



**Police Service**  
of Northern Ireland

# Submission to the Police Remuneration Review Body

## Federated & Superintending Ranks and Senior Officers 2022/23

Submission Date: March 2022



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we listen  
we act**

**Submission to the Police Remuneration Review Body for Federated and  
Superintending Ranks and Senior Officers 2022/23**

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## TABLE OF CONTENTS:

1	<a href="#"><u>Executive Summary</u></a>
2	<a href="#"><u>Introduction</u></a>
3	<a href="#"><u>Public Sector Pay Policy and Affordability</u></a>
4	<a href="#"><u>Northern Ireland Economy and Earnings</u></a>
5	<a href="#"><u>The Policing Environment and Security Situation</u></a>
6	<a href="#"><u>The Police Officer Workforce</u></a>
7	<a href="#"><u>National Police Chiefs' Council / College of Policing Workforce Reforms</u></a>
8	<a href="#"><u>Police Officer Allowances and Other Pay-Related Issues</u></a>
9	<a href="#"><u>Legal Obligations and Legislative Changes</u></a>
	<a href="#"><u>Appendix 'A' – Annual Remit Letter 2022/23 from the Police Service of Northern Ireland to DoJ</u></a>
	<a href="#"><u>Appendix 'B' – Annual Remit Letter 2022/23 from DoJ to PRRB</u></a>
	<a href="#"><u>References</u></a>

## CHAPTER 1 – EXECUTIVE SUMMARY

This is the Police Service of Northern Ireland's eighth submission to the Police Remuneration Review Body (PRRB) covering the remuneration of Police Officers within the Service for Federated and Superintending ranks and Senior Officers. This report provides detailed information on recruitment and retention issues, pay progression, affordability, motivation, the modernisation of terms and conditions and provides the policing and security context in which our Officers operate.

In the year in which the Service celebrated its 20<sup>th</sup> anniversary (on 4 November 2021), we continued to police in a COVID-19 environment. The Omicron variant is now dominant in Northern Ireland (NI) accounting for the majority of new COVID-19 infections. This variant poses a significant threat not only to health and social care, but also to our ability as a service to *Keep People Safe*.

During lockdown periods and during periods when restrictions were relaxed, our Officers could not stay safe at home with being frontline workers nor could they work from home. Rather, they had to continue to have interactions with the public and were fully operational administering law and order. Unfortunately, widespread transmission in the community has inevitably led to Officers reporting sick with COVID-19 symptoms in addition to requirements in line with public health.

Thankfully the lockdown rules led to a significant reduction in overall crime and many potential victims did not have to suffer. However, the restrictions also put many people in extra danger from domestic abuse and contact with outside agencies and others that could assist them. Our Police Officers took the initiative themselves to try to protect domestic abuse victims. This involved visiting those that were known to be at risk and arresting those with warrants or those who were suspected of these kinds of crimes.

In the Chief Constable's Accountability report to the Northern Ireland Policing Board (November 2021)<sup>1</sup>, he stated:

*“Whilst a legitimate health protection tactic, the introduction of the COVID-19 passport certification and a call for face-covering enforcement may affect the Service in the weeks and months ahead, with foreseeable risks related to the night time economy...Owing to the rapid pace of change to the Health Protection Regulations, practical issues arise in implementing supporting enforcement mechanisms. Demand for policing services is rising and has surpassed pre-COVID-19 levels. In this context, we particularly welcome the response from the Justice Minister in calling for a collaborative cross-sector approach to the enforcement of Public Health Regulations.”*

A new campaign aimed at tackling domestic abuse over the Christmas period was launched. Its launch came as we revealed that 111 incidents of domestic abuse were reported on Christmas day alone, an increase of 15 on the year before. On 26 December, 132 domestic abuse incidents were reported (an increase of 14 on the previous Boxing Day) along with 100 domestic crimes (an increase of 27).

The UK and EU are no nearer to finding an agreement on the Northern Ireland Protocol despite ongoing talks. Foreign Secretary Liz Truss and European Commission Vice President, Maros Sefcovic met in Brussels on Monday 21 February 2022 to discuss the withdrawal agreement. Both the UK and EU representatives stressed the need for “*durable solutions*” to the Protocol after no agreement was reached. The Commission also accused Britain of breaching the withdrawal agreement after its treatment of EU nationals.

Lord Frost (Chief Negotiator of Task Force Europe until his resignation in December 2021) told the House of Lords on 15 December that the government was planning:

*“...to extend, on a temporary basis, the current arrangements for moving goods from the island of Ireland to Great Britain for as long as discussions on the Protocol are ongoing”.<sup>ii</sup>*

This means, unlike imports from other countries, there will be no change to existing arrangements on 1st January. He described this as a:

*“...pragmatic act of goodwill...to maintain space for continued negotiations on the Protocol.”<sup>ii</sup>*

It is anticipated engagement will be of a lower tone in the coming weeks and months, with London and Brussels keen to avoid raising tensions amid the forthcoming Assembly election campaign in Northern Ireland. Afterwards, Foreign Secretary, Liz Truss, now the UK's lead EU Exit negotiator, said that unilaterally suspending elements of the Protocol – by triggering the Article 16 mechanism – remained an option for the UK Government, but she said her focus was on finding a negotiated solution with the EU. She went on to say:

*“Article 16 is in the Protocol as a safeguard if things aren’t working as they should...but what I want to do is achieve through constructive negotiations the solutions in place to benefit both communities in Northern Ireland.”*

Asked if there was a deadline for making progress, Mr Sefcovic told a press conference in Brussels that the EU was:

*“Not in the business of setting artificial deadlines. With Liz Truss we are determined to keep our eyes on the ball to find durable solutions for the benefit of Northern Ireland.”*

Mr Sefcovic added:

*“My objective remains the same – to provide Northern Ireland and all stakeholders on the ground with stability, predictability and opportunities stemming from the Protocol. Ultimately, this is the only way to protect the hard-earned gains of the Good Friday Agreement in all its dimensions, while avoiding a hard border on the island of Ireland and minimising disruptions caused by Brexit without compromising the integrity of the EU’s single market.”*

The Protocol has created new economic barriers on trade between Northern Ireland and the rest of the UK.

The EU Settlement Scheme allowed EU citizens who had arrived in the UK before EU Exit and lived there for less than five years to be granted "pre-settled status". Those who apply have to make a second application within five years or face deportation, a condition that the EU has long contested. Mr Sefcovic asked for clarity on whether EU citizens with new resident status had those rights guaranteed under the EU Exit withdrawal agreement or under UK immigration law. He also said he had “*regret*” on the UK position on both issues and said the matters had the potential to place a “*question mark*” over progress that has been made on citizens’ rights.

Loyalist commentators continue to express impatience with perceived Unionist and government inaction on the Protocol. If as expected, the government announces some progress in the negotiations with the EU, it is likely to further anger loyalists who will view it as a backward step from their objective to remove the Protocol. This may increase the possibility of further Protocol related protest and, potentially violence.

The following graffiti image appeared in Newtownards mid December 2021 threatening violence. Hence, we continue to be mindful of the potential for street protests and attempts to disrupt NI ports.

**Figure 1.1 – GRAFFITI IMAGE IN NEWTOWNARDS – DECEMBER 2021**



The National Terrorism Threat Level applicable to NI from NI terrorism remains SEVERE meaning that an “*attack is highly likely.*” Dissident Republican groups reject the policing process and continue to carry out terrorist attacks and intelligence gathering. They are heavily involved in criminality such as armed robberies, extortion, money laundering and drug pushing to fund terrorist activities. Similarly, some loyalist paramilitaries are also involved in organised crime.

Mr Murphy (Minister of Finance) published his draft budget for 2022-2025 on 10 December 2021. This publication marks the start of the final consultation period, which will run to March 2022. However, with the resignation of the First Minister the budget for 2022-25 will not be agreed by the Executive, which results in further uncertainty regarding the budget for policing for future years.

Based on the draft budget allocation our Chief Operating Officer Pamela McCreedy said during a meeting of the Policing Board in December 2021, Police Officer numbers could be reduced by as much as 1,000 as a consequence. Ulster Unionist MLA Mike Nesbitt said the £44.4 million needed for our Service was £30 million under of the figure required to reach

7,500 Officers – the level agreed under the New Decade, New Approach (NDNA)<sup>iii</sup> agreement that restored power sharing in January 2020. Earlier this month, Chief Constable Simon Byrne said if Police Officer numbers drop below the current 7,100, the impact would be felt on “*service delivery, resilience and modernisation*”.<sup>iv</sup>

The draft allocation indicates a 2% cut (approximately £14M). This is a flat budget for 2022/23 and indicates a flat budget for the Service for the following two years – however as outlined earlier, this draft budget is unable to be agreed and therefore the budget allocation for future years remains uncertain.

With regard to the 2021-22 financial year, the outcome of the January Monitoring Exercise provided a significant budget allocation for the Service, which results in a projected breakeven position at year-end.

Against this budgetary backdrop we are proposing the following pay award for 2022/23 for Police Officers in the Federated and Superintending ranks and Senior Officers, as set out below:

- Any pay increase to be in parity with Police Officers in England & Wales;
- Incremental pay progression (which is dependent on a satisfactory performance assessment in the Performance Development Review);
- Determining the future of the Competency Related Threshold Scheme (CRTP) and exploring the option in respect of arrangements, or otherwise, for an alternative to CRTP;
- Retention of NITA with a review of the rate of payment;
- Retention of the Dog Handler’s Allowance with a review of the rate of payment;
- Retention of Motor Vehicle Allowances with a review of the rate of payment;



- Retention of On-Call Allowances with a review of the rate of payment;  
and
- The implementation of the recommendations from the ongoing review of the Student Officers starting salary.

## **CHAPTER 2 – INTRODUCTION**

### **2.1 Northern Ireland Context**

The United Kingdom left the European Union on 31 January 2020. There followed a twelve month Transition Period during which the UK and EU negotiated their future relationship. In order to ensure continued effective operation, UK law enforcement agencies made extensive preparations for the different potential outcomes and consequences. Our own preparations began in late 2018.

The Transition Period ended on 1 January 2021 with agreement on a future security and trading partnership with the EU. This agreement allowed for minimal disruption to the business of policing and engagement with international partners. However, part of this agreement included the Northern Ireland Protocol which has been the subject of significant community and political discontent for the past year. Negotiations between the UK and EU about the future operation of the Protocol are ongoing.

The Police Service of Northern Ireland's overarching strategic response to EU Exit and the Northern Ireland Protocol was via Operation SKIES. The planning and preparation of the SKIES project team and their partners made a genuine difference to wider government policy and ensured our continued ability to respond to a range of Northern Ireland Protocol matters effectively. It also transformed the 'EU Exit and Northern Ireland Protocol response' into a matter of everyday business and as such the project has been de-escalated.

However, events of the past twelve months demonstrate that EU Exit and the Northern Ireland Protocol, continue to impact our communities and policing and are likely to do so for some time to come. Community Safety Department maintains responsibility for monitoring developments around EU Exit and the Northern Ireland Protocol, and ensures the organisation is

well-prepared and well-informed about the Northern Ireland Protocol related impacts and consequences.

### **2.1.1 COVID-19**

The Office for National Statistics<sup>v</sup> reported that during the week 25 December to 31 December 2021, 72,900 people in NI had tested positive for COVID-19. This equates to 3.97% of the population or around 1 in 25 people.

During the same period:

- 6% of the population in England;
- 5.2% of the population in Wales; and
- 4.52% of the population in Scotland had COVID-19.

The reported positive cases relate to Omicron and all other variants. These figures exclude infections reported in hospitals, care homes and/or commercial establishments.

The COVID-19 pandemic continues to create pressures across the wider public sector. High infection rates, increasing demands on the Health Service and rising COVID-19 related deaths, make for a challenging winter season. The continued emphasis on the enforcement of Health Protection Regulations by the Police Service alone is of concern. We have always given of our best, often in difficult circumstances, to support the strategic intent of the NI Executive to protect public health throughout the pandemic. Learnings from the past year have shown that the enforcement of Public Health Regulations is both complex and, at times, divisive for police-community relations in Northern Ireland. Owing to the rapid pace of change with the Health Protection Regulations, practical issues have arisen within implementation of supporting enforcement mechanisms.

Demand for policing services is rising and has surpassed pre-COVID-19 levels. In this context, we particularly welcome the response from the Justice Minister in calling for a collaborative cross-sector approach to the enforcement of Public Health Regulations. We continue to engage with the various departments within the NI Executive to ensure we fulfil our role alongside partners.

Our dedicated COVID-19 planning, command and control structures remain in place to manage continuing demands, ensure safe working practices for our Police Officers and Police Staff and provide necessary guidance for a proportionate and considered police response. Whilst we understand the need to protect public health, and have indeed already made a significant contribution, the impact on public confidence should not be underestimated.

As a large organisation, we are impacted too. Whilst most of our positive cases can be traced or attributed to community infection, it remains evermore important for us all to 'stick to the basics'. For this reason our safer working practices – face coverings, hand hygiene, social distancing, ventilation and working from home when possible, are more important than ever. Enhanced search and arrest criteria remain in place.

We continue to apply critical thinking to the necessity for arrest. Before making an arrest and as part of each Officer's considerations under 'NECESSITY,' they must consider the additional safety risks to themselves, to Custody staff and potential arrested persons arising during this period, whilst infection rates remain high. To assist with this assessment / decision making before making an arrest, other than when Officers have no choice due to the risk a person presents, Officers are encouraged to seek guidance from their Duty Supervisor, who may ask them to consider:

- Does the arrest meet an absolute necessity criteria arising from the PACE necessity test combined with the additional considerations arising from the current situation?

- Is there an alternative means of disposal?
- Could the arrest be made at a different time?

The following table shows COVID-19 enforcement information for the period March 2020 to 10 January 2022:

**Figure 2.1 – Enforcement information – March 2020 to 10 January 2022**  
COV1/2/3/4/5/6/7/8 and 9 relate to COVID-19 fixed penalty notices.<sup>vi</sup>

<b>ENFORCEMENT - Since March 2020 to 10/01/22 your Police Service has issued:</b>												
	<b>COV 1</b>	<b>COV2 COM</b>	<b>COV 2 PRIV</b>	<b>COV2 TOTAL</b>	<b>COV 3</b>	<b>COV 4*</b>	<b>COV 5</b>	<b>COV 6</b>	<b>COV 7</b>	<b>COV 8</b>	<b>COV 9</b>	<b>CRN</b>
BELFAST CITY	1,069	84	808	892	11	2,047	22	0	431	8	9	810
LISBURN & CASTLEREAGH	27	10	71	81	8	161	1	0	124	2	1	78
ARDS & NORTH DOWN	57	15	79	94	10	166	4	0	94	2	0	137
NEWRY, MOURNE & DOWN	141	40	67	107	9	273	18	1	65	0	6	136
ARMAGH CITY, BANBRIDGE & CRAIGAVON	120	17	199	214	4	572	6	2	114	1	2	284
MID ULSTER	44	27	91	118	4	234	7	1	97	4	9	148
FERMANAGH & OMAGH	95	31	83	114	3	267	5	0	154	1	5	128
DERRY CITY & STRABANE	364	27	185	211	3	522	8	1	110	0	4	324
CAUSEWAY COAST & GLENS	25	23	76	100	2	246	2	0	143	0	5	138
MID & EAST ANTRIM	100	16	97	113	7	226	8	0	52	2	1	146
ANTRIM & NEWTOWNABBEY	59	18	98	115	3	157	4	0	147	3	2	243
<b>TOTALS</b>	<b>2,101</b>	<b>308</b>	<b>1,854</b>	<b>2,162</b>	<b>64</b>	<b>4,871</b>	<b>85</b>	<b>5</b>	<b>1,531</b>	<b>23</b>	<b>44</b>	<b>2,572</b>

### 2.1.2 Demand on Officers

The demands on policing in NI are wider ranging than those faced by our colleagues in England and Wales. Everyday our Officers face the unrelenting threat from Dissident Terrorist Activity placing restrictions on their private lives. Officers are instructed to avoid establishing an observable pattern of behaviour that would enable a potential attacker to predict future movements and construct a plan around them. In addition, they have to maintain additional privacy and avoid letting details of their public, business or domestic life become more widely known and refrain from referring to these details in conversations held in public places. This is in conjunction with the challenge of policing the only land border between the UK and Europe. There are also demands on policing created by dealing with Organised Crime Groups and preventing crime additionally complicated by the land border.

The following table summarises the impact of our teams in proactively addressing the harm caused by serious and organised crime between July and September 2021:

**Figure 2.2 – Serious and Organised Crime – Our Impact - July to September 2021**

<b>Serious and Organised Crime – Our Impact - July to September 2021</b>			
<b>Organised Crime Gangs</b>			
66 Frustrated	14 disrupted	1 dismantled	
<b>Paramilitary Crime Task Force (PCTF)</b>			
15 arrests	20 people charged	41 searches	14 drug seizures
<b>Use of Firearms</b>			
2 Firearms recovered		62 ammunitions rounds seized	
<b>Child Internet Protection</b>			
25 searches	10 arrests	14 people charged	

<b>Child Sexual Exploitation</b>			
10 children longer at risk		18 persons of interest identified	
<b>Modern Slavery and Human Trafficking</b>			
18 screening assessments		137 referrals received	
<b>Cash Seizures</b>			
8 cash seizures	2 confiscation orders	1 restraint order	over £5.313M total value

Operationally, police recorded crime has shown an overall downward trend over the last seventeen years. In the 12 months from 1 December 2020 to 30 November 2021:

- There were 102,399 crimes recorded in Northern Ireland, an increase of 4,674 (4.8%) when compared with the previous 12 months;
- COVID-19 lockdown measures were first introduced on 23 March 2020 and have had an impact on the lower crime levels from that date through to February 2021;
- Crime levels in each of the months since March 2021 were higher than the same months in 2020 by 8 per cent, 32 per cent, 16 per cent, 19 per cent, 6 per cent, 3 per cent, 9 per cent, 13 per cent and 7 per cent respectively;
- Eight policing districts experienced a higher level of crime;
- Higher crime levels were seen in violence against the person, sexual offences and drug offences; and
- Lower crime levels were seen in robbery, theft, burglary and criminal damage.

When considering the overall reduction in crime since 2002/03, falls in victim-based property crimes such as burglary, criminal damage and vehicle offences have contributed to this. The number of crimes which may involve an element of violence, injury or threat has shown a general increase since 1998/99 (violence against the person, sexual offences and robbery). Other

crimes against society have also moved in an upwards direction, with drug offences contributing to the majority of this rise.

The number of domestic abuse crimes rose to 20,260, an increase of 1,312 (6.9 per cent) on the previous 12 months and the highest 12 month period recorded since 2004/05. There were 17 domestic abuse incidents and 11 domestic abuse crimes per 1,000 population.

