Committee Folder

Members were provided with an update on the revision in November and Members agreed a response to the consultation following legal advice on a specific aspect of the CoP. A further update was provided at the February meeting where Members were advised that DoJ has sought legal advice and would provide a finalised CoP in due course.

4.8 Engagement

Volunteer Schemes

The Board is responsible for the appointment and management of the Independent Custody Visitor (ICV) scheme. ICV's are impartial volunteers from across the community who fulfil a key function (and legislative requirement³) in ensuring the protection of human rights of detained individuals in custody. At the June meeting of the Committee Members considered the annual report on the work of the ICVs for the 2021/22 year. A recruitment campaign to appoint ICVs took commenced in September following approval at the Committee. A further update was provided to Members at the December and February meeting so the Committee which highlighted that 11 volunteers had been deemed appointable and, subject to successful security clearance, would take up post.

The Board is also responsible for the appointment and management of Independent Community Observers who observe and report to the Board on Assessment Centre stage of the PSNI Officer recruitment processes in line with Section 10 of the Police (Recruitment) (NI) Regulations 2001. A report on the findings of the ICOs from the 2021/22 PSNI Recruitment Campaign⁴ was brought to the September Partnership Committee Meeting which included statistics and comments on the visits undertaken by the ICOs during the campaign.

Stakeholder Engagement

Members were provided with details for engagement opportunities for the (then) recently re-constituted Policing Board at the September meeting of the Committee. A number of engagement options were noted including a visit to Crossmaglen and Steeple for Board Members and a Cybercrime seminar for both PCSP and Board Members. At the December meeting of the Committee Members were provided with an update on a 'Youth Voices' event

³ Para 73 of the Police (NI) Act 2000

⁴ Launched in 2021 with Assessment Centre stage taking place in Jan – April 2022.

between the Board, PSNI, OPONI and NI Commissioner for Children and Young People (NICCY). The event was in the planning stage with a number of steering group meetings have taken place.

At the November meeting of the Committee Members were provided with an update on the work of the PSNI Strategic Community Engagement Team (SCET) who had developed a high-level Engagement Vision titled *Here for You*.⁵ The Vision places an emphasis on five key pillars, Attraction/recruitment, Engagement, Procedural fairness, Effective neighbourhood policing and Local Accountability. Members were advised that the SCET had been established to bring coordination and consistency to engagement in PSNI and further joint engagement events with the Board would be welcome.

4.9 Board Communication

Throughout the reporting period, verbal updates were provided to Committee on activity in support of particular areas of Board Business and the delivery of the Board's legislative duties. This included actions in support of raising awareness of Policing and Community Safety Partnerships, the Independent Community Observer Scheme, the Custody Visiting Scheme, the Police Property Fund Grants Scheme, recruitment of senior officers, publication of Board reports, and online communications activity highlighting particular issues under scrutiny by the Board and its four Committees.

4.10 Reports Published by Partnership Committee

The following reports have been brought to Partnership Committee and subsequently published on the Board's website in the last 12 months:-

- Independent Community Observer Scheme report 2022/22.

[The Independent Community Observer Annual Report 2021 - 2022 | Northern Ireland Policing Board \(nipolicingboard.org.uk\)](https://www.nipolicingboard.org.uk/annual-reports/2021-2022)

- Annual Custody Visitors Annual Report April 2021- March 2022

⁵ Available on DecisionTime in the Partnership Committee Folder

[Annual Custody Visitors Annual Report April 2021 - March 2022 | Northern Ireland Policing Board \(nipolicingboard.org.uk\)](#)

4.11 Partnership Committee Minutes

Committee minutes can be found on the Board's website or by clicking [here](#)

5. PERFORMANCE COMMITTEE REPORT

5.1 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 National Crime Agency (NCA) and keeps itself informed of the work of Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in Northern Ireland.

5.2 Performance Committee Meetings and Membership

There were eight Performance Committee meetings held from June 2022 to March 2023. Meetings were not held in April or May 2022 due to the Assembly elections. Following the re-constitution of the Board in September 2022 the Committee membership was agreed as:

Committee Membership	
Gerry Kelly MLA (Chair)	Janet Gray (Vice Chair)
Joanne Bunting MLA	Nuala Mc Allister MLA
Trevor Clarke MLA	Mike Nesbitt MLA
Sinead Mc Laughlin MLA	Deirdre Toner
Liz Kimmins MLA	Edgar Jardine

Sinead Mc Laughlin resigned from the Committee in October 2022 and was replaced by Mark H Durkan. Following the election of a new Chair and Vice Chair of the Board in December 2022 and the addition of new Independent Members the Performance Committee’s Membership was confirmed as:

Committee Membership	
Gerry Kelly MLA (Chair)	Janet Gray (Vice Chair)
Joanne Bunting MLA	Mike Nesbitt MLA
Trevor Clarke MLA	Frank Mc Manus
Mark H Durkan MLA	Les Allamby
Liz Kimmins MLA	Peter Osborne
Nuala Mc Allister MLA	

5.3 Key issues considered by Committee against 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:

Governance and General Matters

- Review policies and procedures pertinent to the Committee’s Terms of Reference and make recommendations to the Board in respect thereof;
- Monitor police performance against the Measures/Indicators specific to the Committee in the Policing / Annual Performance plan and support the Board in holding the Chief Constable to account for delivery of the Plan.

Other Police Performance

- Keep under review the outcome of external inspections/research or reviews of PSNI performance in the core policing functions of preventing and detecting crime;
- Monitor the implementation of recommendations from PSNI oversight bodies in respect of police performance, practice and policy;
- Consider reports from Independent Reviewers in respect of PSNI use of powers in the Terrorist Act 2000 (TACT) and the Justice & Security (NI) Act 2007(JSA);
- Monitor the work of PSNI Legacy Investigation Branch.

Human Rights

- Monitor PSNI compliance with the Human Rights Act 1998;
- Produce an annual report on PSNI compliance with the Human Rights Act 1998 and consider and make recommendations to the Board in respect thereof;
- Consider the Board's Human Rights Reports and make recommendations to the Board in respect thereof;
- Monitor the implementation of recommendations from the Board's Human Rights Reports.

