



Making Northern Ireland Safer For Everyone Through Professional, Progressive Policing

## FREEDOM OF INFORMATION REQUEST



**Request Number:** F-2010-02550  
**Keyword:** Finance  
**Subject:** Spending on Consultancy Services

### Request and Answer:

I am writing to confirm that the Police Service of Northern Ireland has now completed its search for the information.

I have today decided to:

- disclose information in relation to question 1 in full;
- disclose information in relation to question 2 subject to the deletion of information pursuant to the provisions of section 38 of the Freedom of Information 2000 (the Act).

### Question 1

Please detail the amount spent on consultancy services in the PSNI in the last five financial years up to and including 2009/10.

### Answer

Total amount spent on consultancy services is as follows:

For 2005/2006 - £5,369,209  
For 2006/2007 - £4,009,427  
For 2007/2008 - £4,450,784  
For 2008/2009 - £1,507,628  
For 2009 and up to 31<sup>st</sup> March 2010 - £1,071,256

### Question 2

Please state the names of consultants and detail the services provided to PSNI.

### Answer

Please see table below for Consultancy Services.

Section 17 of the Freedom of Information Act 2000 requires the Police Service of Northern Ireland, when refusing to provide such information (because the information is exempt) to provide you the applicant with a notice which:

- (a) states that fact,
- (b) specifies the exemption in question and
- (c) states (if not otherwise apparent) why the exemption applies.

The company names have been exempted under the following section:

### Section 38(1)(a)(b) Health & Safety

Section 38 is a qualified, prejudice-based exemption, and this means that it is the Public Authority's responsibility to evidence the Harm and the Public Interest Test.

#### **Harm**

Releasing details of consultants would be a direct risk to the companies and individuals should the names of consultants or their host company be identified. This is as a result of the current level of terrorist threat against individuals or organisations providing services to PSNI. Their personal safety and or property would be put at risk of terrorist attack.

#### **Public Interest Test**

##### Section 38

For Release – There would be public interest in providing information which could assist in an improved and factual public debate and assist the understanding of how PSNI spend funds for services provided by outside agencies.

For Retention – Terrorist activity is a real and current threat and the PSNI has a duty of care to protect anyone providing work for the Service.

Any disclosure which may increase the risk of harm being caused to any individual providing a service to PSNI is not desirable. To highlight companies who are providing services for PSNI may increase the risk of harm to any individual working for that company and their families.

#### **Decision**

In the current climate, no information which may aid a terrorist should be provided. All PSNI staff and outside agencies providing services for PSNI entrust that appropriate decisions are taken with regard to their protection, and the only way of reducing the risk is to be ultra cautious. I believe the harm caused by possible disclosure outweighs the likely benefit to the wider public. At this time, in these circumstances, it is undesirable to provide the names of companies providing a service for PSNI.

If you have any queries regarding your request or the decision please do not hesitate to contact me on 028 9070 0164. When contacting the Freedom of Information Team, please quote the reference number listed at the beginning of this letter.

If you are dissatisfied in any way with the handling of your request, you have the right to request a review. You should do this as soon as possible, or in any case within two months of the date of issue of this letter. In the event that you require a review to be undertaken, you can do so by writing to the Head of Freedom of Information, PSNI Headquarters, 65 Knock Road, Belfast, BT5 6LE or by emailing [foi@psni.pnn.police.uk](mailto:foi@psni.pnn.police.uk).

If following an internal review, carried out by an independent decision maker, you were to remain dissatisfied in any way with the handling of the request you may make a complaint, under Section 50 of the Freedom of Information Act, to the Information Commissioner's Office and ask that they

investigate whether the PSNI has complied with the terms of the Freedom of Information Act. You can write to the Information Commissioner at Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF. In most circumstances the Information Commissioner will not investigate a complaint unless an internal review procedure has been carried out, however the Commissioner has the option to investigate the matter at his discretion.

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

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

## External Consultants (2005/06)

Category <sup>(1)</sup>	Name of Consultant/Firm	Subject of Consultancy
1		Review of the Sergeants and Inspectors Promotion Assessment
1		Review of Magistrates Court procedures for prisoners (Operational Support Department)
2		NI Safety Camera Scheme (Operational Support Department – Operational Support)
2		Disability Discrimination Act Training for Senior Management.
3		Review of Public Administration facilitation services and report
3		Scoping study for District Command Unit restructuring (Operational Support Department – Change Management)
3		National Security (Crime Operations)
3		Guidance and Advice on Policy and procedures for the Claims Management Committee and Sub Group
s.F38 s.F38(1) s.F38(1)(a) s.F38(1)(b)		AIDES Course - Diversity
		Family Liaison Officer Course – Bereavement counselling
		Senior Investigating Officer Developing Program - Court skills
		Homicide Seminar
		Diversity Training
4		Review of non-sanctioned clearance within PSNI (Operational Support Department – Change Management)
4		Information Security Gap Analysis (Operational Support Department – Information Communication Services)
4		Sergeant & Inspector promotion process 05
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## CATEGORIES OF CONSULTANCY SERVICES