We are due to launch an action plan early in 2022 on addressing male violence and intimidation against women and girls. The move comes amid the publication of a new UK framework on the action required from every Police Service in the wake of the murder of Sarah Everard in London in March 2021 by a serving Police Officer. Under the framework, set out by the National Police Chief's Council and the College of Policing, men who pose the highest risk of violence to women and girls, are to be targeted.

## **2.2 Strategy of the Police Service of Northern Ireland**

### **2.2.1 Northern Ireland Policing Plan 2020-2025 and Performance Plan<sup>vii</sup>**

The Chair of the Northern Ireland Policing Board (NIPB) has presented the NI Policing Plan 2020-2025 and Performance Plan, which was developed in partnership with the Police Service of Northern Ireland and which outlines our collective policing ambitions for the next 5 years. The plan cites three outcomes for policing as follows:

**Outcome 1** - that we have a safe community - this outcome is about tackling crime to make communities safer and ensure people feel safe. Working together with our partners, we will protect and support all those who live, work, socialise and travel in Northern Ireland. This will enable individuals to be safe and to feel safe in their communities; secure in their environment; and ultimately thrive within society. This will be supported by us adopting a prevention first approach



**Outcome 2** – that we have confidence in policing – this is about building community confidence in the work of the Service. We are responsible for safe guarding and protecting the public from a range of threats and harm. To do this effectively, and successfully tackle crime, confidence in policing is essential; and

**Outcome 3** – that we have engaged and supportive communities – this is building the relationship between Police and the community. This requires the Service to understand the value and benefits of working collaboratively to empower communities and individuals to help themselves.

The accompanying Annual Performance Plan sets out the indicators and measures by which the NIPB will assess the Service’s progress against set outcomes. It is recognised that policing faces significant challenges over the next number of years, including available resourcing, new crime trends and types, along with changing societal needs, all of which impact on service delivery. The plan also recognises that as a 24/7 service, many of the vulnerability and harm issues that policing now faces, do not necessarily require a criminal justice solution but require community safety and public health interventions.

In the foreword to the NI Policing Plan 2020-2025 & Annual Performance Plan 2021, our Chief Constable stated as follows:

*“I recognise the need to ensure that your police service has the ability to deliver this Policing Plan, and our other responsibilities, effectively and efficiently. In order to do so I have submitted a number of strategic outline cases, to Government, seeking more police officers and additional investment in IT and the police estate. Regardless of this we will ensure that we continue to work relentlessly to keep people safe and to remain visible, accessible and responsive to your needs.”*

### **2.2.2 Policing Vision 2025<sup>viii</sup>**

The Policing Vision 2025 sets out the future for policing over a ten year period and will be used to shape decisions about how Police Services use their resources to *Keep People Safe*. It cites 5 priorities for reform:

- Integration with health, education, social services and community projects to intervene early to resolve problems that cause crime and anti-social behaviour, reducing demand on policing and other public services;
- Specialist capabilities like armed policing, surveillance and major investigations, to be delivered through a network; making them more affordable with surplus costs available to reinvest;
- Officers to be trained and equipped to respond to the rise in cyber-crime;
- Business support functions like Information Technology (IT) and – Service Modernisation and human resources will be consolidated with local authorities and emergency services with more shared procurement to reduce costs; and
- The College of Policing (CoP) will work with forces to give our workforce the skills and powers they need to meet these challenging requirements.

### **2.2.3 Police Service of Northern Ireland Horizon 2025 – Service Modernisation Plan<sup>ix</sup>**

We are entering the second year of our new plan, setting out how the Service aims to embrace change in the work we do, to ensure that we continue to deliver a high quality service to the communities we serve. Throughout, we will deliver innovative ways of making lasting change, focusing on evidence-led, digitally-enabled results, driven through ambitious business transformation. We will renew current ways of doing

things, whilst supporting our Officers to deliver an agile, fast paced, front-line service delivery model.

Many issues we face as a Service come from external factors and this in turn influences how we allocate our resources against the challenges we are facing in the COVID-19 environment and beyond. Whilst these external and resource factors will alter the demands we face and how we deliver policing, we still have to consider how we will meet the external strategic outcomes required from our accountability bodies.

There has been positive progress in this past year, in particular with a new 'People Strategy' and 'People Action Plan' being launched, to help deliver a thriving and progressive culture, with the implementation and delivery of this the focus going forward.

Other significant developments include our work in relation to Neighbourhood Teams and the New Service Operating Model within this plan, which provides us with the opportunity to continue to deliver a policing style which is reflective of our communities' requirements. Against all these challenges, we experience continued uncertainty around the UK's withdrawal from the EU and how this will impact policing demands across NI.

## CHAPTER 3 – PUBLIC SECTOR PAY POLICY AND AFFORDABILITY

### 3.1 Budgetary Challenges Faced by the Police Service of Northern Ireland

The Finance Minister, Conor Murphy, determined the 2020/21 Public Sector Pay Policy to enable public sector employers to engage with their staff groups and develop pay proposals for implementation and approval. Key aspects of the Pay Policy included:

- An across the board public sector pay freeze as announced by the Chancellor in the Spending Review will not be imposed in Northern Ireland;
- Continued progression of the Living Wage Foundation Living Wage.
- Pay awards, including any higher awards proposed will have to be found from within existing departmental budgets or funded through efficiencies; and
- There is flexibility for higher awards in return for cash releasing efficiency savings through improvements to public sector productivity.

The Police Service of Northern Ireland received a flat budget settlement for 2020/21. Additional in-year funding was given to allow the recruitment of 100 extra Police Officers as a step towards the 7,500 Full Time Equivalent (FTE) target as set out in the *New Decade, New Approach* (NDNA)<sup>x</sup>. Additional funding was also made available for EU Exit and the Northern Ireland Protocol, the Paramilitary & Crime Task Force, Legacy inquests and COVID-19.

The Service is currently projecting a breakeven position at year-end. This has only been possible due to significant in year budget allocations to cover budget shortfalls and pressures. As always, due to the current operating environment, the financial outturn is monitored closely. We have undertaken some high-level scenario planning for future years and shared this with the

DoJ. The scenario planning exercise shows that we require additional funding of £74m for 2022/23 compared with the 2021/22 opening position. About £45m of this relates to the pay costs just to maintain the Police Officer and Police Staff numbers we have.

Our aim remains, to develop a Police Service which is more responsive, visible, accessible, victim focused and which works collaboratively with key delivery partners to use collective knowledge, expertise and resources to build confidence in policing and protect and support vulnerable people in the community.

Insufficient budgets of recent years have led us to reduce support costs to minimum levels and it is recognised that in some areas more investment is now required to keep pace with developments in policing. In 2019/20, we produced three Strategic Outline Cases to seek additional Police Officer numbers, to renew our estates strategy and to enhance our digital strategy. These remain key priority areas for investment, however, the lack of funding is hampering their development.

In December 2021, the draft budget for the Police Service indicated a 2% cut (approx. £14m) with ring fenced funding of £14m given for payroll costs. This is a flat budget for 2022/23 and falls way short of the £74m the Service identified through the scenario planning exercises. This draft budget also outlined a flat budget for the Service for the next 2 years after 2022/23.

Therefore, with support costs already underfunded, an insufficient future budget allocation will necessitate further reductions to Police Officer and Police Staff numbers, which go against our strategic direction of increasing headcount. The *New Decade, New Approach* (NDNA) deal envisages an end to short term budgeting and a focus on key areas of public concern, including Justice.

The cost of the Police Pay Bill in 2020/21 was £472m. Workforce related costs account for approximately 80% of our total costs and these are difficult

to reduce in the short term. The most easily available approach to reduce costs would be to curtail Police Officer recruitment, which would see Officer head-count fall significantly. Such a reduction in Police Officer numbers would be at odds with the plans to increase our headcount to 7,500 as outlined in the NDNA document. This would require wider political support as it would directly impact on the service to the public and critically impair our ability to *Keep People Safe*.

Any reduction in Police Officer numbers would result in reduced frontline services, affecting the most vulnerable in society and driving services towards emergency response only. Furthermore, such an action would detrimentally impact upon our legitimacy and objective to optimise the number of under-represented groups in the organisation.

Our 2022/23 Draft Budget Allocation from the DoJ sets out an overall flat line 'main grant' budget, a roll forward Additional Security budget and EU Exit and the Northern Ireland Protocol funding, which is £7m short of our requirement. There is also no confirmation yet, on funding for legacy, tackling paramilitary activity, COVID-19 or the Gillen Review. However, the Executive cannot approve the Draft Budget Allocations and therefore the funding for future years remains uncertain.

Based on a working assumption that the budget allocated for 2022-23 is flat, the Service Executive Team has begun to explore opportunities to close this funding gap. What is clear, even from these early discussions, is that the options available to us are limited and will inevitably adversely impact, to a greater or lesser extent, on our service delivery, operational resilience, capabilities and Policing Plan outcomes. It is highly likely, given the size of our funding gap, that necessary budgetary control measures will include significant reductions in:

- Police Officer and Police Staff Headcount;
- Police Officer and Police Staff Recruitment; and,

- Investment in capabilities and essential infrastructure.

The most significant impact will be necessary reductions in both Police Officer and Police Staff headcount and recruitment. Rather than increasing Police Officer numbers towards 7,500, as agreed under the NDNA, we could instead experience a reduction of more than 300 Police Officer posts to 6,688 and 100 Police Staff posts to 2,484 over the financial year. Reductions of this nature will inevitably impact on a range of competing issues and tough choices will have to be made in the months ahead.

A draft budget allocation by the DOJ, is out for public consultation for 12 weeks, and is due to end in early March. Only after this date will the Service know for certain its 2022/23 budget allocation, however, we are not expecting it to increase from the draft allocations. There is no indication of our capital budget settlement for 2022/23 at this time. While uncertainty exists in the budget allocation, a draft Resource Plan has been prepared based on the Draft Budget Allocation which is due for presentation to the Resources Committee on 24 February 2022.

In his oral session with the NIPB on 2 December 2021, the Chief Constable advised that he was:

*“Concerned with our budgeting position. If not rationalised quickly, we will not be able to bring in further Officers in March and beyond, simply because of the need of budget for the following year because of scenarios we are facing.”*<sup>xi</sup>

He expanded on this statement to state:

*“We would anticipate that Police Officer numbers will fall into the new financial year April 2022.”*

Going on to say:

*“Less Police Officers will mean less service in one form or another as we will have to reprioritise what we do and how we do it.”*

## **3.2 Affordability of our Pay Proposals for 2022/23**

### **3.2.1 Overview of our Pay Proposals**

Our Service Management Board has put forward the following pay issues for consideration by the Review Body in respect of the Federated and Superintending ranks and Senior Officers for the 2022/23 remit year<sup>xii</sup>:

- Any pay increase to be in parity with Police Officers in England & Wales;
- Incremental pay progression (which is dependent on a satisfactory performance assessment in the Performance Development Review);
- Determining the future of the Competency Related Threshold Scheme (CRTP) and exploring the option in respect of arrangements, or otherwise, for an alternative to CRTP;
- Retention of NITA with a review of the rate of payment;
- Retention of the Dog Handler’s Allowance with a review of the rate of payment;
- Retention of Motor Vehicle Allowances with a review of the rate of payment;
- Retention of On-Call Allowances with a review of the rate of payment; and
- The implementation of the recommendations from the ongoing review of the Student Officers starting salary.

### **3.2.2 The Cost of our Proposal for Police Officer Basic Pay (Federated and Superintending Ranks)**

Our base pay bill, excluding overtime elements, is anticipated to be £438m for the 2022/23 pay year. While it is unclear how the Government’s pay



freeze for public sector workers will apply to Police Officers, the gross cost of pay uplifts are £2.6m for every 1% increase in basic pay. The cost of any pay increases are partially offset each year by a recyclable element with new recruits replacing Officers who are at the top of their pay scale. This will vary depending on recruitment profiles, however it is anticipated that £2.4m of recyclable savings will be provided in the 2021/22 year, if retiring Officers are replaced.

The table below shows the total pay bill costs:

**Figure 3.1 – Total Pay Bill Costs**

<b>Rank</b>	<b>Total Pay bill Cost £k</b>	<b>Basic Pay £k</b>	<b>Allowances £k</b>	<b>Employer Pension Contributions £k</b>	<b>Employer National Insurance £k</b>
<b>Police Officers</b>	438,403	270,404	43,106	91,380	33,513

Police Officers receive an incremental step increase each year on their anniversary date until they reach the maximum of their pay scale. In the 2022/23 year this is estimated to account for a £3.75m (0.85%) uplift in pay costs in the pay year. While the relative increase of each step is large, over 46.06% of all Officers are on their maximum salary points as set in the table below:

**Figure 3.2 – Percentage Distribution of Maxima Scale Points**

<b>ACC</b>	<b>Chief Superintendent</b>	<b>Superintendent</b>	<b>Chief Inspector</b>	<b>Inspector</b>	<b>Sergeant</b>	<b>Constable</b>
100%	36.6%	34.0%	49.5%	41.9%	57.6%	56.8%

The estimated cost of incremental pay progression and a 1% - 2% cost of living increase are shown in the table below:

**Figure 3.3 – Estimated 2022/23 - Percentage Uplift Pay Scenarios**

<b>Percentage Uplift Scenarios</b>				
	<b>Incremental Progression</b>	<b>1% scale uplift (including NITA) and Progression £</b>	<b>1.5% scale uplift (including NITA) and Progression £</b>	<b>2.0% scale uplift (including NITA) and Progression £</b>
<b>Total Uplift</b>	3,750,000	6,238,000	7,459,000	8,695,000

Figures are based on the current ACC/Executive Director structure

### 3.2.3 Affordability of our Pay Proposals

Our draft budget allocation indicated a 2% budget cut with special ring-fenced funding given to support pay pressures. This equates to a flat budget for 2022/23 with a number of uncertainties regarding availability of other funding streams, which could add additional financial pressures. The 2022/23 budget is also being used for 2023/24 and 2024/25 indicating a flat budget for these later years also. Over the past few years we have made significant cuts to our non-pay budgets due to budgetary cuts. Around 98% of our total budget is classified as a fixed or semi-fixed cost.

As a Police Service, we have faced another challenging financial year dealing with EU Exit and the Northern Ireland Protocol and the continuation of the COVID-19 pandemic. The Service is projecting a small underspend of around £1m at year end. £14m of additional funding was provided to PSNI through the January monitoring process. With a flat budget indicated for 2022/23, it means the Service will have to try and absorb any potential increases in pay awards alongside any other new or emerging pressures.

However, we are committed to ensuring Police Officers are appropriately remunerated and will continue to make the case to the DoJ and wider Government to ensure that there is sufficient funding to implement any pay proposal.

### **3.2.4 Funding for the EU Exit and the Northern Ireland Protocol**

HM Treasury has provided us with additional funding to deal with the increased demand on police resources as a result of EU Exit and the Northern Ireland Protocol. This additional funding allowed us to recruit a total of 308 additional Police Officers and Police Staff by April 2020 and to make some investment to our estate, Information Technology (IT) and infrastructure. Whilst we have submitted funding bids to the DoJ relating to covering the salary costs of these additional Police Officers and Police Staff for 2022/23, there has been no confirmation of any funding being provided to cover these costs. As of December 2021, we are still waiting £3.2m of this funding in relation to the 2021/22 financial year.

## **3.3 Pay Parity with England and Wales**

### **3.3.1 Retaining Pay Parity**

The current budget restrictions under which the Police Service operates requires continued collaboration, interoperability and mutual aid in pay systems in policing. Should there exist different pay structures within the various Police Services in the UK, this may discourage Officers from taking part in Mutual Aid or even transferring between Police Services. It is therefore essential that pay parity exists with England and Wales (E&W) to ensure that Police Officer pay mirrors that of our counterparts to avoid Officers being discouraged when performing the same tasks at a different rate of pay. The integration of parity with E&W offers the following benefits:

- Shared resources to address operational requirements;

- Interoperability for transferees and Mutual Aid – a single Police Service;
- Underpinning resilience in light of the cumulative impact of recent pay constraints and pension changes;
- The interchange of skills and experience; and
- Uniformity with E&W and adherence to the UK Government’s Public Sector Pay Policy.

The environment, in which our Police Service operates, combined with the financial difficulties that it faces, requires a different approach to that of E&W. Chief Constables in E&W have a degree of financial flexibility that enables them to raise revenue through Local Council Tax, combined with the ability to build and carry forward reserves. Across E&W for 2018/19, 68% of their funding came from Central Government, and 32% from local taxation. In addition, they are able to benefit from collaboration and shared services with neighbouring forces / services to protect service delivery and save money. However, within NI, the Chief Constable does not enjoy the same financial powers available to his counterparts in E&W.

The NIPB has a role in negotiating the annual policing budget for the Police Service and for holding the Chief Constable to account for how that budget is spent. Police funding is divided into several categories, the largest being expenditure on salaries and running costs (revenue expenditure). We also receive funding for expenditure on capital items such as; land, buildings and vehicles where benefit will be derived from the expenditure over a number of years. The NIPB remains concerned about the future funding of policing and is committed to securing the necessary resources to continue to deliver the best policing service.

### 3. 4 Mutual Aid

#### 3.4.1 Mutual Aid with GB Forces

Mutual Aid is the provision of policing assistance by one Police Service to another. It is a formal agreement and is usually provided in response to, or in anticipation of a major incident/event or to offer small scale inter-force support.

**Figure 3.4 - Mutual Aid Provided to the Service**

Date	Incident	Number of Officers	Force Providing Assistance
04/07/21- 06/07/21	Op Spadille Murder Investigation	2 Search Dogs and Handlers	<ul style="list-style-type: none"><li>• West Yorkshire</li><li>• Lancashire</li></ul>
13/11/21- 05/11/21	Remembrance Sunday- Pre Event Searches	5 Search Dogs and Handlers	<ul style="list-style-type: none"><li>• Merseyside</li><li>• South Yorkshire</li><li>• Gwent</li></ul>

**Figure 3.5 - Mutual Aid Provided by the Service**

Date	Incident	Number of Officers
06/06/21– 04/06/21	G7	1 Police Staff member only
31/10/21- 12/11/21	COP 26	See below

The CoP26 event took place from 31 October 2021 to 12 November 2021. 156 Police Officers from the Police Service of Northern Ireland travelled to Glasgow to provide assistance for the international event.

The table below summarises how many Police Officers at each rank and for how long, were deployable to CoP26:

**Figure 3.6 - Mutual Aid Provided by the Service for COP26**

<b>Rank</b>	<b>Numbers</b>	<b>Days Overnight (Varies for Con &amp; Sgt Disciplines)</b>	<b>Total Overnight Duration</b>
Constable	126	2,3,4,5,6,7,10,12,15	519
Sergeant	23	2, 4, 10 &12	98
Inspector	4	4	16
Chief Inspector	2	21	42
Superintendent	1	21	21

Our Police Officers travel on mutual aid duties under the Hertfordshire Agreement, which allows Officers to be paid a minimum 16 hours (no matter how many hours less they work) and they are entitled to Hardship Allowance. As Police Officers were staying in a hotel and due to the standard of accommodation, Hardship Allowance was not applicable in the case of COP26.