Police Professional Standards

- Revise the Code of Ethics for Police Officers and make recommendations to the Board in respect of the publication thereof;
- Assess the effectiveness of the Code of Ethics;
- Monitor trends and patterns in complaints against PSNI;
- Keep under review the outcome of disciplinary procedures;
- Consider investigation reports of the Police Ombudsman and liaise with the Police Ombudsman in relation to policy and practice;
- Keep under review the outcome of Police Appeal Tribunals;
- Consider appeals on PSNI Officer Business Interests.

National Crime Agency

- Lead on the Board's oversight responsibilities with regard to the operation of the National Crime Agency (NCA) in Northern Ireland;
- Consider any changes to the Memorandum of Understanding between the Board and the NCA and make recommendations to the Board in respect thereof.

During 2022/23 the Performance Committee made the following progress against these areas:

5.4 Governance and General Matters

During 2022/23 the Performance Committee's focus in this area was on monitoring police performance against the Policing Plan 2020-2025 and Performance Plan 2022/23.

Due to the elections of May 2022, the Performance Committee started its analysis of the Measures in September 2022. Members noted that reporting during this period built upon 2021/22 performance monitoring through the provision of the PSNI OBA report card, in line with the methodology adopted for the Performance Plan 2022/23. Board Officials provided Members with an analysis paper for each Measure which identified key issues and opportunities in order to assist Members with effective oversight and informed scrutiny of PSNI performance, with senior PSNI officers when they attended Committee.

During the period from September 2022 to March 2023 the Committee scrutinised the following Performance Plan 2022/23 Measures:

- **September 2022** Crime Rates and Trends & Crime Outcomes (*Measures 1.4.1 & 2.4.1*);
- **October 2022** Repeat Victims (*Measure 1.2.1*);
- **November 2022** Organised Crime Gangs (OCGs) (*Measure 1.2.2*);
- **December 2022** Repeat Offenders (*Measure 1.2.1*);
- **January 2023** Crime Rates and Trends & Crime Outcomes (*Measures 1.4.1 & 2.4.1*); and
- **February 2023** Repeat Victims (*Measure 1.2.1*)

Members held senior PSNI officers to account for police performance in each of these areas by identifying the key issues and discussing the key questions in relation to:

- How much did the PSNI do? (Quantity);
- How well did they do it? (Quality); and
- Is anyone better off? (Impact).

The main feedback from Members found that PSNI were performing well in terms of quantity and quality of work in these areas. The Committee was able to undertake better analysis of the draft impacts throughout the year, including comparison of updated data provided by the PSNI with baseline data.

5.5 Other Police Performance

Over the course of the year the Performance Committee considers and scrutinises the performance of the PSNI by keeping itself informed of the work of Her Majesty's Inspectorate of Constabulary and the Fire and Rescue Services (HMICFRS), the reports of the Criminal Justice Inspectorate Northern Ireland (CJINI) and the Independent Reviewers of Terrorism Legislation, Justice and Security Act and National Security.

HMICFRS

At the Board Meeting of 2 February 2023 the Deputy Chief Constable reported to the Board that His Majesty's Inspectorate of Constabulary, Fire and Rescue Service (HMICFRS) had recently completed their annual Police Effectiveness, Efficiency and Legitimacy (PEEL) Inspection and gave Members an overview of the initial feedback PSNI received from HMICFRS at their debrief meeting following the conclusion of the inspection. These included:

- The areas considered as part of the inspection which were Professional Standards, Planning and Performance and Integrity and Vulnerability;
- An outline of the process and timescales involved in preparing the formal report and the grading structure of the report;
- Standards of acceptable behaviour and current levels of suspension and repositioning within the PSNI due to the robust approach taken to tackle unacceptable behaviours;
- Comments on the findings of the sample of Vetting cases that were reviewed as part of the inspection;
- Areas highlighted for improvement ;
- Positive interaction and engagement with PSNI representatives spoken to throughout the duration of the inspection; and
- The current financial situation faced by the PSNI

HMICFRS returned in February 2023 for 5 days to carry out a desktop review of 'How Well the Service Investigates Crime' and this will be included in the final report. HMICFRS have indicated that a draft report will be shared with the Board for factual checking in May/June 2023 and a final report agreed shortly after this for publication.

Independent Reviewers

The Committee carried out scrutiny and analysis on the work of three Independent Reviewers and their comments in relation to Northern Ireland and the role of the PSNI. In September 2022 the Performance Committee, through its consideration of the Human Rights Annual Report,⁶ considered the Report of the Independent Reviewer of National Security Arrangements in Northern Ireland. Members were notified of his points regarding the PSNI compliance with principles A to D of the St Andrews Agreement and the Board's ability to monitor PSNI compliance with the Human Rights Act (E).

In October 2022 the Committee considered the key concerns and challenges for PSNI during 2020 on the implementation of Terrorism legislation in NI as highlighted in the annual report for from the Independent Reviewer of Terrorism, Jonathon Hall QC. Mr Hall. A number of issues were discussed with the Reviewer including arrests made under Section 42 of TACT, detentions and independent custody visitors, cordons, stop and search and the security threat level. Members also agreed that the Board's Human Rights Annual Report 2021/22 reiterate a recommendation from Mr Hall's report regarding appropriate arrest power for terrorist related activity⁷.

In November 2022 the Independent Reviewer of the Justice and Security Act (JSA), Marie Breen-Smyth, attended the Performance Committee meeting to provide Members with an overview of her most recent Annual Report. The JSA provides the PSNI and the armed forces with additional powers of entry, search and seizure that are not available to other police services in the UK. Members engaged in a discussion on arrest rates, repeat searches, community background monitoring (as set out in the Ramsey judgment) and authorisations.

PSNI Legacy Investigation Branch

The Performance Committee met with PSNI's Legacy and Disclosure Branch in March 2023 to be briefed on the Branch's current priorities and workload, an update on litigation and disclosure and emerging issues.

⁶ Pages 71-76 [Human Rights Annual Report 2021/22 \(nipolicingboard.org.uk\)](https://nipolicingboard.org.uk)

⁷ Recommendation 8 [Human Rights Annual Report 2021/22 \(nipolicingboard.org.uk\)](https://nipolicingboard.org.uk)

5.6 Human Rights: Monitor PSNI compliance with the Human Rights Act 1998

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 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 and below is a summary of the main issues considered and reports published.

Human Rights of Police Officers

In December 2022, the Board published a Review of the Human Rights of Police Officers and Staff. The Report sets out nine recommendations with the view of improving PSNI's compliance with international human rights standards regarding the protection of human rights of officers. Throughout this report, the welfare of officers and staff has been an important element of this analysis. The Human Rights Advisor consulted with representatives of a dozen staff association groups and individuals within the PSNI.