### **Management**

1. Policy appraisal and review
2. Strategic management
3. Organisational development
4. Performance measurement
5. Management accountancy

### **Financial**

6. Audit
7. Economic appraisal
8. Internal audit
9. Feasibility study

### **Assurance**

10. Quality accreditation
11. Investment appraisal
12. Corporate governance

### **Research**

13. Projects (not part of normal business)
14. Surveys (not part of normal business)

### **Marketing**

15. Marketing
16. Market research

### **General Consultancy**

17. Engineering
18. Architectural/planning
19. Legal – excluding independent legal Counsel

### **IT Consultancy**

20. General IS/IT Advice
21. Project and Programme Management
22. Application Development
23. Web Services
24. IT Security Services
25. E-business Services
26. Telecoms Services
27. Network Infrastructure Services
28. Microsoft Product-centric Services

## External Consultants (2006/07)

Category	Name of Consultant/Firm	Subject of Consultancy
2		Department Update and Review of Review of Public Administration
2		Northern Ireland Safety Camera Scheme
3		Direction in the running of the: <ul style="list-style-type: none"> <li>• Claims Management Committee and Sub Group</li> <li>• Noise Control Group and Noise Control Sub Group</li> </ul>
3		Marking of written scripts for stage 3 promotion processes (sergeant – inspector)
3		Consultancy Fees re Diversity Steering Group
3		External Assessor – District Command Unit Commander Selection Process
3		Records Storage Scoping
3		Design of exercises for stage 3 promotion processes (sergeant – inspector)
3		Equal Opportunities Moderator input – Chief Inspector Promotion Process
3		Marking of written scripts for stage 3 promotion processes (sergeant – inspector)
3		Marking of written scripts for stage 3 promotion processes (sergeant – inspector)
3		Design of exercises for stage 3 promotion processes (sergeant – inspector)
3		Marking of written scripts for stage 3 promotion processes (sergeant – inspector)
3		Training, Facilitation & Summarising reports
3		Facilitation of CORE Project Workshops
3		Design of Written assessment – District Command Unit Commander selection process
3		Quality Assurance of exercises – District Command Unit Commander Process
3		Journalist input for media exercise – District Command Unit Commander Selection Process
3		Marking of written scripts for stage 3 promotion processes (sergeant – inspector)
3		Journalist input to media exercise – District Command Unit Commander Selection Process
3		Delivering an interactive workshop
3		Delivering an interactive workshop
4		Auditing of Crime Statistics

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s.F38(1)(a)  
s.F38(1)(b)

Category	Name of Consultant/Firm	Subject of Consultancy
13		Grievance Policy Communication
13		Tactical Support Group Recruitment – Initial Concepts
13		Tactical Support Group Recruitment – Production/Photography/E-Flyer/Postcard
13		Completion of Equality Impact Assessment
13		Completion of Equality Impact Assessment
13		Links Project Roadshow – Design and facilitation of workshops.
14		Market Research (shared with Northern Ireland Policing Board)
18		New Build Project Ballymoney
18		New Build Project Magherafelt
18		New Build Project at Cookstown
18		New Police College Project
18		Headquarter Estates Review
18		50+ minor works building projects
18		New Build Project at Musgrave Street
18		New Build Project Magilligan
21		Activity Based Costing Development
21		Information Systems Strategy Implementation
22		Information Systems Strategy Implementation
26		Information Systems Strategy Implementation

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s.F38(1)(b)

See following page for categories



## CATEGORIES OF CONSULTANCY SERVICES

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1. Policy appraisal and review
2. Strategic management
3. Organisational development
4. Performance measurement
5. Management accountancy

### Financial

6. Audit
7. Economic appraisal
8. Internal audit
9. Feasibility study

### Assurance

10. Quality accreditation
11. Investment appraisal
12. Corporate governance

### Research

13. Projects (not part of normal business)
14. Surveys (not part of normal business)

### Marketing

15. Marketing
16. Market research

### General Consultancy

17. Engineering
18. Architectural/planning
19. Legal – excluding independent legal Counsel

### IT Consultancy

20. General IS/IT Advice
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27. Network Infrastructure Services
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## EXTERNAL CONSULTANTS (2007/08)