Where Police Officers are 'Held in Reserve', under the Hertfordshire Agreement, they are paid for any rest days they are on whilst deployed and are paid a minimum 16 hours at time and a half. Police Officers from E&W, however, travel on mutual aid duties under the Windsor Agreement. This Agreement includes the entitlement to an Overnight Allowance of £50.

After discussion by the Police Service of Northern Ireland's Senior Executive Team and reflecting on the exceptional nature of the deployment, it was decided to support the payment of an Overnight Allowance of £50 per night per Police Officer as per the Windsor rate for mutual aid for COP26.

The decision to support the payment of this allowance was based on 2 assumptions:

- Police Officers would be available for deployment during the entire periods for which they would receive the allowance; and
- The COP26 decision would not set a precedent in terms of allowances for future mutual aid deployments.

The estimated total cost for the Police Service of Northern Ireland paying an overnight payment for all ranks equates to £34,800. In addition, the NPCC Advice Note on CoP26 Glasgow, proposed that Inspectors and Chief Inspectors should receive a TVP of £100 per day for days worked only, due to exceptional nature of the deployment and the demand upon those officers undertaking the role. The estimated total cost for Police Service of Northern Ireland was £6,300 in respect of payment to four Inspectors and two Chief Inspectors.

After considering a range of options, it was preferred to treat these payments as ‘ex-gratia payments’ as they were out with the routine terms and conditions, relate to an exceptional deployment and were not precedent setting. The costs involved were deemed modest and helped to provide a collegiate response to this national policing effort. Approval was sought from the DoJ to progress with ex gratia payments of £41,100 to Police Officers deployed at COP26.

Separate to traditional Mutual Aid and run by the UK Football Policing Unit (UKFPU) as part of a wider national football policing response, the Service provided:

**Figure 3.7 - Other Aid Provided by the Service**

Date	Incident	Number of Officers
10/08/21-12/08/21	European Super Cup	4 Police Officers

### **3.4.2 Secondments and Exchange Programme with An Garda Siochána<sup>xiii</sup>**

The new protocol between our Police Service and AGS was signed by the Chief Constable and the AGS Commissioner in 2019. This protocol updated the current arrangements to include Police Staff as the programme had until then only been for Police Officers. This new approach was due to progress with an exchange from Information and Communications Services (ICS) in 2020, however, this was postponed due to COVID-19.

During 2020, the establishment of a joint Strategic Steering Group was ratified. The Interim Strategic Steering Group, co-chaired by the AGS Executive Director of Human Resources & People Development and the Police Service's Assistant Chief Officers of People & Organisational Development, has held quarterly meetings since it was established. A Terms of Reference (TOR) has been finalised and the group met most recently in December 2021, with the next meeting scheduled for February 2022. Both organisations have identified internal governance arrangements to which the group will report and this is detailed within the TOR.

The TOR document includes an emphasis on organisational learning and opportunities to develop relationships across both organisations. The group is representative across District and Departments and will include exchanges for both Police Officers and Police Staff. Key areas for the exchange have been identified and Subject Matter Experts from both organisations are in discussion around specific roles for exchange to maximise benefits and learning. These include ICS, Crime, Road Policing Unit, and Professional Standards. It is anticipated that exchanges will commence in the first half of 2022 (COVID-19 situation permitting).

Due to the pandemic, the Service did not facilitate any Mutual Aid either as host or donor from January 2021 to date.



### 3.5 Gender Pay Gap Reporting

While the formal reporting requirements have not yet been enacted in NI, in line with the Government's commitment to publish gender pay ratios, we have set out below the gender pay medians and means for the 2020/21 year:

**Figure 3.8 - Gender Pay Medians**

	<b>Male</b>	<b>Female</b>
	<b>£000s</b>	<b>£000s</b>
<b>Median</b>	<b>45.35</b>	<b>45.35</b>
<b>Mean</b>	<b>42.19</b>	<b>40.62</b>

The percentage of Police Officers and Police Staff per pay quartile is also shown below:

**Figure 3.9 - Percentage of Officers and Police Staff per Pay Quartile**

<b>Quartile £000s</b>	<b>Male</b>	<b>Female</b>
<b>0-62</b>	96.50%	98.02%
<b>62-123</b>	3.42%	1.98%
<b>123-184</b>	0.04%	0.00%
<b>184-246</b>	0.04%	0.00%

## **CHAPTER 4 – NORTHERN IRELAND ECONOMY AND EARNINGS**

### **4.1 Impact of the UK leaving the European Union on Policing in Northern Ireland**

#### **4.1.1 EU Exit<sup>xiv</sup> and the Northern Ireland Protocol**

The UK and Northern Ireland left the European Union (EU) on 31 January 2020 and commenced a period of transition that terminated on 31 December 2020. The Service's operational response to this development ran until 4 January 2021 involving a significant uplift in resourcing, primarily utilised to focus on enhancing visibility that included increased patrolling and Vehicle Check Points at key locations including ports and on major road networks.

The next phase of the Service's response to leaving the EU has been to focus on supporting communities disproportionately impacted by the consequences of the EU Exit. This includes the development of new approaches to collaboration and engagement, focusing on safeguarding, reduction of harm and community empowerment.

#### **4.1.2 Northern Ireland Protocol**

Northern Ireland is the only region of the UK sharing a land border with an EU member country. It is 310 miles long and has almost 300 public roads crossing it. The introduction of a border infrastructure along it would have required the allocation of Police resources to mitigate the risk to the community and to Keep People Safe.

During the EU Exit negotiations, it was agreed that protecting the Good Friday Agreement 1998<sup>xv</sup> was an absolute priority. This meant keeping the land border between Northern Ireland (NI) and the Republic of Ireland (ROI) open and avoiding any new border infrastructure.

As a result of the negotiations, the Northern Ireland Protocol came into force at the start of 2021. This means that NI continues to follow EU rules on product standards including checks on goods entering NI from England, Scotland or Wales. It has prompted criticism that a new border has effectively been created in the Irish Sea resulting in trade restrictions with the UK.

Tom Reid, Deputy Secretary, International Relations and EU Exit, when asked about the added costs for companies in GB has said that the real danger is that without engagement with local business and stakeholders,

*“..we end up with the type of unintended consequences which could make supplying Northern Ireland from GB commercially non-viable in certain circumstances.”<sup>xvi</sup>*

Political efforts to counter the Protocol have continued with Democratic Unionist Party (DUP) leader, Sir Jeffrey Donaldson, reiterating that there would be major implications for the NI Political institutions if Protocol checks at ports were not removed. First Minister Paul Givan told the BBC that it is inevitable the devolved institutions will fall if issues around the Protocol are not resolved.<sup>xvii</sup> This backdrop of political threats to collapse the devolved government, while strongly criticised by other political parties, adds to the threat of instability in NI.

Northern Ireland is experiencing specific policing issues as a result of the Protocol. Opposition to the Protocol has resulted in demonstrations and protests against the new trade border resulting in attacks on Officers and the destruction of property including the hijacking of buses, which are subsequently set on fire. In the event of the UK triggering Article 16, it is expected protest campaigns will intensify.

### **4.1.3 Article 16<sup>xviii</sup>**

Article 16 allows either side to suspend any part of the agreement that causes:

*“Economic, societal or environmental difficulties”.*

Lord Frost, EU Exit Minister until December 2021, submitted a proposal in which goods would be able to circulate freely in Northern Ireland if they conform to either EU or UK regulations. He also suggested the triggering of Article 16 if the UK does not secure changes to the Protocol. When asked for the Governments assessment of the impact of triggering Article 16 on the remainder of the Protocol, Lord Frost responded,

*“Article 16 is a safeguard provision for addressing serious economic, societal and environmental difficulties. It is part of the Northern Ireland Protocol. Triggering it does not affect the standing of the Protocol as a whole.”<sup>xix</sup>*

The EU has warned that any such move by the UK would be

*“Serious for Northern Ireland as it would lead to instability and unpredictability”.<sup>xx</sup>*

In a statement before Christmas, the new EU Exit Minister Liz Truss made it clear that the UK position had not changed and that triggering Article 16 of the Protocol remained a possibility.<sup>xxi</sup>

### **4.1.4 Loss of Access to EU Law Enforcement Tools<sup>xxii</sup>**

As a result of leaving the EU, the Police Service of Northern Ireland has lost direct access to EU Law Enforcement Tools requiring cooperation with operational partners:

- **EU Arrest Warrants (EAWs)** – Prior to the EU Exit, UK law enforcement made extensive use of EAWs to enable the fast track surrender and extradition of wanted individuals to and from EU member states. The alternative fast track arrangement put in place has not been fully accepted by all EU member states, including Ireland. Some member states, such as Germany, have a constitutional bar against extraditing their nationals to non-EU countries. In facilitating cross-border cooperation, Ireland has passed new legislation in respect of extradition.
- **Second Generation Schengen Information System (SISII)** – SISII is currently aligned to national systems meaning that anyone circulated as wanted or missing automatically can be seen by EU member states. Following EU Exit, the UK has lost direct access to this system. The current process is to refer everything via Interpol. The effectiveness of this alternative to SISII is still unknown due to COVID-19 having restricted travel movements.

#### **4.2 The Northern Ireland Economy Additional Risks and Uncertainties**

The Northern Ireland Quarterly Sectoral Forecast published by the Danske Bank for the third quarter of 2021 identified the following risks and uncertainties which may impact the Northern Ireland Economy: <sup>xxiii</sup>

- **Coronavirus:** Despite the easing of most restrictions, the coronavirus remains the most significant risk facing the economy. Further rises in case numbers, new coronavirus variants, or a return to some form of restrictions remain as significant risks to the economic outlook.
- **Supply chain disruptions:** Ongoing disruption to supply chains threatens to constrain the pace of economic recovery in Northern Ireland by adding onto the cost pressures currently facing firms and feeding into higher and more sustained inflation rates. This

subsequently squeezes consumer spending power and creates a more uncertain monetary policy environment.

- **Uncertainty surrounding the Northern Ireland Protocol trading arrangements:** Challenges relating to the implementation of the Northern Ireland Protocol continue, particularly with regard to the new checks and processes required when moving some goods from the UK to NI. The third 2021 Quarterly Economic Survey by the NI Chamber of Commerce and Industry in partnership with BDO, showed that 32% of firms are experiencing difficulties from the new arrangements<sup>xxiv</sup>.
- **Uneven recovery from pandemic-triggered downturn:** A key global uncertainty relates to the risk that the pandemic will have longer-term scarring effects on economies around the world, with unemployment running at higher rates and firms and households taking a more cautious approach to spending for the foreseeable future.

The Northern Ireland Police Service's Public Affairs Briefing in November 2021 <sup>xxv</sup> identified the following uncertainties:

- **Temporary border control posts** were set up at Northern Ireland ports to carry out checks on goods entering the country. However, the Northern Ireland Protocol grace periods on deferring the introduction of some checks mean that checks on medicines and chilled meats have been delayed. Giving evidence to a House of Lords Committee examining the Protocol, senior figures in Belfast Port and Warrenpoint Harbour advised that NI's Ports were unprepared for the end of any Northern Ireland Protocol's '*grace periods*' advising it would be '*disruptive*'.<sup>xxvi</sup>
- **The Nationality and Borders Bill** currently going through the House of Commons, is generating some concern among local politicians who believe this is a '*hardening of the border*'.<sup>xxvii</sup> The bill is a form of post EU Exit legislation which means that non-Irish or non-UK citizens living in Ireland would need to apply for electronic authorisation

before travelling into NI. Both local political parties as well as the Irish Government have raised concerns about the practical impact this may have for those residing in border areas. The implication of this bill is the need for border checks, however the Home Office have advised there will not be routine controls conducted in the Common Travel Area, and there will be no immigration checks on the land border.

### **4.3 Northern Ireland Labour and Earnings**

#### **4.3.1 The Northern Ireland Quarterly Employment Survey <sup>xxviii</sup>**

The NI Quarterly Employment Survey was published on 16 November 2021 by the Northern Ireland Statistics and Research Agency (NISRA). The latest labour market data shows that the employment rate is below pre-COVID-19 levels, while the measures of unemployment remain above pre-COVID-19 levels.

Her Majesty's Revenue and Customs payroll data<sup>xxix</sup> is the most timely and best single, overall indicator of the labour market. The latest data shows that, within Northern Ireland, the number of employees receiving pay through HMRC PAYE has increased 4.4% over the year. This is the highest increase on record and the fifth consecutive month that employee numbers have been above pre-COVID-19 levels.

Over the latest 12 month period (to October 2021) there were:

- 3,350 confirmed redundancies, a decrease of 24% (4,440) than the previous year and an increase of 8% pre-COVID-19 (2019: 3,100); and,
- 3,650 redundancies were proposed, a decrease of 62% than in the previous 12 months (9,590).

As furloughs come to an end, it is expected the number of redundancies are expected to rise.

For the period July 2021 to September 2021 in NI:<sup>xxx</sup>

- The unemployment rate increased to 4.0%. This was an increase of 0.6 percentage points (pps) over the year and remains higher than the pre-COVID-19 rate of 2.9%;
- The employment rate decreased by 0.9% to 70.2% and at 5.2% below the UK average is the lowest among the twelve UK regions;
- The economic inactivity rate increased to 26.8%;
- NI employees had a median monthly pay of £1,849 in October 2021. This an increase of £75 (4.2%) over the year. It is now 6.2% higher than the pre-COVID-19 level in March 2020;
- The economic inactivity rate for the quarter increased by 0.8pps and over the year has risen by 0.5pps to 26.8%. This is higher than the 0.1pps seen by the UK. Analysis by the Office of National Statistics has identified that the increase has been driven by a 2.7pps increase to 25.3% in male economic inactivity.

#### **4.3.2 Annual Survey of Hours and Earnings**

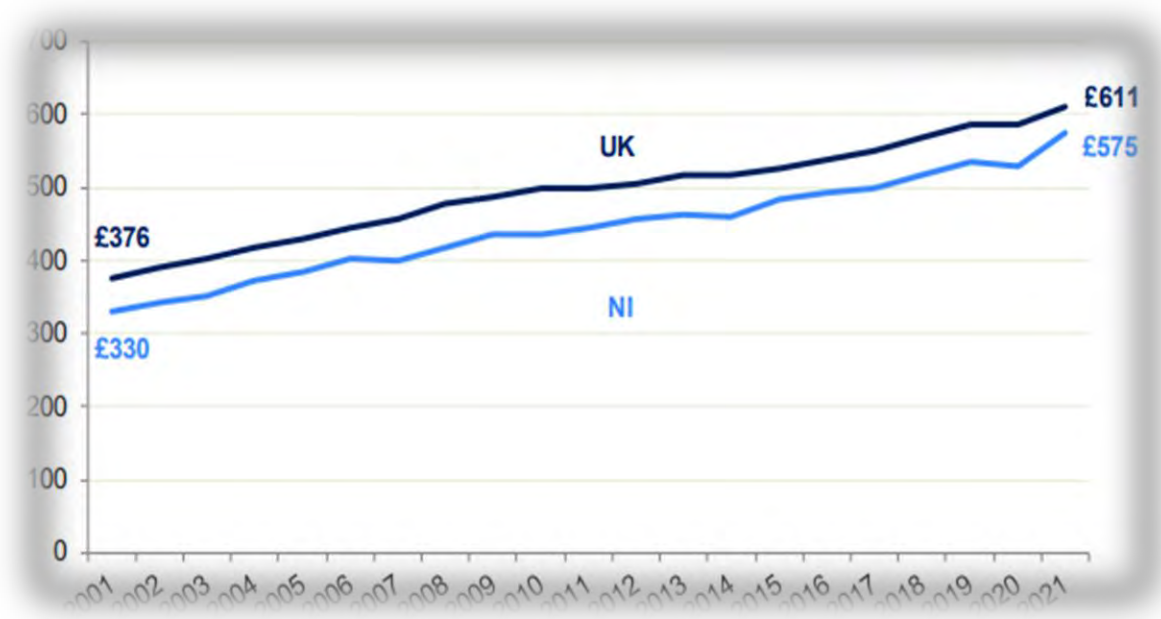
The Annual Survey of Hours and Earnings (ASHE)<sup>xxxi</sup> is a UK wide survey that provides data on hourly, weekly and annual earnings by gender, work patterns, industry and occupation, including public versus private sector pay comparisons. Their latest results were published on 26 October 2021.

The 'Employee Earnings NI 2021' show that median gross weekly earnings in April 2021 were £575, an increase of 8.8% from £529 in 2020. This is the largest annual increase recorded in NI over the last 20 years and the largest increase of the 12 government regions, as shown in the chart below. It follows the largest annual decrease of median gross week earning on record (-1.1% in the year April 2020). The increase has been driven by the reduction in furlough, with the majority of private sector employees coming



off the furlough scheme receiving a 25% increase in pay. Although NI has the seventh highest median across the 12 regions, it has the highest proportion of low-paid jobs in the UK.

**Figure 4.1 Median Earnings 2001 to October 2021**



Earnings increased in both the public sector (7.1%) and the private sector (10%). The private sector increase was driven by industries with the largest reduction of furloughed employees. For example, 'Construction' saw a 20% increase in weekly earnings over the year, whilst the rate of furloughed employees with reduced earnings within this sector saw a reduction of almost 40pps (48% to 8.2%).

Within the public sector, the increase was driven by increases in 'Public Administration and Defence' (7.5%) and 'Human Health and Social Work Activities' (7.0%). Between 2019 and 2021, there was an increase in employees in the public sector (33% to 37%) and a reduction of employees in the private sector (61% to 58%). This composition effect is also a factor in the increase of overall median full-time pay in NI. Due to the steeper rise in NI earnings this year, the difference between the UK and NI median has

narrowed and the two values are the closest they have ever been. NI median weekly earnings are now £36 or 5.8% below the UK median.

In 2021, the NI public sector median (£690) was above the UK equivalent (£664) by £26. This follows two years of lower earnings than the UK. The change this year resulted from an increase in UK public sector pay of 2.5% while median public sector earnings in NI increased by 7.1%. In contrast, the NI private sector full-time median was £80 below the UK equivalent. This has been a consistent trend over time, however, while last year saw the largest gap between the two series at £105, this has now closed to the smallest difference recorded since 2007. Although both NI and UK median earnings increased over the year, the rate of increase was lower in UK at 3.6% than in NI at 10.1%.