Six key areas of the Human Rights of Officers and Staff were examined. These areas are:

- The Right to Life/ Protection from Harm
- Prohibition of Ill-Treatment
- Right to Fair Trial, Due Process/Minimise Delay
- The Right to Privacy
- Freedom of Expression/Association
- Freedom from Discrimination

Use of Force

The purpose of this report was to provide an overview of PSNI's use of force. The legitimate use of force by police officers is one of their most significant and symbolic powers. Part I gives an overview of all types of force that PSNI currently employ and the legal basis for the use of force. Part II focuses on the current use of Conducted Energy Devices (CED) by PSNI, the human rights implications of the use of CED and the medical evidence. The report provides recommendations for PSNI on how to respect human rights when using CED and other types of force in the course of their duty.

The Human Rights Advisor has made ten formal recommendations where it has been identified that PSNI action is necessary. In November 2022 the Board's Resources Committee considered a PSNI Business Case to examine the option to provide TASERs for the Close Protection Unit, which PSNI were advised follows on from a recommendation from the College

of Policing. The Performance Committee discussed this business case further at the February 2023 meeting and wrote to PSNI requesting further information on the number of officers who currently carry Tasers, the supply and training in relation to CEDs (Taser), why an extension of the use of CED (Taser) devices is needed and on the number of additional officers this extension will involve. This was considered and received in March 2023 noting that there were no plans to extend the use of CED beyond Authorised Firearms Officers roles.

Together with the Human Rights Annual Report, the report was published in January 2023 and a public seminar was held at Policing Board headquarters to present the two Reports, with representatives invited from across the public and third sector in Northern Ireland. The Board Chair, the Human Rights Advisor, Board Member Les Allamby and DCC Mark Hamilton engaged in a panel discussion, which touched on PSNI's human rights responsibilities, violence against women and girls, stop and search, Operation Yurta, community background monitoring and strip searching of children and young people.

Spit and Bite Guards

Following publication of the Human Rights Advisor's Report on PSNI's Use of Spit and Bite Guards⁸ in February 2022, PSNI provided a briefing at the meeting in September 2022 and provided the Performance Committee with their first bi-Annual Report in February 2023. Members discussed the ongoing monitoring arrangements and governance framework for the use of SBGs with PSNI and continue to scrutinise the use of SBGs. Officials will continue to monitor this use of force bi-annually.

Human Rights Review of PSNI's Strip Searching of Children and Young People in Custody

At the meeting of the Performance Committee in February 2023 Members discussed the need for the Board to carry out specific research in relation to PSNI and its interaction with Children and Young People and agreed a Terms of Reference⁹. A number of issues had arisen in the previous Committee meetings in relation to the strip searching in custody of children and young people and also the application of Spit and Bite Guards to under 18s. The report examined PSNI's records of all those children and young people strip searched in

⁸ [A Review of PSNI's Use of Spit and Bite Guards by the NI Policing Board's Human Rights Advisor](#)

⁹ [terms-of-reference-review-of-psni's-strip-searches-of-children-and-young-people-in-custody.pdf](#)
nipolicingboard.org.uk

2022; assessed a sample of strip search decisions, assessed the basis of each strip search considering any intelligence or evidential material; assessed PSNI's improvement proposals and made a number of recommendations to ensure human rights compliance. A final version will be presented to Members at the May 2023 Performance Committee meeting with the aim to seek Board approval for publication thereafter.

Human Rights Review of Privacy and Policing

The first draft of the Human Rights Review of Privacy and Policing was presented to Members at the March 2023 Performance Committee. The Board's three-year Human Rights Programme of Work, agreed in 2021, sets out the themes to be scrutinised by the independent Human Rights Advisor, of which this Report considers the issue of privacy rights and policing. In this report seven key areas are examined:

- Criminal, Intelligence, and other databases
- Biometric Collection, Searching, and Retention
- Artificial Intelligence
- General Surveillance
- Targeted Surveillance
- Data Extraction from Digital Devices
- Data Protection at PSNI

Members provided the Human Rights Advisor and officials with feedback which has been incorporated into the draft report. A final version of the report will be brought back to the Committee in May with the aim to seek Board approval for publication thereafter.

5.6 Produce an Annual Report on PSNI compliance with the Human Rights Act 1998 and consider and make recommendations to the Board.

The Board is required to monitor the performance of the PSNI in complying with the Human Rights Act 1998 and produce an assessment of the performance of the police in complying. In practice, the Board has produced a separate Annual Report each year drafted by the Human Rights Advisor and Board Officials. During 2022/23 Performance Committee Members considered the draft Human Rights Annual Report 2021/22 at its meetings in September and October 2022 prior to recommending it to the Board. The Report was published on 18 January

2023 and contains an analysis of seven key areas of policing for their Human Rights compliance with analysis and updates provided. These areas cover issues such as Training and PSNI Human Rights Awareness; Policy; Operations; Use of Force; National Security and Covert Policing; Vulnerable Victims of Crime; and lastly Treatment of Suspects. The Human Rights Advisor made nine formal recommendations where it has been identified that PSNI action is necessary and two recommendations will be progressed by the Board.

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

Throughout the 2022/23 year the Human Rights Advisor and the Performance Committee have monitored the implementation of the recommendations made in the Annual Report and in Thematic Reports. This work was captured and reported on in the 2021/22 Annual Report. The Performance Committee revisited the recommendations contained within the Annual Human Rights Report 2020/21 in March 2023 and the Human Rights Advisor and Board officials are progressing work with PSNI to close off any remaining recommendations from the 2020/21 report.

5.8 Police Professional Standards

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

The Board has a statutory duty to assess the effectiveness of the Code of Ethics and revise it when appropriate. The original Code was published in 2003 with the last major review carried out in 2008. Since that time there have been several significant developments in the area of police professional standards and misconduct. Significant time has now passed since and PSNI and the Performance Committee have discussed a review of the Code to bring Northern Ireland up to date with the progress that has recently been made in England and Wales and to include key issues regarding misconduct not currently reflected in the Code. Work commenced on this review in late 2021 with a draft Code presented to the Board; however Members were of the view that more work was necessary. During 2022/23, significant focus has been brought to the area of professional standards and conduct of police officers, not just in NI, but across the UK and it was considered that the Code needed to reflect this. It is expected that PSNI will present a revised Code for Board consideration in summer 2023 following which a full consultation will commence.