Category	Name of Consultant/Firm	Subject of Consultancy
1		Armed Police Close Protection Review Panel
3		Advice re Firearms Command Structure
3		Corporate Opportunity Resilience Efficiency – Headquarter review
4		Audit of Crime Statistics on NICHE system
5		Management Consultant
10		Information Technology Health Check
13		Contextual Advice and Report – Inquiry
14		Staff Survey
15		Chief Constables Annual Report
15		Design and Print of Callsign and Dispatch
15		Advertising Services
18		New build project at Magherafelt
18		Extension at Armagh
18		New build project at Cookstown
18		New build project at Ballymoney
18		Planning permission consultancy advice
19		Information Systems Strategy Implementation
20		Information Systems Strategy Implementation
20		Information Systems Strategy Implementation
20		Information Systems Strategy Implementation
21		Information Systems Strategy Implementation
21		Information Systems Strategy Implementation
21		Activity Based Costing
22		Information Systems Strategy Implementation
22		Interim Information Technology solutions – Police College Registry (part of Information Communication Services call-off contract)

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## CATEGORIES OF CONSULTANCY SERVICES

<p><b><u>Management</u></b></p> <ol style="list-style-type: none"><li>1. policy appraisal and review</li><li>2. strategic management</li><li>3. organisational development</li><li>4. performance measurement</li><li>5. management accountancy</li></ol> <p><b><u>Financial</u></b></p> <ol style="list-style-type: none"><li>6. audit</li><li>7. economic appraisal</li><li>8. internal audit</li><li>9. feasibility study</li></ol> <p><b><u>Assurance</u></b></p> <ol style="list-style-type: none"><li>10. quality accreditation</li><li>11. investment appraisal</li><li>12. corporate governance</li></ol> <p><b><u>Research</u></b></p> <ol style="list-style-type: none"><li>13. projects ( not part of normal business)</li><li>14. surveys (not part of normal business)</li></ol> <p><b><u>Marketing</u></b></p> <ol style="list-style-type: none"><li>15. marketing</li><li>16. market research</li></ol>	<p><b><u>General Consultancy</u></b></p> <ol style="list-style-type: none"><li>17. engineering</li><li>18. architectural/planning</li><li>19. legal – excluding independent legal Counsel</li></ol> <p><b><u>IT Consultancy</u></b></p> <ol style="list-style-type: none"><li>20. General IS / IT Advice</li><li>21. Project and Programme Management</li><li>22. Application Development</li><li>23. Web Services</li><li>24. IT Security Services</li><li>25. E-business Services</li><li>26. Telecoms Services</li><li>27. Network Infrastructure Services</li><li>28. Microsoft Product-centric Services</li></ol>
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**EXTERNAL CONSULTANTS (2008/09)**

<b>Category</b>	<b>Name of Consultant/Firm</b>	<b>Subject of Consultancy</b>
1		Policy on Property Management
1		Niche & Homes II Policy on Property Management
1		Policy on Property Management
3		District Post Implementation Review Conference
3		District Policing Partnership
4		Centre of Excellence Custody Strategy
5		Parades Consultancy
9		Feasibility Study Translink & Police Service Northern Ireland
18.		New build project at Ballymoney.
18.		Extension at Armagh.
18.		Extension at Castlereagh.
18.		New build project at Cookstown.
18.		New build project at Magherafelt.
18.		New build project at Downpatrick.
18.		Planning permission advice at Seapark.
18.		Planning permission advice at Brooklyn.
18.		Development of Combined Operational Training, training facilities at Magilligan.
18.		Minor works including softening defortification schemes, Tactical Support Group projects, CCTV installations, asbestos works, Murder Archive and Special Exhibits developments, Personal Identification schemes.
19		Information Systems Strategy Implementation

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## External Consultants (2009/10)

Category	Name of Consultant/Firm	Subject of Consultancy
2		Counter Terrorism Strategy (CONTEST)
2		National Intelligence Model
2		CONTEST – Prevent / Pursue / Protect / Prepare
2		Claims Consultancy
2		Human Resources
2		Human Resources re Equal Pay
2		
7		European Funding Bid
10		International Organisation for Standardization 9001 Accreditation
18.		New build project at Ballymoney.
18.		Extension at Castlereagh.
18.		New build project at Cookstown.
18.		New build project at Downpatrick.
18.		Planning permission advice at Seapark.
18.		Planning permission advice at Brooklyn.
18.		Minor works including softening defortification schemes, Tactical Support Group projects, CCTV installations, asbestos works, Murder Archive and Special Exhibits developments, PID schemes.
18.		Construction Design and Manage Co-ordinator
20		Information Systems technical advice
21.		Information Systems Strategy Implementation
22.		Information Systems Strategy Implementation
22.	Information Systems Strategy Implementation	

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