## **CHAPTER 5 – THE POLICING ENVIRONMENT AND THE SECURITY SITUATION**

### **5.1 The Security Situation**

The threat level for the UK from international terrorism is set by the Joint Terrorism Analysis Centre (JTAC). MI5 is responsible for setting the threat levels from Irish and domestic terrorism both in Northern Ireland (NI) and in Great Britain (GB). In September 2010, the threat levels for Northern Ireland-related terrorism were first made available. These records show that the NI related threat level has remained at SEVERE since 2010 i.e. a terrorist attack is highly likely.

In July 2019, changes were made to the terrorism threat level system to reflect the threat posed by all forms of terrorism, irrespective of ideology. There is now a single national threat level describing the threat to the United Kingdom (UK), which includes Islamist, Northern Ireland and left-wing and right-wing terrorism. Since 15 November 2021, the National threat level has been set at SEVERE.

Our Officers remain vulnerable both on and off duty and the prevailing security situation requires Officers and their Police Staff colleagues to inspect their cars on a daily basis to check if an Under Vehicle Improvised Explosive Device (UVIED) has been planted under their vehicle.

In some instances, Officers have been intimidated out of their homes and have been moved temporarily into alternative accommodation, whilst they source new accommodation at a suitable distance from the area in which the threat arose. The table below provides a breakdown of the number of Officers who over the last year have received enhanced security measures owing to a security related threat:

**Figure 5.1 – Security Measures provided to Police Officers - January 2021 – December 2021**

<b>Security Measures</b>	<b>January 2021 – December 2021</b>
<b>Home Security Aid</b>	<b>4</b>
<b>Home Protection Scheme (HPS)</b>	<b>2</b>
<b>Senior Officer or Vulnerable Officer uplift to the HPS</b>	<b>3 (installations rather than uplifts)</b>
<b>Emergency Housing</b>	<b>0</b>
<b>Special Purchase of Evacuated Dwellings (SPED)</b>	<b>0</b>

Dissident Republican (DR) groups continue to reject the policing process created by the 1998 Good Friday Agreement, and carry out further terrorist attacks. They seek to destabilise NI through the tactical use of violence, targeting members of the Police Service and other security personnel, as well as seeking to cause disruption and economic damage.

We continue to see high levels of Violent Dissident Republican (VDR) attack planning, targeting, procurement and bomb making across NI. Our Officers in conjunction with military and prison officers remain the primary target for VDR violence. As the level of VDR activity remains significant, there continues to be the possibility of an attack anywhere within NI.

During the period 1 January 2021 to 31 December 2021 there were<sup>xxxii</sup>:

- 2 security related deaths, the same number as during the previous 12 months;
- fewer bombings, shootings and paramilitary style assaults than during the previous 12 months, but one more paramilitary style shooting;
- 5 bombing incidents, compared to 22 in the previous 12 months and 27 shooting incidents, compared to 39;

- 37 casualties of paramilitary style assaults, compared to 44 in the previous 12 months. All 37 casualties were aged 18 years or older;
- 14 casualties of paramilitary style shootings compared to 13 during the previous 12 months. All 14 casualties were aged 18 years or older. While over half of these attacks occurred in Derry City and Strabane, there have been no such incidents recorded in that District in the most recent 7 months;
- 130 persons arrested under Section 41 of the Terrorism Act 2000, compared to 79 during the previous 12 months; and
- 22 persons subsequently charged, compared to 14 during the previous 12 months.

DR attacks often involve significant risk to members of the public, who are also regularly inconvenienced by the disruption involved in the necessary police response to these and other security incidents (such as hoaxes). They also conduct violent attacks (shootings, beatings and intimidation) against individuals within the communities, in an effort to garner community support and undermine the Police Service of Northern Ireland.

Many DRs are also heavily involved in criminal activities for personal gain, including smuggling and extortion. However, our sterling efforts, working in conjunction with our partners in An Garda Síochána (AGS) mean that the majority of NI citizens are able to go about their daily lives relatively untroubled by terrorism.

DRs retain lethal intent but their capability continues to be hampered following a series of law enforcement disruptions in 2020. The COVID-19 pandemic and the restrictions imposed by the NI Executive have also had a suppressive effect on the new IRA (nIRA) and the Continuity IRA (CIRA) but both groups continue to have aspirations to conduct further attacks.

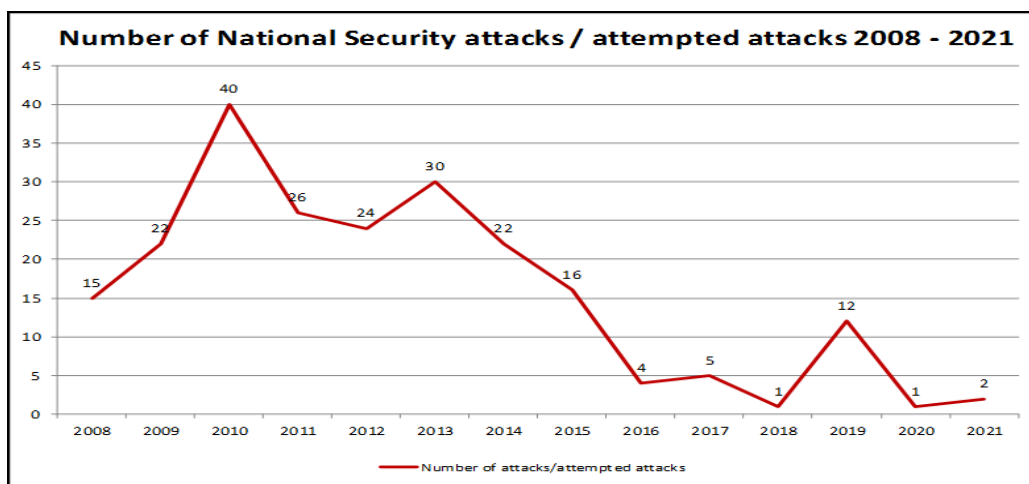
The terrorist threat in Northern Ireland currently emanates from two DR groups - nIRA and the CIRA:

- nIRA has attempted to carry out one attack in 2021 with the deployment of an Improvised Explosive Device (IED) in April 2021 targeting an off duty Police Officer in Dungiven. While this device failed to function, nIRA continues to dominate the threat narrative. They remain engaged in attack planning and it is highly likely that security force pressure and seizures of material have prevented further attacks on the Police Service of Northern Ireland.
- CIRA are assessed to have been involved in a shooting on 16 March 2021, which was directed at Enniskillen Station using a crude homemade firearm. No one was injured during this incident.

There has continued to be a reduction in the number of overall attacks linked to Northern Ireland Related Terrorism (NIRT) with two attempted/aborted attacks on a national security target in 2021. The long term trend for attack planning may be reducing and while statistics provide an important optic, they should not be solely relied upon to understand the complex nature of the security situation in Northern Ireland. The NIRT threat is expected to endure beyond 2021.

The following table shows the number of National Security attacks/attempted attacks between 2008 and 2021:

**Figure 5.2 – Number of National Security Attacks / Attempted Attacks 2008-2021**



### **5.1.1 The Current Threat to Police**

Our Police Officers remain the primary target for DR violence. As the level of DR activity continues to be significant, there remains the possibility of an attack anywhere within Northern Ireland. We continue to assess that DR's remain capable of mounting attacks, many of which also pose a danger to members of the public.

The national security / DR threat remains just one part of the wider security picture in Northern Ireland (which includes paramilitaries and serious and organised crime). DRs as well as other republican, loyalist and organised criminal groups, continue to conduct paramilitary-style attacks (PSAs) and intimidation directed at the wider community.

Pressure from police and other law enforcement bodies remains the principal factor in suppressing the threat from DRs. Each of the main DR groups has suffered significant disruption, primarily the loss of personnel, in the past eighteen months. This pressure, in the form of regular arrests and seizures is a constant drain on DR morale, confidence, personnel and resources.

In June 2021, a 32 year old was sentenced to 24 years after pleading guilty to one count of preparation of terrorist acts following a protracted investigation into the recovery of IED components in Larne.

Loyalist paramilitary groups remain concerned by the repercussions of EU Exit, specifically the implementation and constitutional impact of the Northern Ireland Protocol. There is a growing perception in the loyalist community that their identity and culture is under threat.

Following serious disorder across Northern Ireland in late March/early April 2021, which resulted in injuries to over 100 Police Officers, protest activity has reduced significantly but localised incidents continue to take place at times of increased tension. The Loyalist Communities Council (LCC) and

the Ulster Volunteer Force’s political wing, the Progressive Unionist Party (PUP) have withdrawn support for the 1998 Friday Agreement as a result of their opposition to the Northern Ireland Protocol.

Diplomatic efforts to resolve issues relating to the Northern Ireland Protocol have commenced again following the Christmas break. New EU Exit Minister, Liz Truss, is meeting Irish Foreign Minister, Simon Coveney, with her EU counterpart, Maros Sefcovic. Time is becoming a factor and media reports suggest Liz Truss will “*demand rapid progress*” and both Simon Coveney and Democratic Unionist Party (DUP) leader, Sir Jeffrey Donaldson, have stated that matters need to be resolved by February 2022.<sup>xxxiii</sup>

In a statement before Christmas, the new EU Exit Minister made clear that the UK position had not changed and that triggering Article 16 of the Protocol remains a possibility. However, the media is reporting a perceived softening of the UK position regarding Article 16 which has caused some Unionist consternation. On 28 December 2021, Maros Sefcovic reiterated an earlier EU warning that the whole Trade and Cooperation Agreement (TCA) could collapse if the UK acts on Article 16.<sup>xxxiv</sup>

Locally, DUP political efforts to counter the Protocol are continuing. Sir Jeffrey Donaldson has again reiterated that there would be major implications for the NI political institutions if Protocol checks at ports were not removed.<sup>xxxv</sup> First Minister, Paul Givan, has stated that it is inevitable the devolved institutions will fall if issues around the Protocol are not resolved. Perceived DUP threats to the devolved institutions have been strongly criticised by NI’s other parties.<sup>xxxvi</sup>

In his address to the NIPB in November 2021<sup>xxxvii</sup> the Chief Constable stated:

*“The Police Service has made steady progress in a society transitioning from conflict. During this time, the professionalism of our organisation has been stress-tested by periods of disorder, protest,*



*policing the COVID-19 pandemic and, of course, the enduring threat from terrorist violence. We are, however, a proud and resilient organisation, reflective when things go wrong and determined to do the right thing day and daily.”*

We continue to work in partnership with other agencies to prevent terrorist attacks and pursue criminal justice outcomes. Detectives in our Serious Crime Branch have a total of 67 serious crime investigations ongoing into the activities of nIRA alone. Investigations include the murder of Lyra McKee and subsequent charges, offences of directing terrorism, attempted murder, the recovery of explosive devices and weapons alongside other serious offences, including child protection.

Serious Crime Branch is also pursuing investigations into CIRA, including an attack on Enniskillen Police station where one suspect has been charged and murder investigations that are linked to Óglaigh na hÉireann (paramilitary group formed after split with the Real IRA), such as the murder of Danny McClean in Belfast in February 2021. The Terrorism Investigation Unit continues to work against all violent dissident groups and right wing extremism.

The sustained and determined effort by our teams has been augmented by significant custodial sentences recently issued, changes in the law affecting actual time served in prison and arrangements for the management of offenders on release through Probation Licences and Terrorism Notification Orders. This has already shown signs of a significant preventative impact in relation to this particularly serious criminality. The result is safer and more confident communities in Northern Ireland.

### **5.1.2 The Future Threat to Police**

Violent DRs remain intent on conducting attacks against security targets. Despite successful interdictions by Police and partners, and near universal

public rejection of their activities, DRs remain committed to a violent agenda. Therefore, attacks and attempted attacks remain highly likely.

We judge that the perception of the status of the border and any possible impact on the constitutional position of Northern Ireland post as a result of the Northern Ireland Protocol will remain a significant point for the Protestant Unionist Loyalist (PUL) community in the forthcoming period.

We continue to police in a COVID-19 environment by continuing to respond to calls for service, whilst maintaining our efforts to thwart terrorism and serious and organised crime. In these times of unparalleled change, the public look to the Police to keep services running and to maintain law and order. Our Officers have stepped up when many others could not or would not. They have performed their duties at a time when many of our Officers have felt the impact of COVID-19 personally. They continue to cope with new legislation and guidance often introduced at a fast pace. Through flexibility and adaptability we have maximised the protection of our Officers and Police Staff, whilst maximising the effect on public services.

We will continue to adopt and implement the Four E's approach of:

- Engaging;
- Explaining;
- Encouraging; and
- Enforcing the legal requirements.

Member of Legislative Assembly (MLA) and Northern Ireland Policing Board representative Trevor Clarke has warned that pressures in the Department of Health are creating difficulties for the Police Service of Northern Ireland. He was speaking after finding that the Police Service responded to 2,156 calls on behalf of the Northern Ireland Ambulance Service between April and June 2021. Mr Clarke said:

*“It is no secret that the crisis facing our health service has threatened to spill over into policing. The latest response figures are deeply alarming and demonstrate that Officers are increasingly being tasked with attending incidents that relate primarily to a health need.”<sup>xxxviii</sup>*

## **5.2 Legacy Investigations**

Legacy Investigation Branch (LIB) is an investigative Branch within the Police Service. LIB’s role is primarily to investigate homicide and Security Force related deaths arising from the “Troubles” between 1969 and 2004. A key aim of LIB, as part of this process, is to engage directly with families and their representatives to provide them with as much information as possible. From 1 January 2021, LIB have completed the review of 6 deaths and 5 reports have been delivered to the families.

LIB currently has a caseload of 1,123 fatal incidents involving the deaths of 1,415 people. Of this number:

- 17 cases are currently under review or investigation; and
- 6 cases have been submitted to the Public Prosecution Service for direction.

LIB continue to have responsibility for Operation Yomer, the investigation into the deaths of 5 children between 1995 and 2003 as a result of the publication of the Inquiry Report into Hyponatraemia Related Deaths in NI. Work also continues by LIB on our response to the Report of the Hallett Review into the ‘On the Runs’ Administrative Scheme. This consists of reviews and investigations of all homicides linked to the nominals identified under the scheme.

LIB has also received 259 requests for service in respect of enquiries that sit outside the parameters of any ongoing review or investigation. LIB have

completed 228 such requests during the period and conducted 9 family meetings as a result.

Work is ongoing by Her Majesty's Government (HMG) as a result of Command Paper 498 'Addressing the Legacy of Northern Ireland's Past'<sup>xxxix</sup> (presented to Parliament in July 2021), to develop alternative architecture to deal with legacy issues. Until a clear framework has been agreed, the work of LIB continues unabated in accordance with our continuing statutory obligations.

### **5.3 Operational Challenges for Policing**

#### **5.3.1 EU Exit and the Northern Ireland Protocol**

The referendum, within which the UK made the decision to withdraw from the EU, set a number of issues into play regarding International Justice Powers and co-operation within a policing and law enforcement context. Throughout the extensive negotiations between the UK and the EU, there were significant concerns around the absolute loss of access to data sets, information sharing tools or specific legislative powers across the raft of international law enforcement capabilities. These were exemplified as critical by Police and law enforcement agencies in our narrative to the Home Office, albeit we were mindful of the potential that Justice Powers may have been used as a possible trade-off within economic negotiations.

In the run up to the transition period, the UK had a 'readiness' state to work around the loss of international powers in the use of 'third country' status. Legislation was amended expeditiously around extradition, specifically to develop the warrant-based Norway/Iceland model for apprehending wanted persons under a Provisional Arrest methodology, where warrants were not held in the UK at the time an arrest was necessary. This was previously not an issue due to the Second Generation Schengen Information System (SISii) provisions.

Negotiations were conducted in an on/off scenario with significant petition being placed on Home Office officials to retain capabilities, whilst the EU were holding fast on the UK's new status as a third country being no greater than those outside the EU Member States. However, what was anticipated as a possible crisis, failed to materialise on the basis that the EU accepted the UK's extensive engagement in International Law enforcement and the 'quid pro quo' nature of information sharing. Essentially, the majority of measures previously available to the UK law enforcement agencies have been retained with some in a diluted form or with the need to work around the loss of particular issues.

There has also been the need for the UK to negotiate in a bi-lateral manner with EU partners on certain arrangements. By way of example, the loss of SISii, an EU-wide alert platform, has necessitated an uplift in the UK Law Enforcement Agencies access to and circulation through Interpol alert notifications and the i24/7 Interpol database. The National Crime Agency (NCA) hold primacy for all circulations and the outworking of all ingested messaging from i24/7. The risk with i24/7 circulations is two-fold:

- Firstly it requires EU partners to double key alerts onto SISii and i24/7 in circumstances where they believe the suspect may arrive in the UK;
- Secondly, as a worldwide database, i24/7 exposes the circulations of suspects to a wider audience than the EU and into nations from where the suspect may have sought asylum. Without due diligence around limitations on circulation, the individual may well be compromised. The UK is currently developing a Law Enforcement Alert Platform (I-LEAP) as a bi-lateral arrangement with significant EU partners.

Notwithstanding the retention of many and indeed most of the justice powers, it has been trade issues that have had a significant impact on what later manifested as street disorder and insurgence. Initially during the exit process, planning assumptions were based around what is referred to as a hard border between the EU and the UK, with the possibility for the

imposition of checkpoints and inspection of goods from a North – South movement within Northern Ireland and the adjacent EU territory.

The threat of republican violence in policing areas that have historically proven difficult to regulate due to marginal community support, cannot be overlooked as a reason as to why an alternative position was sought with an East - West trade border between GB and Northern Ireland. This has ultimately proved problematic for the UK Government and Unionist politicians to reconcile.

In the early months of 2021, Loyalist resentment at what was and is perceived as a betrayal of Unionism and a dilution of the position within the Union, was underpinned by the manner in which treatment of goods transported from within the UK to another part of the UK played out. Northern Ireland discovered it was subject to stringent customs and agri-food checks not previously anticipated and certainly not welcomed. It must be mentioned that the disquiet around the trade arrangements is not solely a Unionist matter and trading and local commerce has been seen to either benefit greatly or suffer considerably due to the imposition of trade arrangements.

Initially tension indicators became visible through the erection of banners and posters condemning the measures enforced by the East - West trade restrictions, some graffiti targeted individual political and community personalities and reference to threats to Port Staff undertaking duties at port facilities also occurred. Physical protests arose and subsequently disorder and violence occurred in a number of loyalist and interface areas, while isolated community protests by way of un-notified band parades took place within mostly loyalist enclaves.

There was concern that loyalist paramilitary and proscribed organisations were behind these protests, albeit this does not necessarily fully fit with the intelligence picture. There were several nights of significant street disorder not seen for many years causing community disruption, damage and the

mobilisation of significant police resources. The passing of the Duke of Edinburgh brought a conclusion to this disorder with only minimal disruption occurring thereafter.