Monitor trends and patterns in complaints against PSNI and keep under review the outcome of disciplinary procedures.

The Board has a statutory duty to 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 does this by reviewing the annual report of the PSNI's Professional Standards Department. Senior Officers from Professional Standards provided a briefing on their annual report 2021/22 in September 2022. In addition, in September 2022 the Board held a Special Briefing, with senior officers from PSNI Professional Standards Department providing an update and overview presentation of their work to Committee Members with all Board Members invited. This briefing provided the Members with an overview of areas such as breaches of the Code of Ethics in relation to sexual misconduct, suspensions and repositioning of officers, misconduct, complaints and allegations against officers and police staff discipline. Members were provided with an overview of PSNI's PSD, the challenges and trends and this resulted in the Board publishing a report on the PSNI Professional Standards on 30 November 2022. The review included six recommendations for improvement, one which included the PSNI Code of Ethics. The PSNI have made the Board aware of recent trends/patterns regarding police misconduct which includes abuse of position for sexual purpose (AoPSP) and inappropriate use of Social Media Platforms. The PSNI have commenced a review, Operation RORIC, to examine sexual misconduct allegations and investigations over the last five years. This review focuses on the management of sexual misconduct committed by police officers both on and off duty.

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

In relation to the Police Ombudsman's reports, the Performance Committee considered the OPONI Annual Statistical Report for 2021/22 in relation to monitoring trends and patterns of complaints regarding the PSNI. In December 2022, senior officials from the Police Ombudsman attended Performance Committee to provide an overview of the latest Annual Statistical Report and to highlight key concerns and challenges. Members engaged in discussion on a number of issues including the increase in complaints, trends or patterns emerging in respect of multiple complaints against individual officers, the difference in the statistics by geographical area and police district and the Ombudsman's Annual Statistical

Report. The Board is in current discussion with the Police Ombudsman to renew a Memorandum of Understanding.

Keep under review the outcome of Police Appeal Tribunals

From April 2022 to March 2023 two Police Appeals Tribunals were held, four were dismissed under Regulation 12 and three were withdrawn. Twelve appeals were received in 2022/23 under the Police Appeals Tribunals Regulations (Northern Ireland) 2016, three are set for Tribunal Hearing, three waiting Regulation 12 decision and the remaining one is in 'Stay' pending PPS direction.

5.9 National Crime Agency

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

The Board's key functions in respect of the operation of the NCA in Northern Ireland is to monitor the exercise of the functions of the NCA in Northern Ireland and make arrangements for obtaining the cooperation of the public with the NCA in the prevention of organised crime and serious crime. The Performance Committee considers a six-monthly report from the NCA every November and May. Board Officials analyse these reports 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. Reports are considered by Performance Committee to inform Members of the key issues in relation to NCA activity. These reports provide the basis for Members to meet with and scrutinise the work of the NCA at the June and December Board meetings when the NCA Director general attends to provide members with an update on the NCA's work in Northern Ireland.

5.10 Committee Publications

The Committee has published the following documents in 2022/2023:

- Human Rights Annual Report 2021/22
 - https://www.nipolicingboard.org.uk/files/nipolicingboard/2023-01/human-rights-annual-report-21-22_0.pdf

- A Review of the Human Rights of Police Officers and Staff
 - <https://www.nipolicingboard.org.uk/files/nipolicingboard/2022-12/review-of-the-human-rights-of-police-officers-and-staff.pdf>
- Human Rights Review of PSNI's Use of Force
 - <https://www.nipolicingboard.org.uk/files/nipolicingboard/2023-01/human-rights-review-of-psnis-use-of-force.pdf>
- Review of PSNI Professional Standards – recommendations for improvement
 - <https://www.nipolicingboard.org.uk/publication/professional-standards-review-recommendations-improvement>
- Policing Plan 2020-25 and Annual Performance Plan 2023/24
 - [Policing Plan 2020-2025 and Annual Performance Plan 2023/24 | Northern Ireland Policing Board \(nipolicingboard.org.uk\)](#)

5.11 Performance Committee Minutes

Committee Minutes can be found on the Board's website or by clicking this **link**.

6. RESOURCES COMMITTEE

6.1 Role of the Resources Committee

The role of the Resources Committee is to support the Board in fulfilling its legislative and oversight responsibilities for all issues related to Finance, Human Resources (including Representativeness, Police Pensions and Injury on Duty Awards), Land and Property, Information Technology and Equality in the PSNI. The Committee also has responsibility for oversight and approval of the Board's financial management.

6.2 The Strategic Objective of the Committee is:

“To monitor resourcing plans for the PSNI, advocating on issues which support policing including transformational change and delivery of a representative service; and to deliver independent, fair and transparent processes in line with Police Pension, Injury Benefit and Appeals legislation. The Committee also has responsibility for oversight and approval of the Board's financial management.”

This report details the work of the Resources Committee during 2022-23.

6.3 Committee Meetings and Membership

During 2022-23, the Committee held seven meetings. These took place on 30 June 2022, 22 September 2022, 24 November 2022, 15 December 2022, 26 January 2023, 23 February 2023 and 23 March 2023. No Committee meetings were held in April due to the purdah period and the Board was reconstituted on 9 June 2022 following the 5 May 2022 election. The Committee meeting scheduled to take place on 27 October 2022 was cancelled due to the recall of the NI Assembly for the purposes of the election of a Speaker.

The Membership of the Committee during the year included the following members:

Committee Membership	
Trevor Clarke, MLA (Chair)	Kate Laverty (from December 2022)
Carmel McKinney, (Vice-Chair)	Nuala McAllister, MLA (from December 2022)
Michael Atkinson	Frank McManus
John Blair, MLA	Mike Nesbitt, MLA
Maurice Bradley, MLA	Deirdre Toner (until 30 November 2022)
Linda Dillon, MLA	Gerry Kelly, MLA

The Board’s Vice-Chair Tom Frawley also attended 1 meeting ex-officio.

6.4 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:

The Committee will:

Governance and General Matters

- Review policies and procedures pertinent to the Committee’s Terms of Reference and make recommendations to the Board in respect thereof.
- Monitor police performance against the measures/indicators specific to the committee in the Policing Plan and Annual Performance plan and support the Board in holding the Chief Constable to account for delivery of the Plans.
- Monitor and, approve as appropriate, PSNI strategies relevant to the work of the Committee.

Financial Management

- Oversee and report to the Board on the functions performed by the Chief Constable on behalf of the Board¹⁰ namely:
- Keeping proper accounts and related records; and
- Preparing and submitting an annual statement of accounts in relation to amounts put at his/her disposal.

¹⁰ Statutory requirement outlined in the Police (NI) Act 2000

- Make a recommendation to the Board regarding approval of the PSNI and 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.
- Monitor the Board's financial performance, including scrutiny of management accounts, the budget and forward financial planning.
- Consider and approve expenditure above delegated limits and novel, contentious or repercussive proposals in respect of PSNI and the Board and make a recommendation to the Board accordingly.
- Consider and approve issues relating to borrowing, gifts made, write-offs, losses and other special payments in respect of PSNI and the Board and make a recommendations to the Board accordingly.
- Monitor and consider compensation claims made against the Chief Constable.
- Consider and approve expenditure above delegate limits in respect of compensation claims against the Chief Constable and make a recommendation to the Board accordingly.
- Consider and approve expenditure in respect of compensation and other legal cases against the Board and make a recommendation to the Board accordingly,
- Monitor, review and, if appropriate, approve any Finance or associated Strategies.¹¹

Estates

- Oversee functions performed by the Chief Constable on behalf of the Board namely - Providing and maintaining buildings and equipment for police purposes.
- Monitor, review and approve, the PSNI's Estate and any associated strategies.
- Consider and recommend to the Board acquisition, vesting and disposal of land and property.
- Monitor, review and, if appropriate, approve all strategies relating to police equipment.¹²

Human Resources

¹¹ e.g. Capital and Procurement

¹² E.g. Transport and Information Technology

- Oversee the functions performed by the Chief Constable on behalf of the Board namely - Directing and controlling Police staff.
- Monitor trends and patterns in the recruitment of police and police support staff.
- Assess the effectiveness of measures taken to ensure that membership of the police service and the police support staff is representative of the community.
- Monitor the representativeness and composition of the PSNI Senior Officer and staff equivalent positions and assess the effectiveness of measures taken to address underrepresentation in the Senior Management Team
- Undertake the Board's responsibilities in relation to the provision of advice and assistance to international organisations etc. by PSNI officers and staff 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 and the Board.
- Consider the approval of payment for accommodation and, if necessary, storage costs for PSNI Officers and Staff under the PSNI/DoJ Assisted Removals Scheme should there be a requirement for such provision beyond the 26 week limit.
- 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.
- Undertake the Board's responsibilities under Police and Police Pension Regulations.
- Make recommendations to the Board in respect of pension forfeiture cases.
- Monitor, review and approve the PSNI People and associated Human Resources strategies¹³.

Police Training

- Advise the Board as appropriate on the facilities and provision of both pre- service and in-service training and development for police officers 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.

¹³ e.g. Health & Wellbeing, Training, Leadership and Equality & Diversity.

6.4 Resources Committee Areas of Focus

Set out below are the key areas of business conducted during the 2022/23 year.

Governance and General Matters

Monitoring PSNI Performance Against the Policing Plan

The Committee is responsible for monitoring the PSNI's performance against Policing Plan Measure 2.3 "*Improve representativeness of the service across ranks, grades and departments by gender and community and socio-economic background*". During the year, the Committee received two briefings on the PSNI's performance against this Measure (September 2022 and December 2022) which were attended by the PSNI Chief Operating Officer (COO), Assistant Chief Officer People (ACO) and Organisational Development, and PSNI Head of External Recruitment.

At both meetings Members reviewed the PSNI Outcomes Based Accountability Report Card and following discussions in September 2022, at the December meeting Members were provided with an updated draft Report Card which incorporated the feedback provided in September. This included changes to the overall structure with 3 new sections added (External Recruitment, Internal Representation and Retention), statistical and trend information, current and anticipated impacts, and analysis of wider strands of Equality and Diversity, reflecting long term impacts of actions taken, and inclusion of sexual orientation, race and disability data. Members welcomed the revisions to the report card however requested that going forward two Report Cards be provided to the Committee, one including information focussing on Community Background and Gender, and a second Report Card focussing on other Representative data e.g. Sexual Orientation, Race and Disability etc.

Over the course of the September and December meetings Members discussed,

- Initiatives being undertaken to improve representativeness within the PSNI.
- Police Officer attrition rates post training, and the impact of the Cost-of-Living crisis on retention rates.

- The attractiveness of PSNI as a career choice for young people, the salary profile for newly qualified Officers and the qualification requirements (5 GCSE's) and how these factors may or may not affect representativeness within the Service.
- Representativeness of Police Staff in comparison to Police Officers, and
- The impact of shift/working patterns on female representativeness in certain roles and the number of Officers in part time roles.

At the September 2022 meeting, Members also received an update from the PSNI Head of External Recruitment on the Recruitment Equality Analysis of the 2021 Student Police Officer Recruitment Campaign.

Monitoring of PSNI Strategies

Throughout the year the Committee considered updates provided on a number of PSNI Strategies.

At the September 2022 Committee meeting, the PSNI provided an update on the **PSNI Estate Strategy** including various workstreams being progressed against the seven pillars of the Estate Strategy. These included updates on,

- reactive and planned maintenance carried out plus major improvements at Seapark.
- additional storage facilities at Lislea Drive, improved facilities at Steeple in Antrim and plans to enhance facilities at the Waterside Custody Suite, and
- installation of Electric Vehicle Charging Points, Solar Photo Voltaic Panels and LED lighting to promote sustainability.

Members discussed with PSNI the estate maintenance backlog, progressing the disposal of unused stations, plans for the Police College and the impact of the challenging budget situation on delivery of the Estate Strategy.

The PSNI's ACO Strategic Planning and Transformation attended the Committee's meeting in January 2023 to provide a further update in the PSNI Estate Strategy implementation and key developments in that area. Further detail, including regarding the disposal of former PSNI stations, is included below at item 4.3 – Estates.

At the Committee meeting held in November 2022, the ACO Strategic Planning and Transformation briefed the Committee on the **PSNI's Transformation Programme** including further development of the PULSE Performance Framework and utilising the Service Management Statement (**SMS**) to self-assess current status and future plans to address capacity and demand. Members discussed a number of issues with PSNI including challenges in reshaping the organisation in response to new and growing areas of crime including cyber-crime, the role of analysts and new ways of working, and the ongoing need to prioritise Neighbourhood Policing as part of the Transformation Programme.