Police initiated a cadre of Silver Ops rooms and deployed Tactical Support Groups and operational units to monitor, evidence gather, quell and disperse protests as and when they occurred. A media environmental scanning facility examined community sentiment and intelligence resource was exploited to establish the likelihood of significant disorder or protests which had not been notified to the Parades' Commission.

Community policing supported Department of Agriculture, Environment and Rural Affairs (DAERA) and Customs colleagues at portal inspection hubs, with a physical presence and collegiate support in terms of advice and training for matters that justified reference to the Courts for disorder or abuse of department personnel. The establishment of a partners meeting with DAREA, Harbour Police, UK Border Force (UKBF), Home Office Immigration Enforcement (HOIE), Council Executives et al allowed for the flow of information between practitioners from and to Police in an open and candid forum, articulating any threat assessments thereby allowing those with responsibility for ports and Sanitary and Photosanitary (SPS) inspection duties, the comfort of information flow and overt Police attention.

The situation around community tension and the possibility of public street disorder away from the harbour areas still exists and was played out recently with the arson attacks on buses in Newtownards and Rathcoole. Additionally anti-custom and border check demonstrations took place over the weekend of 20 November and 21 November 2021 in the Irish Republic and while there was limited support, it served as a reminder that a return to a North - South configuration of trade limitations will not be readily accepted by the republican cohort in border areas in particular.

### 5.3.2 Serious and Organised Crime

In the Chief Constable's December 2021 report to the NIPB<sup>x</sup> he provided an update on major progress made in tackling serious and organised crime over the last quarter. He pointed out that during this period, the activities of nearly 80 criminal gangs were significantly disrupted by Police, with one gang totally dismantled. The Paramilitary Crime Task Force (PCTF) conducted 41 searches which included 14 drug seizures. In addition, through the PCTF 15 arrests were made and 20 people were charged.

As a result of Operation DEALBREAKER, there were 55 arrests for drug-related offences and 317 drug seizures, amounting to a collective street value of £1,348,418.95 by November 2021. This week, Police seized a further £1m worth of suspected cannabis in Larne and uncovered a cannabis factory in Co. Armagh.

The Chief Constable outlined details of the Police Service's response to increased incidents of spiking, including increased visibility in hotspot areas, a range of new initiatives with night time economy partners and the distribution of new guidance to Neighbourhood Policing Teams. The Chief Constable said:

*"We have taken a number of immediate steps to urgently address the reported rise of spiking incidents. New guidance has been issued to first responders to ensure officers are responding quickly and effectively, and we are working closely with the hospitality industry to identify opportunities to collaborate on a range of awareness, prevention and early intervention initiatives."*

The Chief Constable also provided a further update on the Service's progress in developing a Male Violence and Intimidation against Women and Girls Strategy.



*“Over the last few months, we have been engaging extensively with a wide range of women and girl’s advocacy groups and service providers to hear their views on the role policing needs to play in ending male violence against women and girls. Our Strategy, which we will publish early next year, will focus on prevention, early intervention and enhanced support for victims.”*

### **5.3.3 Neighbourhood Policing**

At the latter end of 2018, the NIPB and our Service undertook one of the largest consultations on Policing in recent years. Thousands of individuals, and a number of representative groups engaged with the process and provided a wealth of information to shape the future of local policing in Northern Ireland.

Following this, and in order to effectively deliver this outcome, the Local Policing Review Document has been elevated to a strategic level to ensure Policing in all communities is improved upon and is meeting local needs. This is enshrined within the NI Policing Plan 2020-25 and Annual Performance Plan 2021/22.<sup>.xli</sup>

Community empowerment has a vital role to play in successfully achieving this outcome. This includes supporting and enabling the community to identify and implement solutions to local problems and influence strategic priorities and decisions. This process, where people work together to make change happen in their communities, offers more power and influence over policing matters that communities are invested in.

The Police Service of Northern Ireland recognises and values the voice of the community. By listening to the community, a comprehensive programme of work has been identified and published in the Local Policing Review response which will change local policing. This will be delivered through the six identified headline actions below:

- Visibility;
- Neighbourhood Policing;
- Vulnerability and Mental Health;
- Call Handling;
- Collaboration and Multi-Agency Working; and
- Competing Policing Demand.

As a response to the call from our communities to see more Police Officers on the street, we commenced work on our Neighbourhood Policing Delivery Programme at the start of this year. The programme was paused for a while as we dealt with the COVID-19 pandemic and its effect on Northern Ireland but it is now up and running again.

The Chief Constable has pledged that as part of our commitment to enhancing visibility, accessibility and responsiveness, at least one Neighbourhood Officer would be allocated to every electoral ward in Northern Ireland. We are also creating an environment within which effective Neighbourhood Policing will be delivered. This involves:

- Reconfiguring District Policing from three areas to four. As well as the current North, South and Belfast areas, there will also be a Derry City and Strabane area. The Chief Superintendent role will expand to be one of an Area Commander;
- Recognising the professionalism of the Neighbourhood Officer by developing a new role profile reflecting the national approach to delivering Neighbourhood Policing;
- Introducing the evolved role through a three day training course delivered alongside local partners;
- Developing a neighbourhood driven tasking process to ensure all operational Police Officers are deployed to support crime prevention and problem-solving activity in respect of local priorities;

- Introducing a single Command Coordination & Tasking Centre (CCTC) based at Castlereagh by completing the necessary building work through identifying and training those who will staff it.

An additional 400 officers have been assigned to Neighbourhood Policing Teams across all Districts. This is supported by a rolling process to ensure that vacancies are filled and numbers are maintained. Neighbourhood Policing Team presence will be increased to 16 hours per day, seven days per week in local communities. These enhanced working hours were put in place across all teams by the end of 2021.

A bespoke performance framework has been developed for Neighbourhood Policing Teams which will be embedded in developing IT solutions. In addition, the development of Neighbourhood Policing Hallmarks continues to progress. Neighbourhood Policing Team Forums were held during June and September 2021 to explore issues relating to culture, ethos, and values and to facilitate the sharing of best practice. Further focus groups have been scheduled to explore emerging issues in further detail.

## **CHAPTER 6 – THE POLICE SERVICE OF NORTHERN IRELAND POLICE OFFICER WORKFORCE**

### **6.1 Workforce Data**

#### **6.1.1 Workforce Data to Support Pay Proposals**

The Workforce Model, also referred to as the Human Resources Distribution Plan (HRDP), defines the allocation of Police Officers and Police Staff members across the Service. This is the means by which non-pay budgets are set and distributed in the devolved environment and identifies the focus for necessary actions to manage the allocation of resources.

The governance for the HRDP is defined through the following bodies. The Resource Planning Group (RPG) is chaired by the Deputy Director of Human Resources and deals with establishment issues and vacancies that do not require an increase to the overall establishment. The Resource Allocation Model (RAM) chaired by the Deputy Chief Constable and the Chief Operating Officer, is charged with providing executive level workforce planning and resourcing decision making when an increase to establishment is required.

The People and Culture Board (PCB) first met in June 2020 and has evolved since its inception. The People Strategy 2020-25 and People Action Plan 2021-22 were launched by the Chief Constable on 29 April 2021. The People Strategy encompasses five key principles, which in turn resulted in changes to the PCB reporting format.

The five principles monitored are:

- Being Representative and Inclusive;
- Resourcing for the Future;
- Leading Together;

- Serving with Professionalism; and
- Valuing Health and Wellbeing.

The board meets bi-monthly and is chaired by the Chief Operating Officer, following review it was determined that bi-monthly meetings for PCB were the most appropriate manner to secure updates from its respective Delivery Groups.

The background within which we developed an effective and affordable staffing model has been complex due to the following factors:

- Continued uncertainty regarding the financial settlement; and
- Reconfiguration of the organisation to reflect changes in the operating model, including the restructuring of District Policing.

Our Workforce Model has been based on maintaining a Police Officer operational capacity against a target figure of 7,108. The New Decade New Approach<sup>xlii</sup> deal commits the NI Executive to increasing Police Officer establishment to 7,500 (the figure suggested in the Patten Review). As at 30 November 2021, there were 7,040 (FTE) Police Officers in the Service.

The following table provides information on the Police establishment / funded posts:

**Figure 6.1 – Police Establishment/Funded Posts as at 1 December 2021**

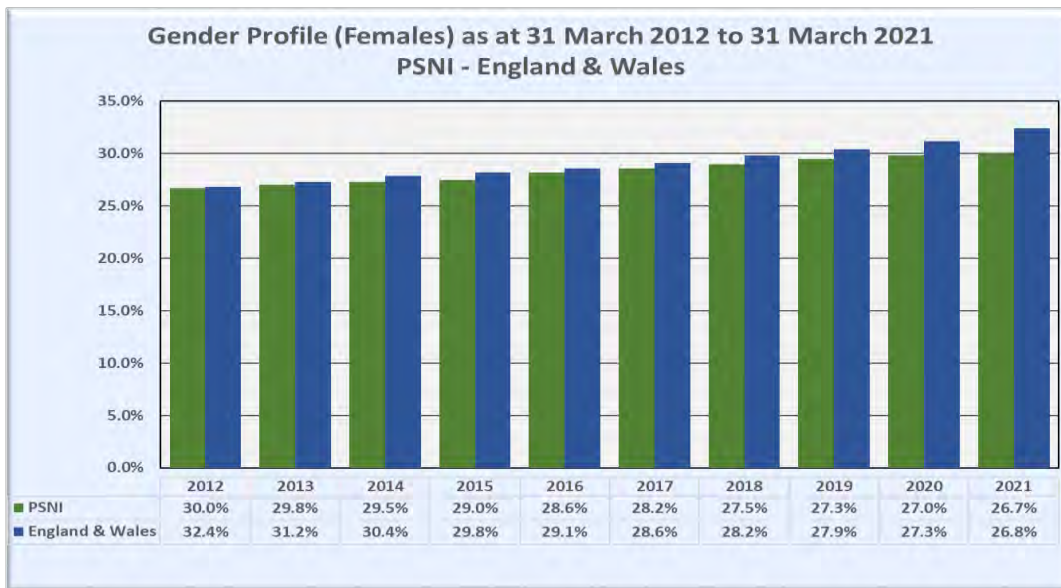
Police Officer Establishment/Funded Posts (FTE) as at 01 December 2021											
Department/Area	CC	DCC	ACC	Ch Supt	Supt	Ch Insp	Insp	Sergt	Con	Student Officer	Total
Command	1	1		1	3	4	6	10	15		41
Crime Operations			1	5	20	38	105	268	1279		1715
Corporate Services							2		4		6
People & Organisational Development				1	1	3	10	29	152		196
Operational Support			1	1	3	6	31	121	720		883
Innovation & Standard								1	3		4
Legacy & Legal				1	1	6	8	17	57		90
Community Safety			1	3	6	11	43	82	313		459
District Policing Command			1	1	1	2	11	41	97		154
Belfast Area				1	4	7	34	122	749		917
Derry City & Strabane Area				1	1	3	12	41	306		364
North Area				1	6	11	48	138	775		979
South Area				1	5	9	41	157	934		1147
District Policing			1	5	17	32	146	499	2860		3560
Service Overhead			1	1	2		1	3	31	115	154
<b>Total</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>18</b>	<b>53</b>	<b>100</b>	<b>352</b>	<b>1030</b>	<b>5434</b>	<b>115</b>	<b>7108</b>

Figures rounded for presentation purposes Prepared by Workforce Planning, PSNI

### 6.1.2 Police Officer Demographics

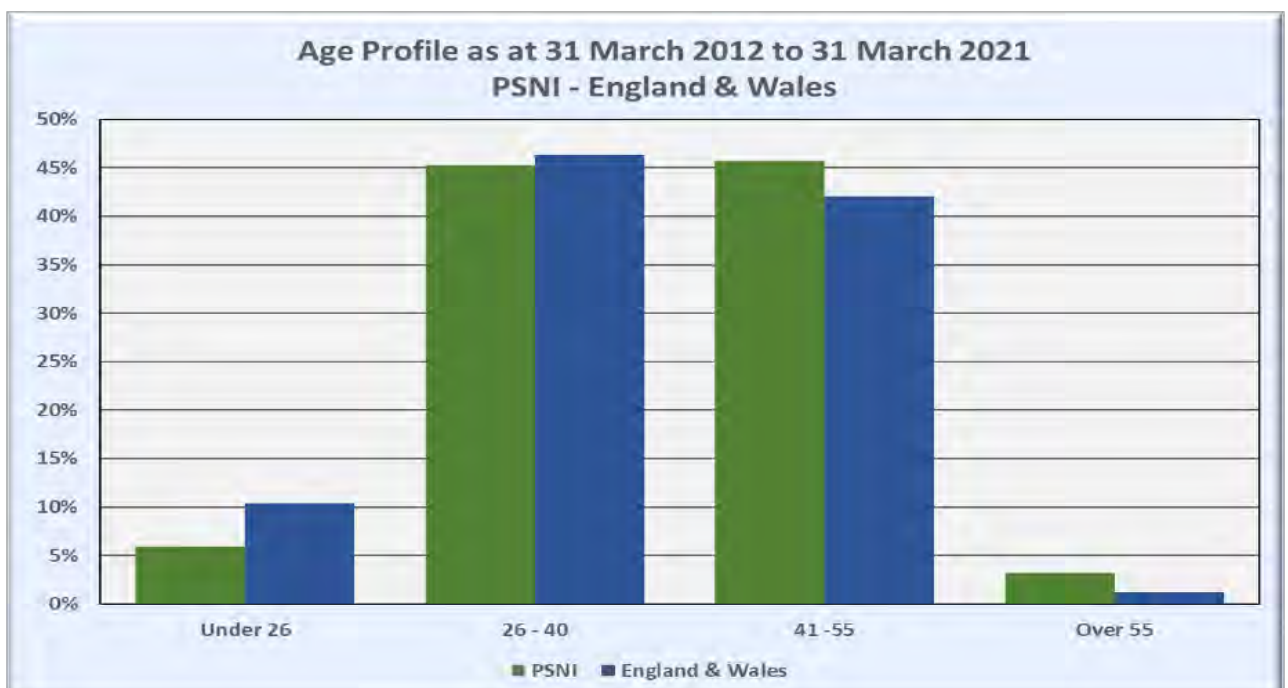
According to the ‘Police Workforce, England and Wales: Home Office Report – 31 March 2021’<sup>xliii</sup>, the profiles for gender and age in the Police Service of Northern Ireland are broadly consistent to that in England & Wales (E&W) captured for period 31 March 2012 to 31 March 2021, as detailed in the following table:

**Figure 6.2 – Police Officer Gender Profile Police Service of Northern Ireland / England & Wales**



The following table shows the age profile of our Officers in comparison with Officers in E&W as at 31 March 2021:

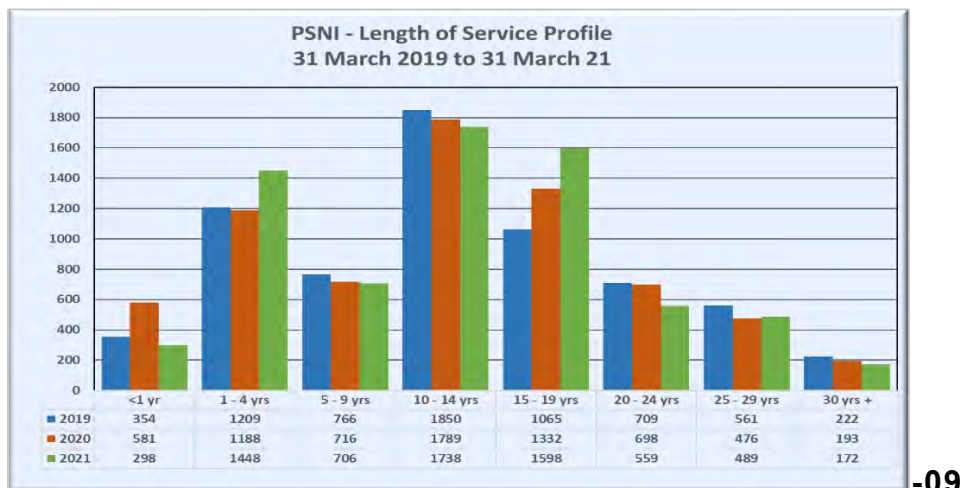
**Figure 6.3 – Police Officer Age Profile - Police Service of Northern Ireland / England & Wales**



### 6.1.3 Police Officer Service Profile

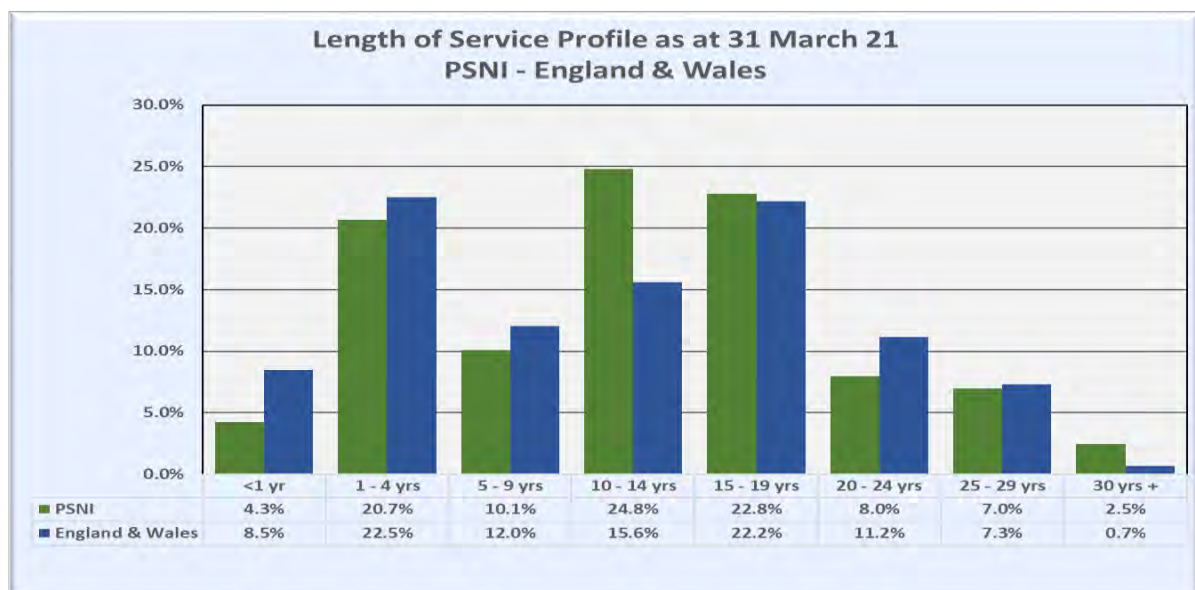
The following table shows the changes to the length of service profile over a 3 year period from 2019 to 2021 as at 31 March each year:

**Figure 6.4 - Police Service of Northern Ireland-Length of Service Profile**



The table below shows a comparison of the length of service of Officers in the Police Service of Northern Ireland as at 31 March 2021 and E&W as at 31 March 2021. At that date, 35.1% of our Officers had less than 10 years' service, whilst 17.5% had 20 years' service or more. The percentages for less than 10 years' service and 20 years' or more service in E&W were 38.0% and 19.6% respectively:

**Figure 6.5 – Police Officer Length of Service Profile - Police Service of Northern Ireland / E&W**





### 6.1.4 Composition of Senior Officer Cohort

The Senior Officer cohort at 30 November 2021 comprises of the Chief Constable, Deputy Chief Constable, four Assistant Chief Constables and three Senior Police Staff members - a Chief Operating Officer and two Assistant Chief Officers.