In March 2023 the Committee received a briefing on the **PSNI Procurement & Contract Management Strategy**. This included updates in the below key areas:

- Procurement legislation and policy and PSNI's relationship with Construction & Procurement Delivery (CPD);
- Contract management processes including the contract review, post project evaluations and audit processes,
- The number of live contracts, the number of Direct Award Contracts (DAC's) issued in 2022/23 and the strict processes and scrutiny requirements around these.
- Additional benefits PSNI seek in their contracts including the importance of social value, real living wage, tackling modern slavery, and fair work practices.
- The impact going forward of price volatility, supply chain constraints, budgetary pressures, and changes to procurement legislation, and,
- The impact of market conditions on contract management and processes in place to ensure due diligence and quality assurance for new contracts.

South Armagh Review Recommendations

In February 2023 the Committee considered a written update provided in relation to the PSNI's implementation of the nine recommendations from the South Armagh Review Report which sit with the Resources Committee. The Committee noted that these 9 recommendations cut across most if not all areas of the Committee's responsibilities as outlined in Resources Committee's Terms of Reference, including in respect of PSNI Governance and General Matters, Financial Management, Estates and Police Training. The PSNI paper advised that

four of the nine recommendations are now considered to be complete, and updates were provided regarding the remaining five open recommendations. The Committee requested and was subsequently provided with the community representation on the Slieve Gullion Independent Advisory Group (IAG). Members also noted that due to the ongoing challenging budgetary situation a timeline cannot now be provided in relation to the proposed new Police Station in South Armagh and redevelopment of the Newtownhamilton station.

6.5 PSNI Financial Management

Oversight of PSNI Budget

At the beginning of the 2022-23 financial year, and in the absence of a budget from the Northern Ireland Executive, the DoJ advised PSNI that they had a Contingency Planning Envelope (CPE) for the financial year which totalled £760 million (excluding ring fenced items). During the year, the ACO Corporate Services presented the PSNI's monthly accounts to the Committee which provided a summary of the PSNI's monthly financial position and an update on in year capital spending. The Committee scrutinised the monthly accounts and discussed various matters with the PSNI including cost reducing measures being taken, in non-pay areas of spending, to reduce in year financial pressures.

During the year Members also monitored the PSNI Business Cases being progressed including the deployment of Conducted Energy Devices to Close Protection Unit officers, which was in response to a College of Policing recommendation. The Committee subsequently referred this matter to Performance Committee for further consideration.

At the December 2022 meeting, PSNI confirmed that in November 2022 it had received its final budget allocation for 2022-23. Members were also updated on the early planning for the 2023-24 financial year and potential budgetary pressures in the region of £100 million which would be closely considered as planning for 2023-24 continued.

PSNI Resource Allocation Model

At the January 2023 Committee meeting, the COO and Deputy Chief Constable attended the meeting to brief Members on the additional cost reduction measures the PSNI were putting in place to address the 2022-23 budget shortfall of £80 million. The Committee was briefed on the

budgetary context of the additional cost cutting measures that were being put in place as well as the impact on the provision of service by the PSNI to the community.

Throughout February and March 2023, the Committee continued to be updated in relation to the PSNI's challenging budgetary position and were made aware of the significantly increased resourcing needs as a consequence of the terrorist attack against a serving senior PSNI officer and the impact this could have on the PSNI's ability to deliver a balanced budget.

The PSNI reported a provisional non-ringfenced easement of £0.8million or 0.1% of total budget for the 2022-23 financial year, which is an excellent outcome given the very challenging year.

In relation to capital the PSNI reported a small easement of £0.3 million or 0.6% another excellent outcome given the very challenging year with some disposals not completing prior to year-end.

Above Delegated Authority Requests and Settlement of Legal Claims

During 2022-23, the Committee considered several Above Delegated Authority Requests from PSNI relating to a variety of matters, these included:

- June 2022 - Members considered two above delegated authority requests – one related to a civil litigation settlement and a second related to a legacy legal matter.
- October 2022 – Members considered an above delegated authority ex-gratia payment by way of written procedure.
- November 2022 - Members considered a proposed an above delegated authority settlement in relation to a civil litigation claim.
- December 2022 – Members considered a proposed an above delegated authority settlement including financial compensation and legal costs.
- March 2023 - Members considered 2 above delegated authority requests, a proposed settlement in relation to a civil litigation claim and a proposed charitable donation to the Care of Police Survivors (CoPS).

While each of the above referenced above delegated authority requests were recommended to the Board for approval, in the course of Members' consideration of these applications a number of issues were raised by the Committee including the protracted time period between the incidents which give rise to civil litigation and the actual settlement of the legal claims. Where appropriate and to inform the work of the Committee, correspondence was forwarded to PSNI with responses subsequently considered at a future Committee meeting.

6.6 Estates

As noted above, PSNI attended and updated the Committee regarding issues relating to the PSNI Estate in September 2022 and January 2023.

Matters discussed included:

- Ongoing improvement works at the Police College, Garnerville.
- Developments and progress in relation to the Police Museum.
- Strategic asset management plans to help inform prioritisation of development and future investment.
- Research regarding the design of police stations of the future to ensure sustainability and embrace modern technological features.
- Completion of the Waterside custody suite which is scheduled for April 2023.
- Ongoing estate optimisation and disposals including an update on the Desertcreat, Warrenpoint and York Road sites.

During the 2022-23 year the Committee made one recommendation to the Board regarding the disposal of a former PSNI station. This related to the disposal of the former Castleberg PSNI station. While the Committee made a recommendation to the Board at its meeting in June 2022 to approve the disposal of the former Castleberg PSNI station, at that point Board Members sought further clarification relating to the two parties who expressed an interest in purchasing the property and referred the matter back to Resources Committee for consideration of the additional information when available. Following the provision of the requested information, the matter was reconsidered at the September 2022 Committee meeting and, in light of the information provided showing that only one party was in a position to progress with the purchase, the Committee agreed to make a further recommendation to the Board to progress with the disposal of the former PSNI station in

Castleberg. Information regarding the Board's further consideration of this matter is included in the Performance Summary section of the Board's Annual Report and Accounts.