The Chief Constable, who previously held a Chief Constable position on the GB mainland, was appointed on 1 July 2019. An Assistant Chief Constable was appointed from the London Metropolitan Police on 1 December 2020. The Chief Operating Officer was appointed on 1 March 2021. A Temporary Assistant Chief Officer was appointed Executive Director of People and Organisational Development through the Interchange Programme. The remainder of our team of Senior Officers is composed of internal appointees / temporary internal appointees. The table below provides information in respect of the rank / grade, gender, departmental portfolio and working hours of the Senior Officer Cadre:

**Figure 6.6 – Senior Officer Cohort as at 30 November 2021**

Senior Officer Rank/Grade	Gender	Departmental portfolio	Working Hours
Chief Constable	Male	Command	Full Time
Deputy Chief Constable	Male	Command	Full Time
Chief Operating Officer	Female	Command	Full Time
Assistant Chief Constable	Male	District Policing	Full Time
Assistant Chief Constable	Male	Crime Operations	Full Time
Assistant Chief Constable (Temporary)	Male	Community Safety	Full Time
Assistant Chief Constable (Temporary)	Male	Operational Support	Full Time

Assistant Chief Officer Executive Director (Temporary)	Male	Corporate Services	Full Time
Assistant Chief Officer Executive Director (Temporary – Interchange)	Male	People and Organisational Development	Full Time

### 6.1.5 Movement of Senior Officers

During 2021 (to 1 December 2021 inclusive), a Chief Operating Officer was appointed (1 March) and a Temporary Assistant Chief Officer was appointed through the Interchange Programme (23 August) to People and Organisational Development. An Assistant Chief Constable transferred from Community Safety to Crime Operations Department on 8 March to replace an Assistant Chief Constable who transferred on promotion to the London Metropolitan Police (10 March). A temporary promotion to Assistant Chief Constable, Community Safety was made on 15 March.

### 6.1.6 Police Officer Recruitment and Wastage

The following table illustrates the projected Police Officer recruitment and wastage figures up to the end of March 2023:

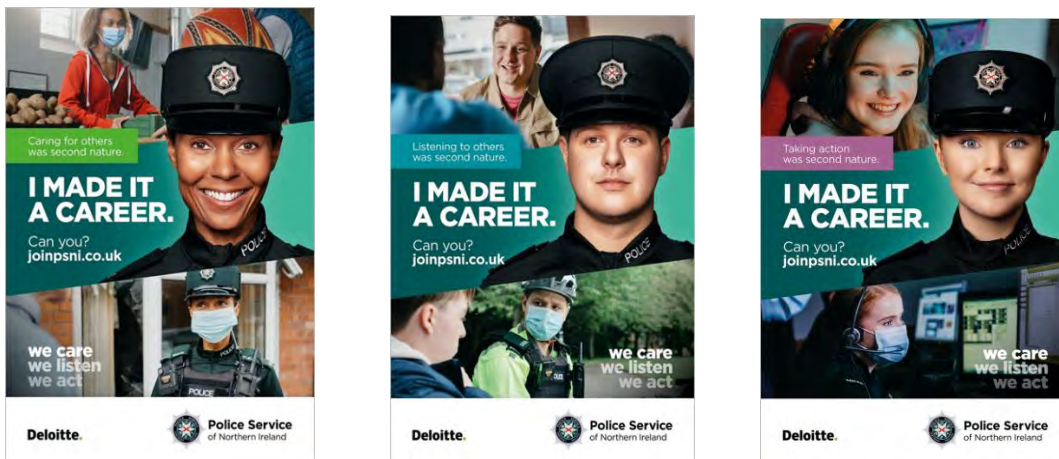
**Figure 6.7 - Police Officer Recruitment & Leaver Forecast to March 2023**

Dates		Police Officers		
Year	Month End	Recruitment	Leavers	FTE
	<b>Total 21/22</b>	<b>398</b>	<b>324</b>	<b>7002</b> 31-Mar-2022
<b>2022/2023</b>	30/04/2022		31	6971
	31/05/2022		26	6945
	30/06/2022	17	30	6932
	31/07/2022		26	6906

	31/08/2022		17	22	6901
	30/09/2022			32	6869
	31/10/2022		17	25	6861
	30/11/2022			28	6833
	31/12/2022		17	26	6824
	31/01/2023			20	6804
	28/02/2023		17	23	6798
	31/03/2023			36	<b>6762</b>
	<b>Total 22/23</b>		<b>85</b>	<b>325</b>	<b>6762</b> 31-Mar-2023

Our most recent Student Officer Recruitment campaign was open for applications from 2 – 19 November 2021.

**Figure 6.8 - Police Officer Recruitment Campaign 2021**



In planning this campaign, we engaged with a wide range of internal and external stakeholders to inform the style and messaging of our advertising campaign to ensure that it resonated with under-represented groups. We also reviewed the information on our recruitment website ([www.joinpsni.co.uk](http://www.joinpsni.co.uk)) to provide additional detail on the recruitment process to those who are not familiar with policing, particularly regarding what a career in policing can offer.

The imagery used in our advertising and recruitment website was refreshed to include visible ethnic minority and female role models. Our continued

commitment to representativeness is clear within our Welcoming Statement that features prominently on our website:

*“...The Police Service of Northern Ireland is committed to being representative of the community we serve and welcomes all applicants interested in a career in policing.”*

We maximised the reach of our advertising to under-represented groups through utilising a range of mediums as outlined below:

**Figure 6.9 - Police Officer Recruitment – Overall Media Plan**

### Overall Media Plan



Our social media was particularly effective in reaching 601,739 users, with 29,062 engaging with the advertising and 1,206 candidates commencing their application directly via this medium. During the application phase, there were 55,443 visitors to our recruitment website, which equated to a 21.58% increase from our last campaign.

Our Community Safety, District Policing and HR Departments worked collaboratively to undertake an extensive programme of outreach within local communities to encourage under-represented groups to apply. There was a particular focus on schools/Further Education Colleges, the retail sector and local community/sporting/ faith groups. Larger engagement events also took place in Newry, Belfast, Derry/Londonderry, Dungannon,

Cookstown, Magherafelt and Maghera which were also supported by our Minority Support Associations and Police College. For this campaign, we introduced a number of online presentations and Question and Answer events via our social media platforms.

We are pleased to report that we received 5,311 applications for the 400 positions that we anticipate appointing from this campaign, with the equality representation broadly similar to our last recruitment campaign in 2020.

The following table shows the number of applications received and relative percentages:

**Figure 6.10 – Number of Applications Received and Relative Percentages:**

	<b>Number of Applications</b>	<b>Percentage</b>
<b>Catholic</b>	1,590	30.0%
<b>Protestant</b>	3,534	66.5%
<b>Other</b>	187	3.5%
<b>Female</b>	2,130	40.1%
<b>Male</b>	3,181	59.9%
<b>LGBT Community</b>	400	7.5%
<b>Ethnic Minority Community</b>	122	2.3%
<b>Total Applications</b>	5,311	

The age profile of our applicants remains predominately young with some indication of gradual ageing. 66.2% of our applicants within this recruitment campaign are aged 17-29 years compared to 76.6% in our 2013 recruitment campaign.

The table below highlights the age profile of the applications received:

**Figure 6.11 – Age Profile of Applications Received**

Age	Number of Applications	Percentage
17-24	2,205	41.5%
25-29	1,309	24.7%
30-39	1,344	25.3%
40+	453	8.5%
<b>Total</b>	<b>5,311</b>	<b>100.0%</b>

The table below shows the equality breakdown from previous campaigns:

**Figure 6.12 - Applicant Equality Breakdown from Previous Campaigns**

	Campaign 6 February 2020	Campaign 5 October 2018	Campaign 4 October 2017	Campaign 3 September 2015	Campaign 2 May 2014	Campaign 1 September 2013
Applications	6879	6243	7696	5498	5856	7493
Protestant Community	4520 65.71%	4113 65.88%	5051 65.63%	3590 65.30%	3958 67.59%	4998 66.70%
Catholic Community	2116 30.76%	1935 31.00%	2445 31.77%	1749 31.81%	1718 29.34%	2294 30.62%
Undetermined	243 3.53%	195 3.12%	200 2.60%	159 2.89%	180 3.07%	201 2.68%
Male	4108 59.72%	3914 62.69%	4677 60.77%	3539 64.37%	3781 64.57%	4855 64.79%
Female	2771 40.28%	2329 37.31%	3019 39.23%	1959 35.63%	2075 35.43%	2638 35.21%
Ethnic Minority Community	161 2.34%	122 1.95%	124 1.61%	91 1.66%	90 1.54%	119 1.59%
LGBT Community	496 7.21%	378 6.05%	483 6.28%	260 4.73%	246 4.20%	309 4.12%

It is accepted that the total number of applicants for this campaign is lower than the 2020 campaign by circa 23%, however there are a number of contextual factors that may have impacted on this reduction:

- **Timing of campaign** - when we run recruitment campaigns in consecutive years, the following year has consistently been smaller

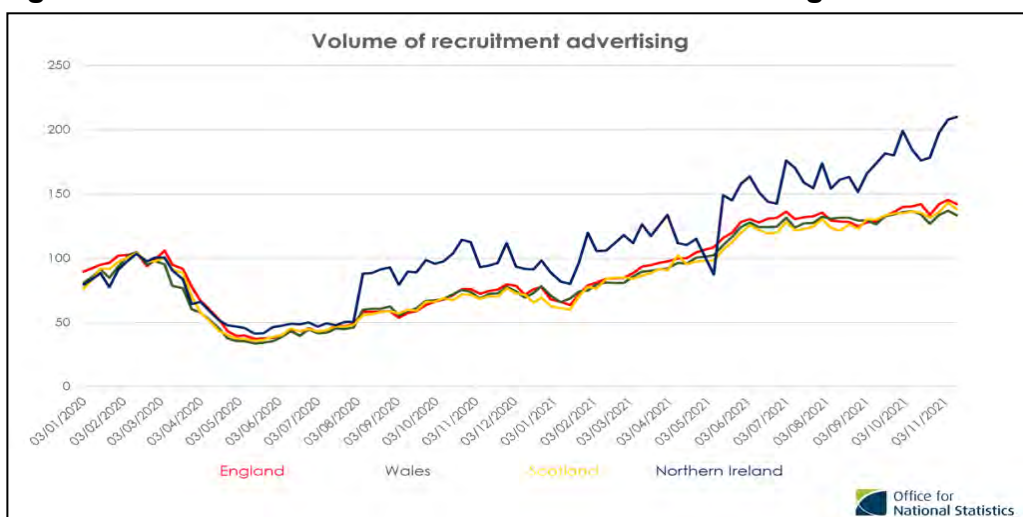
than the preceding year. Indeed a similar scale of reductions was experienced between 2017 to 2018 and 2013 to 2014 campaigns when compared with 2020 to 2021 campaign;

- **Wider Northern Ireland Job Market** - NISRA have recorded that the number of pay rolled workers in October 2021 was 768,200, an increase of 0.5% over the month and 4.4% over the year:

*"...this is the highest on record and the fifth consecutive month that employee numbers have been above pre-COVID-19 levels..." The rolling 12-month total of proposed redundancies is at its lowest since summer 2019 and claimant count unemployment also decreased for the eight consecutive month.<sup>xliv</sup>*

- **Northern Ireland’s job market is extremely competitive<sup>xlv</sup>**, with the number of job vacancies continuing to increase sharply. The latest Northern Ireland jobs report from recruitment site NIJobs.com and Ulster Bank found that half of the 31 job categories it covers saw the highest ever number of vacancies in the third quarter; and
- **Recruitment advertising has increased significantly** - the following chart from Office of National Statistics<sup>xlvi</sup> shows that although there is a widespread skills shortage, the volume of advertising fighting for the attention of employable prospects in NI is double that of anywhere else in the UK.

**Figure 6.13 – Volume of Recruitment Advertising in NI and the UK**





## **Starting Salary**

The starting salary of c£24,000 when considered against the demands of the police officer role continues to have a bearing on the decision to apply, particularly when overlaid with the security implications for policing in Northern Ireland. The 'Salary and Benefits' page on our recruitment website is consistently within the top 10 pages accessed and questions regarding the security threat and starting salary featured significantly within our engagement and online events.

When comparing the starting salary<sup>xlvii</sup> to sectors from which we attract applicants, there are multiple customer service jobs (including some offering remote working offering) and driver jobs in Northern Ireland offering a similar salary to the starting salary for Student Officers. In addition, skills shortages in some sectors impacted by the Northern Ireland Protocol (e.g. HGV drivers)<sup>xlviii, xlix</sup> have resulted in the market seeing significant pay rises in order to attract workers, for example:

- Moy Park HGV Class 1 £32.5k - £50k per year;
- McCulla (Ireland) £40k - £46k per year; and
- Road Safety Contracts £24k - £48k per year.

## **Impact of COVID-19 and Working from Home**

This is the first Student Officer Recruitment campaign that has been launched during the pandemic, which has undoubtedly changed the context relating to employment and career decisions. In particular, the pandemic saw a massive increase in working from home. This mass experience of working from home has subsequently led to a change in expectations on this issue, something that will impact recruitment for roles within policing (and other care sectors) that need to be undertaken in person.



More than one in five UK workers, the equivalent of 7.5 million people, would like to work from home all, or almost all, of the time once lockdown restrictions are fully lifted. Before the government issued its 'stay at home order', only one in ten workers did their jobs from home for all, or almost all, of the time<sup>i</sup>. A YouGov survey<sup>ii</sup> shows that most British workers (57%) want to be able to work from home after the pandemic. This figure is made up of 37% who say they want to work from home some of the time, and 20% saying they want to work from home full time.

A flexible work culture is now a key consideration for most young workers when choosing a job. In fact, recent research by Sonovate<sup>iii</sup> has shown that talented young people will not join companies that are inflexible about how their employees choose to work. More than a third of respondents aged 18-34 said that the coronavirus crisis had prompted a career change to work more flexibly. Police Officers recruited in each year from 2015 to November 2021 are shown numerically and as a percentage in the tables below:

**Figure 6.14 – Police Officer Recruitment 2015 to 30 November 2021 – Age on Joining by Calendar Year**

PSNI - Age on Joining - PSNI Officers by Calendar Year								
Year	18 - 24	25 - 31	32 - 38	39 - 45	46 - 52	53 - 59	60+	Total
2015	92	172	44	8	3			319
2016	70	136	29	12	3			250
2017	100	163	56	20	4			343
2018	114	196	61	18	6			395
2019	202	232	79	24	6	1		544
2020	127	171	59	34	12	4		407
2021 (to Nov 21)	100	139	45	25	9	1		319

**Figure 6.15 – Police Officer Recruitment 2015 to 30 November 2021 – Age on Joining by Percentage**

PSNI - Age on Joining (Percentage) - PSNI Officers by Calendar Year								
Year	18 - 24	25 - 31	32 - 38	39 - 45	46 - 52	53 - 59	60+	Total
2015	28.8%	53.9%	13.8%	2.5%	0.9%	0.0%	0.0%	100%
2016	28.0%	54.4%	11.6%	4.8%	1.2%	0.0%	0.0%	100%
2017	29.2%	47.5%	16.3%	5.8%	1.2%	0.0%	0.0%	100%
2018	28.9%	49.6%	15.4%	4.6%	1.5%	0.0%	0.0%	100%
2019	37.1%	42.6%	14.5%	4.4%	1.1%	0.2%	0.0%	100%
2020	31.2%	42.0%	14.5%	8.4%	2.9%	1.0%	0.0%	100%
2021 (to Nov 21)	31.3%	43.6%	14.1%	7.8%	2.8%	0.3%	0.0%	100%

The Police (NI) Act 2000, Section 36 (3) enables entry into the Service as a Police Trainee/Student Officer. Student Officers are appointed on the basis of a requirement to serve at any location in NI. This has not been identified as a difficulty / barrier in respect of Student Officer Recruitment to date and external recruitment campaigns have attracted a significant number of applications.

Section 47 A (1) of the Police (NI) Act 2000 (as inserted by Section 23 of the Police (NI) Act 2003) below allows for the Police Service to request derogation for the recruitment of specialist posts:

*“...The Board may if requested to do so by the Chief Constable authorise the appointment to the rank of Constable in the Police Service of a specified number of persons – who have a specified Policing skill, but who have not complied with the requirements in paragraphs (a) and (b) of Section 36 (3)”*

This derogation has been requested previously to allow for recruitment of Detectives from other Police Services.

### 6.1.7 The Police Promotion Process

The Strategic Promotion and Examinations Board (SPEB) is an oversight body, which is co-chaired by the Assistant Chief Officer of People and Organisational Development and the Director of HR and is represented by key business areas within the organisation. The intention of the SPEB, with the endorsement of the Service Executive Team, is to have an iterative promotion programme for all ranks supported by the following approach:

- Defining and delivering standards;
- Promoting representativeness;
- Agreeing schedule of planned promotion processes;
- Minimising operational impact; and
- Ensuring value for money.

The SPEB considers the projected leaver rates for each year and the number of vacancies which would ensue. The current position on anticipated vacancies up to 31 March 2023 at each rank is detailed in the table below:

**Figure 6.16 – Forecast Promotions Required by Rank to 31 March 2023**

Position from 30/11/21 to 31/03/23	Chief Officer	Chief Supt	Supt	Chief Insp	Insp	Sgt
Promotions required to fill all cumulative vacancies by rank to 31/03/22	4	6	14	28	43	261
Promotions required to fill all cumulative vacancies by rank from 01/04/2022 to 31/03/23	1	4	11	20	49	105

There is a schedule of promotion processes in place throughout 2021/22 and appointments will be made from these processes to meet operational demand.