6.7 Human Resources

4.4.1 Assisted Removals Case

Members kept under regular review an Assisted Removals case that the Committee had first considered in 2020 and has remained ongoing throughout the period to date. This case involved exceptional circumstances pertaining to the saleability of the property which caused delays in being able to conclude the sale of the officer's property to the Northern Ireland Housing Executive under the SPED scheme (Scheme for the Purchase of Evacuated Dwellings). The Committee considered this case at its meeting on 30 September 2022 and again at the March 2023 meeting. Members were advised in March that the sale price has been agreed between the officer and the NIHE and therefore, to accommodate the exchange of contracts etc, it was agreed to approve a three-month extension until 30 June 2023 for the officer to remain in police leased accommodation. An update on this matter will be brought to the June 2023 Resources Committee.

Requests for the PSNI to provide Assistance to International Organisations

In October 2022, via written procedure, the Committee approved the PSNI providing assistance to a Northern Ireland Cooperation Overseas (NI-CO) project in Kosovo by providing a police analyst to travel to Kosovo to assist with a project focused on the implementation of Intelligence Led Policing (ILP). In February 2023 the Committee considered an evaluation report of this assignment which included detail on the activities undertaken by the secondee during their time in Kosovo, as well as details of PSNI's learning from the secondment and learning for the Kosovo Police. Members welcomed receipt of the report and expressed support for the personal development opportunity for individual involved.

PSNI People Strategy Updates and Cultural Audit

The Committee received an update on the implementation of the PSNI's People Strategy at Committee meetings held in September 2022 and December 2022 which were attended by the COO and ACO People and Organisational Development.

The update provided at the September 2022 Committee meeting focussed on the Resourcing for the Future principle (one of five People Principles detailed in the PSNI's People Strategy and associated Action Plan). A number of issues were discussed including the streamlining selection and promotion processes, the development of a more agile workforce and the medium-term goal to implement best practice from external organisations, build upon talent management and explore direct entry routes. PSNI provided an update on the Grant Thornton review of PSNI's Human Resources function which completed in July 2021 and noted that seven recommendations would be fully considered for implementation in line with organisational capacity and capability. At the September 2022 meeting the COO also provided an update on the Workforce Plan which aimed to incorporate enhanced succession planning and secure opportunities to work collaboratively with partners and share specialist capabilities.

The COO and ACO People and Organisational Development attended Committee in December 2022 and provided an update on the development of 2023-24 Annual People Action Plan and the identification of three potential three priority actions - workforce planning and resourcing, learning and development for line managers, and developing the PSNI culture.

PSNI Cultural Audit

At the September 2022 and January 2023 meetings, the ACO People and Organisational Development updated the Committee on the progress of the PSNI's Cultural Audit update and the appointment of an independent partner to design, implement and evaluate the results of a Cultural Audit in 2023. At the January 2023 meeting Members were provided with further information on the process to deliver the Cultural Audit including a programme of work over 3-5 years, made up of specific phases with milestones and measurements to gauge progress.

PSNI Police Officer Sickness Absence Review

At the November 2022 meeting the Committee was also updated on the Attendance Management recommendations which had resulted from the Board's 2021 Review of Police Officer Sickness Absence. Members discussed a number of issues with PSNI including the rationale for high absence levels in some departments, the role of management accountability structures, and impact of absence levels on service delivery.

PSNI Equality, Diversity and Inclusion

At the December 2022 Committee meeting the ACO People and Organisational Development provided an update on the development of the PSNI's Equality Scheme 2023-28, proposed Audit of Inequalities and associated planned tender process to appoint an external contractor to complete it. The Committee was also updated on other Equality workstreams including PSNI's continued work to develop a Race Action Plan and Community of Practice initiatives to engage with staff from minority groups.

Police Remuneration Review Body Submission

Throughout the 2022-2023 year the Committee undertook consideration of matters relating to the Board's submissions to the Police Remuneration Review Body (**PRRB**) including the establishment of a 3-member sub-group to consider and make recommendations regarding the Board's 2023-2024 submission to the PRRB.

In January 2023 Members received an update on the outcome of the 2022-23 Police Remuneration Review Body (PRRB) process and PRRB's response to the matters put forward by the Board in its 2022-23 submission to PRRB (the issues included in the 2022-23 submission included the Northern Ireland Transition Allowance, Competence Related Threshold Payments and the Assistant Chief Constable salary). The Committee also considered and approved a response to the Department of Justice for issues to be included in its annual remit letter to PRRB.

In order to inform the Committee's recommendations regarding the Board's 2023-2024 submission to the PRRB, Members engaged with both the Superintendents Association (SANI) and the Police Federation (PFNI).

The subgroup met in February 2023 to agree the scope of the submission to PRRB following which officials developed a response within that agreed scope. This was subsequently considered and agreed by Committee by written procedure in order to meet the PRRB deadline.

Key elements of the submission included:

- Ongoing need to ensure parity on pay and allowances with other UK services

- The challenges facing all police services and those that were unique to PSNI officers
- The challenging budgetary situation and how this was impacting on police numbers and expectations, and this was contrasted with efforts to increase police numbers and investment in policing in other parts of the UK.

Senior Officer Recruitment

In December 2022 the Committee was presented with a paper seeking Members' views on suggested amendments to the guidance for the appointment of Chief Officers and Senior Police Staff equivalents. While the guidance remained fit for purpose and in line with good practice, Members provided some commentary and in March 2023, following consideration of an updated paper, agreed the language to be included in the guidance document to better reflect the make-up of the Service Executive Team. Matters which remain under consideration and which will be considered by Members in the coming months relate to the role of independent specialist advisors to the appointment panel.

Police Pensions and Injury Benefits

Throughout the year, at each Committee meeting or by way of written procedure Members considered opinions provided by Selected Medical Practitioners (**SMPs**) and Independent Medical Referees (**IMRs**) in respect of Injury on Duty (**IOD**) and Ill Health Retirement (**IHR**) cases and provided final decisions regarding each applicant's eligibility to receive awards under the relevant legislation. Members also considered quarterly scheme manager reports on the Board's role as Pension Scheme Manager.

Resources Committee Members also considered updates at the February and March meetings on a judgment delivered on the 7 February 2023 further to a judicial review taken by two former police officers. The officers successfully challenged a decision of the Board to refuse them an IOD award pursuant to *Regulation 10* of the Regulations. The Committee accepted the judgement, with focus brought on the medium/long term regarding the need for amendments to the regulatory framework.