### 6.1.8 Officers Leaving the Service

The table below shows the age and number of Officers leaving the organisation and reasons for leaving during the years 2019/20, 2020/21 and 2021/22 (to November 2021):

**Figure 6.17 – Age of Leavers 2019/20, 2020/21 and 2021/22 (to November 2021)**

PSNI Leavers - 2019/20 Financial Year								
Leaving Reason	Age Band							Total
	18 - 24	25 - 31	32 - 38	39 - 45	46 - 52	53 - 59	60+	
Dismissal / Required to Resign	1		4	1				6
Medical retirement (less than 30 Years' service)			3	11	60	14		88
Medical retirement (after 30 Years' service)					1			1
Retirement					94	99	10	203
Voluntary Resignation	9	22	10	7	7			55
Death			2	2	1	1		6
<b>Total</b>	<b>10</b>	<b>22</b>	<b>19</b>	<b>21</b>	<b>163</b>	<b>114</b>	<b>10</b>	<b>359</b>

PSNI Leavers - 2020/21 Financial Year								
Leaving Reason	Age Band							Total
	18 - 24	25 - 31	32 - 38	39 - 45	46 - 52	53 - 59	60+	
Dismissal / Required to Resign		2	1	1		1		5
Medical retirement (less than 30 Years' service)			2	5	36	17	1	61
Medical retirement (after 30 Years' service)								0
Retirement					49	98	9	156
Voluntary Resignation	5	12	9	12	3	3		44
Death					4			4
<b>Total</b>	<b>5</b>	<b>14</b>	<b>12</b>	<b>18</b>	<b>92</b>	<b>119</b>	<b>10</b>	<b>270</b>

PSNI Leavers - 2021/22 Financial Year (April - November 21)								
Leaving Reason	Age Band							Total
	18 - 24	25 - 31	32 - 38	39 - 45	46 - 52	53 - 59	60+	
Dismissal / Required to Resign	1	1	3		1			6
Medical retirement (less than 30 Years' service)			1	11	34	10		56
Medical retirement (after 30 Years' service)					1	1	1	3
Retirement					37	68	7	112
Voluntary Resignation	4	17	14	13	4			52
Death					2	1		3
<b>Total</b>	<b>5</b>	<b>18</b>	<b>18</b>	<b>24</b>	<b>79</b>	<b>80</b>	<b>8</b>	<b>232</b>

Retirement and Medical Retirement are the primary reasons for Police Officers leaving the organisation with the majority of Officers leaving in the 46-59 age range. Five Officers left on transfer to another Police Service during the period 1 April 2019 to 30 November 2021. During 2021/22 (to November 2021), ten Student Officers left the Service, their reasons for leaving were:

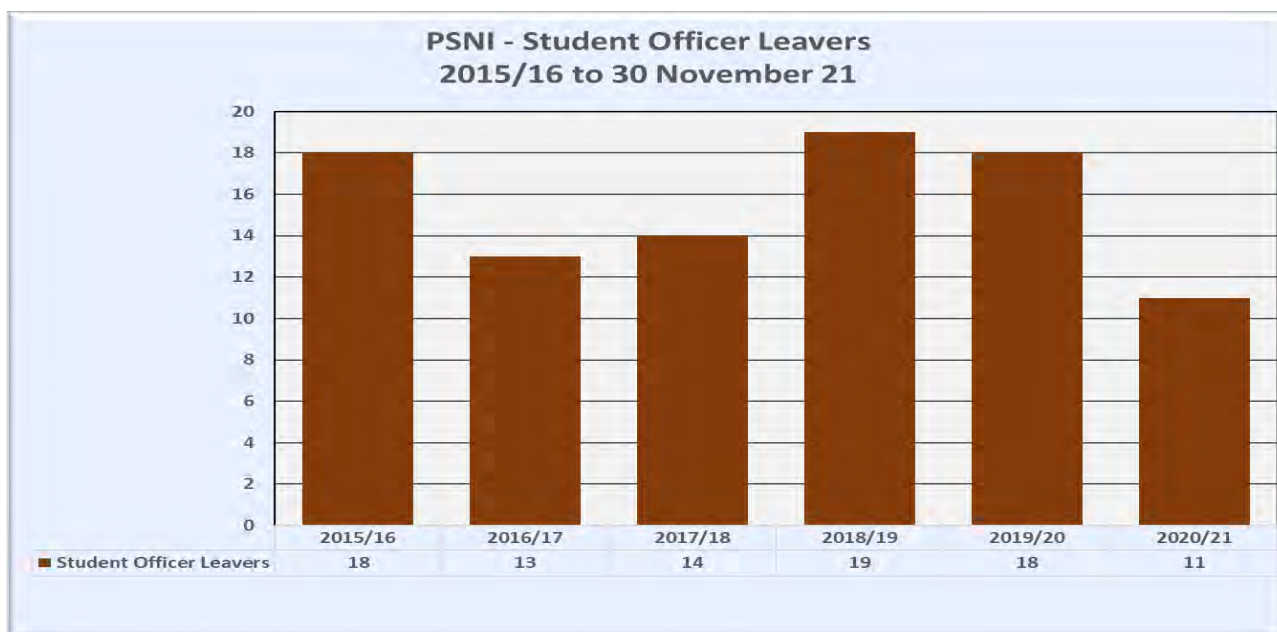
- Resignation – 8; and
- Dismissal – 2.

From 2015/16 to 2021/22 (to November 2021), a total of 97 Student Officers have left the Service before completing their training as shown in the tables below:

**Figure 6.18 – Police Service of Northern Ireland Recruitment 2015/16 to November 2021**



**Figure 6.19 – Police Service of Northern Ireland Student Officer Leavers 2015/16 to November 2021**



**Figure 6.20 – Police Service of Northern Ireland – Recruitment Survival Rates 2015/16 to November 2021**

Year	Leavers did not complete training	Leavers less than 2 years service (excluding Student Officer)	Leavers 2-3 years service	Leavers 3-4 years service	Leavers 4-5 years service	Leavers 5-6 years service	Serving
2015/16	5.4%	2.1%	0.9%	1.5%	0.9%	0.3%	89.3%
2016/17	4.7%	3.9%	1.4%	0.7%	0.0%	0.0%	89.2%
2017/18	4.4%	1.6%	0.6%	0.9%	0.3%	0.0%	92.2%
2018/19	5.1%	4.6%	2.7%	0.0%	0.0%	0.0%	87.5%
2019/20	3.0%	3.5%	0.8%	0.0%	0.0%	0.0%	92.6%
2020/21	3.6%	2.6%	0.0%	0.0%	0.0%	0.0%	93.8%
2021/22 to Nov 21	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	98.5%

### 6.1.9 Exit Interviews

A review of the corporate exit interview process was undertaken during 2021. The aim of the review was to ensure that our Service can:

- Explore how we develop an inclusive culture and retain talent;
- Gain a better understanding of the characteristics of those voluntarily leaving (and whether there are disproportionate trends across some or all of the characteristics);
- Encourage greater participation in the exit interview process and consider making it compulsory for those leaving to complete an exit interview; and
- Develop a process to ensure that we act on feedback received / issues identified.

As a result of the review, a new exit interview form was introduced in October 2021. Whilst the interview remains voluntary, all Officers are offered the opportunity to complete the new form. These changes now mean that the results will be more focused on measuring attitudes and behaviours, rather than benefits and working conditions. Focusing on learning and knowledge-sharing goals, the exit interview can also help end working relationships on a positive note.

## **6.2 Police Officer Recruitment**

### **6.2.1 Recruitment – Background Information**

The Police Service continues to be legislatively obliged to outsource the function of recruitment of Police Officers. This requirement is specifically stated in the Police (Recruitment) (Northern Ireland) Regulations 2001, Regulation 4 (1) Appointment of Police Recruitment Agent, which states:

*“...the Chief Constable shall appoint a person to exercise the functions prescribed by these regulations in connection with the selection of qualified candidates for appointment”.*

## **6.2.2 Recruitment – Assessment of Need**

In relation to retention pressures, the 12 month attrition rate for Police Officers is currently running at 5%<sup>liii</sup>.

Based on experience gained from previous recruitment campaigns, the Service anticipates an attrition rate of approximately 40% of successful candidates from the merit list supplied by the external recruitment agent. This attrition rate includes those who do not pass, or do not attend one or more of the five recruitment stages (Physical Competence Assessment, Vetting, Medical, Substance Misuse Testing and Online Learning). The Police Service manages the risks in relation to the attrition rate by securing a merit list of broadly double the number of appointments anticipated from a campaign, subject to affordability and operational sustainability.

Applicant figures can be influenced by a number of external and prevailing circumstances, which include, but are not limited to:

- Uncertainty over sustainability of future job opportunities against budget constraints and political uncertainty;
- Perception of recruitment in the post Patten era;
- Perception of policing response to legacy and other high profile investigations;
- Prevailing security situation and threat levels;
- Absence of open support for the Police recruitment process within the Nationalist community; and
- Reduction in starting salary from the 2013/14 (Campaign 2) onwards.



## 6.3 Absence Management

### 6.3.1 Sickness Levels

The following table provides data relating to Police Officers' sickness levels during the month of November 2021 and during the period April to November 2021:

**Figure 6.21 – Sickness Levels - April to November 2021**

Police Officers																	
Average Working Days Lost (AWDL) Financial Year to Date	Service Bands (based on Date of Appointment held on SAP HRMS)								Percentage of Sick Absence (Length of Period in Days)								
	0 to 4	5 to 9	10 to 14	15 to 19	20 to 24	25 to 29	30 to 34	35 to 39	40+	1 to 7	8 to 28	29 to 89	90 to 182	more than 182	Short & Medium Term - less than 28	Long term - more than 28	
	5.09	7.47	7.38	11.30	14.24	20.39	12.94	7.31	4.64	6%	15%	27%	27%	25%	21%	79%	
Sickness Absence in November 2021	AWDL (% change on Previous Year)									↑		1.37		+28%			
	AWDL November 2021									1.07							
	On 1/2 pay (sick)									23 (32%)							
	Eligible to be on 1/2 pay - on extended full pay									49 (68%)							
	Off pay (sick)									1 (6%)							
	Eligible to be off pay - on extended full pay									16 (94%)							
Sickness Absence in Current Financial Year	Projected AWDL (% variance on target)									↑		13.96		+25%			
	Target AWDL									11.20							
	Number Sick on average per day FYTD (abstraction rate)									434 (6%)							
	Annual Cost projected									£27.46m							

It can be seen from the table above, that the target Average Working Days Lost (AWDL) for Officers for 2021/22 is 11.20 and with the projected annual figure is now 13.96, which is 25% above the target reduction for Officers. In 2021/22 (April to November), 3,032 Officers availed of a period of sickness absence. This is a 61% increase on last year's figure, which shows that 1,860 Officers were sick during the same period in 2020/21.

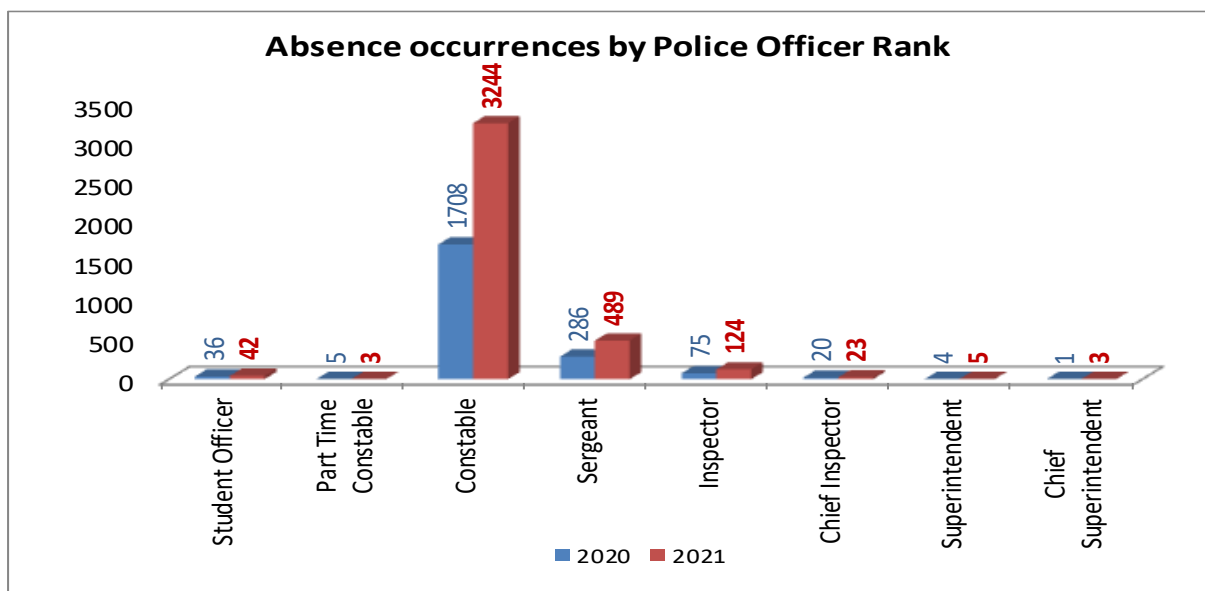
The occurrences of Officer sickness has increased significantly with 3,933 total occurrences of sickness absence recorded during the period April to November 2021, compared to 2,135 for the same period in the previous year; a rise of 84.2%. This rise is primarily linked to the 545 cases of Officers who had a reaction to medication and in this case the COVID-19 vaccine, which would not have been the situation in 2020. This is likely to

be a short-term issue, but nonetheless detrimental to the Service’s absence figures. The potential impact of vaccine reactions to COVID-19 boosters and post-COVID-19 conditions remains to be seen in the months ahead.

There has also been a rise of 452 confirmed COVID-19 cases in comparison to last year. These unforeseen absences are further aligned with a number of Officers who were injured during disorder across Northern Ireland in the early part of April 2021. Furthermore, an increase in social interaction is leading to a rise in ‘everyday’ sickness and increased circulation of other viruses where previous restrictions had limited spread of same. There is also a rise in crime from the same period of 2020, during which there had been a significant drop. Ultimately, the rise is an accumulation of these various factors in a short period of time versus a period in which many influences had the opposite effect.

The following table shows the absence occurrences by rank:

**Figure 6.22 - Absence Occurrences by Rank (April – November 2020 & 2021)**



The main condition types of sickness absence are respiratory linked, followed by musculoskeletal and miscellaneous (encompassing a reaction

to medication) with each condition type accounting for 27%, 18% and 15% of all absences respectively. Respiratory ailments have increased by 133% and this is primarily due to the large number of confirmed COVID-19 cases in 2021 in comparison to 2020. Musculoskeletal conditions have also risen by 22% and psychological conditions by 28%.

The Attendance Management Gold Group, established in 2020 and chaired by the Deputy Chief Constable, continues to monitor these matters on a bi-monthly basis. The Attendance Management Gold Group is currently under review to establish the purpose, intended outcomes, membership and work streams moving forward.

Between April and November 2021, there has been 2,502 absence trigger notices allocated with circa 77.4% of these deemed to warrant 'No Further Action' by line managers. The Attendance Team have produced training podcasts on the Police Service of Northern Ireland's IPlayer to provide support and guidance for line managers on dealing with Attendance Triggers. In doing so, the aim is to assist line managers to support their Officers and Police Staff in an early return to the workplace.

The People & Culture Strategy was launched to the Police Service in April 2021 and encompasses five key People Principles, namely:

- Being Representative and Inclusive;
- Resourcing for the Future;
- Leading Together;
- Serving with Professionalism; and
- Valuing Health and Wellbeing.

The work under the Valuing Health and Wellbeing pillar of the People Strategy will provide a greater focus on the health and wellbeing of Officers.

### **6.3.2 COVID-19**

Within the current financial year (up to 30 November 2021), there have been 1,282 COVID-19 related cases. Of this total, 643 are confirmed cases, 85 symptomatic, 4 ongoing symptomatic, 5 post COVID-19, whilst 545 are linked to a reaction to the COVID-19 vaccine.

There have been 74 Officers and 33 family members recorded as having been tested through the Police Service of Northern Ireland's testing facility between the 1 April 2021 and 30 November 2021. Other Officers will have been tested through the NHS system.

The Attendance Team has continued to provide a proactive service to ensure Officers and their families have been able to avail of a safe and confidential testing process with early return to work advice being provided by Occupational Health and Wellbeing (OHW) colleagues. This facility, particularly in the early stages, gave Officers and their families' access to a testing facility when it was not readily available elsewhere. The result of the early testing, enabled Officers to return to their front-line duties earlier than if they had had to self-isolate.

The Contact Tracing Cell identifies Police Officers who have been in close contact with someone who has tested positive for the virus. This information is shared with the HR Service Delivery Team (HR SDT) who provides close contact individuals with information on symptoms to be aware of, and what to do if symptoms develop. Due to the spread of the Omicron variant during December 2021, the HR Service Delivery Team were required to contact 2,148 Police Officers and Police Staff members as they had been identified as close contacts of potentially COVID-19 positive individuals.

### **6.3.3 Eligibility Criteria for Promotion and Selection**

With effect from 1 February 2019, the Attendance Management Policy was reissued following a change to the Attendance Management Triggers used by the Police Service of Northern Ireland to manage attendance. The introduction of the new policy did not impact on the existing eligibility criteria in respect of Selection and Promotion Competitions.

Any individual who is subject to a live First Stage Formal Written Improvement Notice is not disbarred from applying for selection and promotion. Any individual who is subject to a live 'Second Stage Final Written Improvement Notice is disbarred from applying for selection and promotion for the validity period of the Written Improvement Notice (12 months from date of issue).

Attendance criteria is a fundamental part of a Selection and Promotion Competition, however during 2020 and due to the COVID-19 pandemic, the Attendance Management Group ceased and the Deputy Chief Constable formed a Gold Group to review and continue the work already commenced. During 2022, it is planned that there will be some development in this area, particularly around the decision making process to be adopted in determining whether an application may proceed.

### **6.3.4 Extensions to Sick Pay Provisions**

The current service policy around sick pay is under review to reflect changes implemented concerning Ill Health Retirements. During the period April to November 2021, 109 Officers applied for an extension of their Occupational Sick Pay (OSP) resulting in 44 Officers being awarded an extension. In relation to the decision not to extend OSP, there were 31 appeals from Police Officers to the Deputy Chief Constable and of these, 13 were successful.

## **6.4 Employee Engagement and Well-Being**

### **6.4.1 Employee Engagement and Well-Being**

In July 2021, our HR and OHW teams secured funding from the men's health charity, Movember. This funding will see a programme of five projects being delivered over a two-year period focusing on mental health, early intervention and prevention. The Police Service of Northern Ireland and Movember have collaborated with the University of Canberra, who will independently evaluate the successes of the interventions. As a result, we will be launching a Service-wide Wellbeing and Morale Survey in early 2022.

This baseline survey will be followed up with regular progression surveys allowing a longitudinal study of welfare and wellbeing in the Service, which can provide the evidence base for the prioritisation of resource against demand and indicate morale and motivation levels across the Service.

The survey has been co-designed by our in-house Clinical Psychologists and Police Officers to ensure that every aspect of wellness is addressed (including views on our response and handling of policing in the COVID-19 environment). A targeted communication plan to raise awareness and ensure understanding of the importance of partaking in these surveys will be developed.