6.8 PSNI Training

Police College and Officer Training

In February 2023 PSNI provided the Committee with a briefing on the work of the Police College and PSNI Learning & Development. Some key areas discussed included:

- how the College objectives support the delivery of the PSNI Corporate Plan, Annual Policing Plan, and People Strategy.
- PSNI's vision to modernise and transform by optimising capability and capacity.
- A summary of courses offered, training places delivered, including student officer and mandatory training,
- Training locations across NI, organisational structure and the financial costs versus benefits of eight training sites across the province.
- An overview of key pressures/risks including budget challenges, completion of mandatory training, providing additional driver training, Student Officer & Probationary Officer attrition rates, and perceptions that new Officers may not fully understand role.
- Future direction including creating partnerships and leveraging digital technology and new learning methods.

6.9 Committee Responsibilities regarding NIPB

In addition to the forgoing regarding monitoring and oversight of PSNI, the Committee has throughout the reporting period and pursuant to its Terms of Reference, discharged a number responsibilities relation to oversight of arrangements relating to NIPB. These are discussed further below.

NIPB Equality / Section 75 Responsibilities

At the Committee meeting in November 2022, Board Officials presented a paper on the planned Equality consultation exercise to develop the Board's Equality and Disability Action Plans, revise the Board's Equality Scheme and update the Board's Audit of Inequalities. Following a review of the draft documents the Committee agreed to recommend to the Board that the draft revised NIPB Equality Scheme, draft Audit of Inequalities and draft Equality and Disability Action Plans go out to a 12-week public consultation from 12 December 2022 – 6 March 2023. Further information on the outcome of the Equality consultation will be included in the Performance Summary section of the Board's Annual Report & Accounts.

NIPB Finance

At the beginning of the 2022-23 financial year, and in the absence of a budget from the Northern Ireland Executive, the DoJ advised the NIPB it had been allocated a Contingency Planning Envelope (CPE) for the financial year totalling £6,089K (excluding ring fenced items). Following the Secretary of State's announcement of the NI Budget in November 2022, the NIPB received its final 2022-23 Budget allocation from the DoJ of £6,278K. The Committee considered and scrutinised the Board's Management Accounts on a quarterly basis, highlighting and seeking clarification on issues as they arose.

6.9 Committee Minutes

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

7. MEMBERSHIP AND ATTENDANCE AT COMMITTEES

Members	Audit and Risk Assurance Committee Attendance	Partnership Committee Attendance	Performance Committee Attendance	Resources Committee Attendance	Discipline Committee
Michael Atkinson (1)	5/5	7/7		7/7	
John Blair MLA		7/7		6/7	2/3
Maurice Bradley MLA	3/5	5/7		7/7	
Joanne Bunting MLA (9)		3/7	3/8		1/3
Trevor Clarke MLA			7/8	6/7	
Linda Dillon MLA		7/7		7/7	
Janet Gray		6/7	7/8		
Edgar Jardine	2/3	2 (7)	3/4	2 (7)	3/3
Gerry Kelly MLA			7/8	6/7	3/3
Liz Kimmins MLA (8)	4/5	5/7	6/8		
Nuala McAllister MLA (2)	3/5		7/8	3/4	
Carmel McKinney (1)		5/7		6/7	
Frank McManus	5/5		3/4	7/7	
Mike Nesbitt MLA			7/8	5/7	
Deirdre Toner		1 (7)	4/4	2/3 1 (7)	2/3
Sinead McLaughlin MLA (3)		2/3	3/3		
Mark H Durkan MLA (4)		4/4	5/5		
Tom Frawley (5)			1 (7)	1 (7)	
Doug Garrett (5)					
Colm McKenna (5)	3/3	2/4			
Les Allamby (6)		3/3	4/4		
Kate Lavery (6)		2/3		2/4	1/3
Peter Osborne (6)	2/2	3/3	3/4		

- (1) The term of office for Mr Michael Atkinson and Ms Carmel McKinney ended on 31 March 2023
- (2) Ms Nuala McAllister was appointed to the Policing Board on 1 June 2022
- (3) Ms Sinead McLaughlin MLA was appointed to the Policing Board on 1 June 2022 and resigned on 21 October 2022
- (4) Mr Mark H Durkan MLA was appointed to the Policing Board on 25 October 2022
- (5) The term of office for Mr Doug Garrett, Mr Tom Frawley and Mr Colm McKenna ended on 30 November 2022
- (6) Mr Les Allamby, Dr Kate Laverty and Mr Peter Osborne were appointed to the Policing Board on 1 December 2022
- (7) Ms Deirdre Toner, Mr Edgar Jardine and Mr Tom Frawley attended these meetings in ex-officio capacity.
- (8) Absences for Ms Liz Kimmins MLA were due to a period of maternity leave.
- (9) Absences for Ms Joanne Bunting MLA were due to a period of illness.

8. GLOSSARY

ACO	Assistant Chief Officer
ARAC	Audit and Risk Assurance Committee
C&AG	Comptroller and Auditor General
CJINI	Criminal Justice Inspectorate Northern Ireland
COO	Chief Operating Officer
DAC	Direct Award Contract
DoF	Department of Finance
DoJ	Department of Justice
DfC	Department for Communities
FoI	Freedom of Information
GDPR	General Data Protection Regulations
HMICFRS	Her Majesty's Inspectorate of Constabulary Fire and Rescue Services
ICO	Independent Community Observer
IOD	Injury on Duty
ICV	Independent Custody Visitor
JSA	Justice and Security Act
LIB	Legacy Investigations Branch
LPPs	Local Policing Plans
NCA	National Crime Agency
NIAO	Northern Ireland Audit Office
MEA	Mid & East Antrim
MOU	Memorandum of Understanding
MSFM	Management Statement & Financial Management
NICS	Northern Ireland Civil Service
NIPB	Northern Ireland Policing Board
OBA	Outcome Based Accountability
PCSPs	Policing and Community Safety Partnerships
PEEL	Police Effectiveness, Efficiency & Legitimacy
PONI	Police Ombudsman for Northern Ireland
PSIAS	Public Service Internal Audit Standards
PPIB	Police Pensions Injury Branch
PPF	Police Property Fund
PRRB	Police Remuneration & Review Body
PSNI	Police Service of Northern Ireland
SMT	Senior Management Team
SPED	Special Purchase Evacuated Dwellings
TIU	Terrorism Investigation Unit

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**Northern Ireland Policing Board
Committee Reports
1 April 2022 – 31 March 2023**

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