## CHAPTER 7 – NATIONAL POLICE CHIEFS’ COUNCIL (NPCC) / COLLEGE OF POLICING (COP) WORKFORCE REFORMS

### 7.1 People Strategy 2020-25

The People Strategy was launched in April 2021 supported by a People Action Plan for 2021-2022. The actions have been prioritised against five People Principles that most likely to have the greatest impact in terms of creating a thriving culture, where ‘Our People, Your Service’ is a central focus.

The five People Principles supporting the People Strategy are:

- Being Representative and Inclusive;
- Resourcing For the Future;
- Leading Together;
- Serving With Professionalism; and
- Valuing Health and Wellbeing.

A series of actions and measures are outlined within the People Action Plan for each People Principle, enabling delivery of the action plan and ultimately the People Strategy. Each of the five People Principles have a functioning Delivery Group who meet on a regular basis, and have project leads allocated to direct the projects that will deliver the actions and measures.

#### Principle 1: Being Representative & Inclusive (BRIG)

This principle’s purpose is defined as follows:

*‘Being representative and inclusive is where the communities we serve can be seen across the organisation and where everyone is confident to bring their ‘whole selves’ to work’.*

BRIG has 3 actions which are then translated into 9 measures. The actions as follows:

- Produce a Barriers to Recruitment Strategy, incorporating: commissioning of Police Service of Northern Ireland Now Volunteer Scheme and expansion of the current student placement scheme to a full employment model;
- Review and refresh the *Dignity at Work* Policy Suite and address the causal factors that give rise to Bullying, Harassment and Grievances; and,
- Deliver a programme of organisational cultural audits and pulse surveys to inform the delivery of a '*professional and inclusive*' working environment.

## Principle 2: Resourcing For the Future (RFF)

This principle's purpose is defined as follows:

*'Resourcing for the future is our approach to evolving and continually adapting our resourcing model and unlocking the capacity and capability of our most precious resource: Our People, Your Service'.*

The RFF has 4 actions translated into 4 measures. The actions are as follows:

- Produce a Workforce Plan; incorporating enhanced succession planning, a balanced approach to outsourcing and insourcing and securing opportunities to collaboratively work with partners, sharing specialist capabilities;
- Streamline selection and promotion processes;
- Deliver on the recommendations of the review of Human Resources to ensure capability and capacity to best support a modern, 24/7 policing service; and
- Review shift patterns.



### Principle 3: Leading Together (LT)

This principle's purpose is defined as follows:

*'By leading together, each one of us is empowered to take personal responsibility to step forward and lead in pursuit of a common aim, demonstrating how 'We Care, We Listen, We Act''.*

LT has 3 actions translated into 4 measures. The actions are as follows:

- Design a mandatory People Principle development programme for supervisors, setting out leadership expectations;
- Deliver a corporate mentoring and coaching strategy, to include the prioritised rollout for newly promoted senior management; and
- Reform the Human Resource Self Service capability to support line managers with fit for purpose guidance.

### Principle 4: Serving With Professionalism (SWP)

This principle's purpose is defined as follows:

*'By serving with professionalism we take pride in demonstrating the highest levels of conduct and performance'*

SWP has 3 actions translated into 6 measures. The actions are as follows:

- Implement Recognition Strategy and deliver an organisation wide campaign focused on enhancing organisational pride, entitled 'Proud to Serve';
- Review the Code of Ethics and discuss with the Policing Board; and
- Deliver a Talent Management Strategy, prioritising the introduction of a new Individual Performance Review (IPR) process and launch of Continual Professional Development (CPD) framework.

## Principle 5: Valuing Health and Wellbeing (VHW)

This principle's purpose is defined as follows:

*'We value health and wellbeing, care about colleagues and want to listen to their needs and concerns so that together we can take action to create a safe and supportive environment'*

VHW has 6 actions translated into 6 measures. The actions are as follows:

- Embed an effective Health and Safety culture through planned on-line learning events;
- Implement a workforce survey (incorporating wellbeing);
- Publish a proactive Mental Health Strategy;
- Develop health related policies and guidance, particularly addressing the top three causal factors of absence;
- Introduce Individual Wellness and Resilience Action Plans (WRAP) - a lifetime career approach to individual wellbeing; and
- Full roll out of the Wellbeing Volunteer Programme.

Delivered projects include:

- The Health and Safety on-line learning events (Summer 2021) (VHW); and
- Implementation of the Wellbeing Volunteer Programme (ongoing) (VHW).

The following projects are well underway:

- Refresh of the Dignity at Work Suite (BRIG);
- Improving information about the grievance procedure (BRIG);
- Organisational pulse surveys (BRIG);
- Succession Planning considerations (RFF);

- Production of People Principle Course (LT);
- Reforming the Human Resource Self Service capability to support line managers with fit for purpose guidance (LT);
- Recognition Strategy development (SWP);
- Review of the Code of Ethics (SWP); and
- WRAP plans (VHW).

## **7.2 Workforce Transformation and Pay Reform**

There have been no further Workforce Transformation and Pay Reform meetings following the one reported in the seventh PRRB report, however the Police Service of Northern Ireland continues to keep a watching brief on developments in England and Wales in respect of pay, terms and conditions.

## **7.3 Targeted Variable Payments (TVP)**

The NPCC have advised of a temporary amendment of Determination U of the Police Regulations 2003 in England and Wales that is due to take effect from 1 July 2021 to 30 June 2023. These payments have been introduced to assist Chief Officers with the movement of Officers into Service critical roles and include:

- A targeted payment for 'hard to fill' posts;
- A 'Recognition of Workload' payment for Superintending ranks up to £5,000;
- A 'Service Critical Skills' payment for Officers in the ranks of Chief Inspector and below up to £5,000; and
- A bonus payment for Chief Officers between £50 and £2,000.

The Police Service of Northern Ireland has reviewed the provisions for TVP and has taken the view that any 'hard to fill' posts have been managed under existing arrangements without having to introduce a TVP for this purpose.

With regard to the payments for Recognition of Workload, Service Critical Skills and Chief Officer Bonuses, the Police Service of Northern Ireland continues to keep a watching brief approach based on the following:

- The 'Recognition of Workload' payment for Superintending ranks is similar to the Post Related Allowances for Superintending ranks, which was abolished as part of the Winsor Review;
- The 'Service Critical Skills' payment for Officers in the ranks of Chief Inspector and below is similar to the Special Priority Payment, which was abolished as part of the Winsor Review;
- Administering the Post Related Allowance and the Special Priority Payment was a highly labour intensive and divisive process;
- There is a lot of work involved in the administration and management of the Target Variable Payments. A Senior Responsible Officer is required to oversee the process, an evidence based approach is required, assessments need to be undertaken, decisions communicated, data collated, Equality Impact Assessments need conducted, reviews are required and evaluations performed; and
- The Competency Related Threshold Payment (CRTP) currently remains in place within the Police Service of Northern Ireland.

Whilst the Service is keen to ensure parity in pay and allowances with our England and Wales counterparts, there are implications for the introduction of these allowances in terms of affordability, organisational need, equal pay, governance and other reviews e.g. CRTP.

#### **7.4 Pay Progression Standard (PPS)**

The Pay Progression Standard (PPS) relates to pay progression for competence and breaks the link with time served. It is one of the four elements of the NPCC Pay Reform Programme initiated by the Home Office. The other elements include Targeted Variable Pay, the P-Factor and

Benchmarking to ensure fair pay. The PPS involves making a decision on pay before progression.

In the Police Service of Northern Ireland, pay progression is not approved unless an Officer has demonstrated satisfactory performance. In comparison to the PPS process, our current approach is more straightforward than the PPS. The PPS process has yet to be finalised and preparatory work is to take place in England and Wales in March 2022 with a view to full implementation of the PPS in March/April 2023. The National Reward Team are to issue further messages and guidance documents, which should help our Service to have a better understanding of what is involved. Once this information is available, we will obtain the views of the Police Federation for NI and the Superintendent's Association NI and seek direction on whether or not to proceed with implementation for the Police Service of Northern Ireland.

## **7.5 Superintending Ranks On-Call Allowance**

Policing Policy and Strategy Division (PPSD) Circular 04/2021, dated 25 November 2021, contains approval to extend On-Call allowance to Superintending ranks in the Police Service of Northern Ireland with effect from 1 September 2020.

Eligible Officers will now receive a flat rate allowance of £20 in respect of each evening or weekend day on which they spend any time placed On-Call.

## **7.6 Student Officer Starting Salaries**

Ministerial approval has been received to implement the 2020/21 pay award for Officers in the Federated and Superintending ranks, which includes approval that the Chief Constable of Northern Ireland should be granted the same discretion as Chief Constables in England and Wales regarding the starting salary of Constables.

The Department of Justice (DoJ) proposed that the pay circular on the Police Pay Award 2020/21 include the following line:

*‘The Chief Constable may at his discretion allocate Student Officers to a pay point above pay point 0 but not exceeding pay point 1’.* <sup>liv</sup>

Based on rates of pay with effect from 1 September 2019 the basic salary differential between a trainee and probationer is £20,673 and £24,177, representing a maximum of £3,500 per Officer. If all Student Officers were to move to the higher pay scale point, it would cost in the region of £2.2k per Officer for the 22-week period in the Police College. The current pay rates for Student Officers were highlighted as a barrier to the Catholic community within the ‘Barriers to Recruitment’ research.

The DoJ has advised that the principle behind this discretion is to enable the Chief Constable to take into account the prevailing local recruitment circumstances at any given time and to award a higher starting salary to candidates based on their skills and previous experience for the role.

Commencement on a higher pay will be applied to candidates who are appointed from the 2021 recruitment campaign which closed on 19 November 2021.

## **7.7 NI Civil Contingencies Framework<sup>lv</sup>**

This Framework has been produced by The Executive Office’s Civil Contingencies Division after extensive work with partner agencies, including the Police Service of Northern Ireland. Whilst the Civil Contingencies Act 2004 continues to outline our legislative responsibilities as a Category 1 responder, the new ‘NI Civil Contingencies Framework – Building Resilience Together’ replaces all other guidance relating to civil contingencies in Northern Ireland and focuses on partnership working.

The framework document is designed to be the foundation for all governance structures and procedures within the civil contingencies arena in Northern Ireland, and has been developed as an easy to follow guide for both new and experienced civil contingencies practitioners. It takes the user through the key processes of PREPARING (for), RESPONDING (to) and RECOVERING (from) any emergency.

Importantly, the framework draws heavily on lessons learned and seeks to offer practical solutions to working in partnership during any multi-agency response, be it at local, regional or national level.

## **7.8 Gender Action Plan**

Operational Support Department launched a bespoke Gender Action Plan in March 2021. This aims to proactively increase the number of women and other underrepresented groups within specialist operational functions, particularly Armed Response, Close Protection, Road Policing, Tactical Support and Firearms Training.

This work embraces the concept that responsive policing is best achieved by a diverse workforce. An enabling and inclusive environment is promoted, by careful consideration of working arrangements, estate, facilities and enhanced wellbeing provision and support for all.

## **7.9 Project Synergise**

Project Synergise is a review of the arrangements for briefing, tasking and coordination of Operational Support Department's specialist resources. This work has been informed by benchmarking studies in Merseyside Police Service, which demonstrate the benefits of simplified tasking processes. A number of recommendations for improvement have resulted from the Project's analysis and findings. These are being implemented as part of continuous improvement processes led by an Operational Support Department Delivery Group.

## **7.10 Strategic Community Engagement Team**

A 'Community Relations Taskforce' was established earlier this year, acknowledging the need to reinvigorate our organisational approach to engagement. Early work was directed towards relationship building with representatives from ethnic minority backgrounds, following concerns which emerged from the policing of 'Black Lives Matter' protests. Its remit has now broadened, mindful as we are of the criticisms about two tier policing from some loyalist and unionist communities.

An internal senior stakeholder group, the 'Strategic Community Engagement Group', has now been established and will meet on a monthly basis to coordinate and ensure greater oversight and consistency in our engagement approach. Current priorities for the Group are:

- Delivery of a re-invigorated and co-ordinated approach to engagement with the community and partners;
- Delivery of a series of initiatives specifically to enhance transparency, understanding of and confidence in police decision-making and use of powers;
- Examination of opportunities for enhanced local accountability; and
- Proactive support to ongoing work to improve attraction, recruitment, representativeness and inclusion.

## **7.11 Violence and Intimidation against Women and Girls**

A Strategic Coordination Group has been established to provide oversight and impetus within the Service's response to the issue of Violence and Intimidation against Women and Girls. Three work streams have been derived from the Police Service strategy, which reflects the recently launched national policing strategy, issued by NPCC and includes:

- Pursuit of perpetrators;



- Safer spaces; and
- Improved trust and confidence in Policing.

## 7.12 Modernisation

In the April 2021's Chief Constable Accountability Report to the Northern Ireland Policing Board the Chief Constable stated:

*'I started this year by documenting my Ambitions for making the Police Service a better place to work. To realise our commitment to become a Police Service that truly cares, listens and acts, whether in support of the community, our partners or our colleagues, there is an identified need to modernise how we work and evolve our culture. Modernisation has been a key focus in 2020 with the development of a wide range of strategies, which will inform culture and practice next year and beyond.'*<sup>lvi</sup>

These Ambitions included:

- Review, design and issue new operational uniform;
- Review access to protective equipment such as spit and bite guards, new body armour and conducted energy devices, such as Tasers™;
- Streamline and simplify the promotion and selection processes for Police Officers and Police Staff;
- Introduce new ceremonies to mark promotion and retirement for Police Officers and Police Staff;
- Exploit technology, such as Automatic Number Plate Recognition (ANPR) to tackle crime;
- Improve access to handheld technology as part of our digital reform; and
- Make our fleet more visible.

### 7.13 New Operational Uniform

A three-month trial for the modernisation of the Police uniform for Officers up to the rank of Chief Superintendent, was held from October 2020 until January 2021, involving 150 Officers across a range of roles. The views of communities was sought by conducting three polls on our social media channels and we consulted with a number of partners. The result of the surveys following the pilot indicated support for the proposed tops and trousers.

On the basis of the positive feedback (internal and external), value for money considerations and the well-being of the Officers at the forefront of the decision making, the new uniform was agreed in April 2021. The new uniform comprises of a new style shirt and trousers. There is no change to the forage cap which will continue to be worn. Given the volume and size of the order, the new uniform is set to 'Go Live' on 31 January 2022.

**Figure 7.1 – New Police Uniform – 31 January 2022**



### 7.14 Spit and Bite Guards

Spit and Bite guards are solely issued as a Policing response to the COVID-19 pandemic. The decision, despite opposition from oversight bodies and a number of agencies, has been taken by the Chief Constable in order to protect Police Officers and Police Staff during the COVID-19 pandemic.

The Chief Constable has specifically authorised their use by Police Officers and Police Staff in the following roles only:

- COVID-19 Response Crews;
- Custody Staff;
- Officers deployed in cell vans;
- Armed Response Unit (ARU);
- Local Policing Teams (LPT);
- Neighborhood Policing Teams (NPT);
- Tactical Support Group (TSG);
- Roads Policing Unit (RPU); and,
- District Support/Crime Teams.

3,920 Police Officers are eligible to carry a Spit and Bite Guard. A total of 3,912 Police Officers and Police Staff had completed training as at 15 November 2021. No guard is available or issued to Police Officers or Police Staff without them having completing compulsory on-line training. The Police College will now incorporate the Spit and Bite Guard training into the Student Officer Training Programme to ensure that Student Officers are fully trained prior to attesting from the Police College and being assigned to operational duties. Police Staff working within the Custody Suite will also have the training incorporated into Custody training.

The distribution of Spit and Bite Guards is subject to a formal review every 4 weeks. When applying Spit and Bite Guards, it is mandatory that the Body Worn Video (BWV) is used at all times outside of a custody suite for the duration of the deployment. All incidents of use are notified to the Police Ombudsman who have indicated that the use of Spit and Bite Guards is a use of force. A decision on the longer term distribution of Spit and Bite Guards will be taken post COVID-19.

## **7.15 Digital Reform**

In June 2021, the 'Digital Strategy 2021 and Beyond' for the Police Service of Northern Ireland was introduced. The strategic aims of which are to consolidate the direction of travel for the organisation's digital ambitions, ensuring the Service continues to develop and explore a range of digital tools to give more opportunities to improve the service to the Public.

In January 2022 as part of the Digital Strategy, the roll out of approximately 4,000 Panasonic Rugged Toughbooks commenced to front-line Police Officers. This initiative aims to speed up the capture of evidence at scenes and the entering of this to the systems thus freeing up time for Police Officers to respond to calls for service, maintain our efforts to counter terrorism and serious and organised crime and to build our service to local communities via our expanded Neighbourhood Policing offer.

## **7.16 Transport Services Developments**

In October 2021, our Strategic Management Board agreed a new Fleet Strategy which will be presented to Northern Ireland Policing Board in the coming months. The intention of the Fleet Strategy is to create a modernised, technologically advanced and green operating model that provides colleagues with a safe mobile working environment to meet future policing demands. This is an integral part of our ambition to be more visible, accessible and responsive to the public. Key aspects of the Fleet Strategy include:

- Enhancing the visibility and specification of our vehicles, with an aspiration to increase the liveried fleet to 80% over the next two years;
- Less variance to improve quality and cut costs; and
- More on-board technology to fight crime and protect Police Officers and Police staff.

## CHAPTER 8 – POLICE OFFICER ALLOWANCES AND OTHER PAY RELATED ISSUES

### 8.1 Overview of Allowances

#### 8.1.1 Allowances Paid to Police Officers in the Federated and Superintending Ranks

The table below sets out the current permanent allowances paid to Police Officers in the Federated and Superintending Ranks as at December 2021:

**Figure 8.1 – Allowances Paid to Police Officers in the Federated and Superintending Ranks as at December 2021**

<b>Allowance</b>	<b>Numbers in receipt of Allowance</b>	<b>Total Cost (including Pensions and ERNI costs) £k</b>
<b>NI Transitional Allowance (NITA)</b>	<b>7, 042</b>	<b>27,378</b>
<b>Competency Related Threshold Payment (CRTP)</b>	<b>3,469</b>	<b>6,186</b>
<b>Rent/Housing Allowance</b>	<b>625</b>	<b>2,412</b>
<b>Compensatory Grant</b>	<b>64</b>	<b>121</b>
<b>Inspectors Allowance</b>	<b>28</b>	<b>132</b>

#### 8.1.2 Allowances Paid to Chief Officers

Our Chief Officers receive the following allowances:

- NITA;
- Healthcare;
- Rent/Housing Allowance;
- Broadband; and
- Motor Vehicle Allowance (with the exception of the Chief Constable and Deputy Chief Constable).

These allowances do not generally increase in line with the cost of living with the exception of NITA. The Police Staff Executive Director is in receipt of the same allowances with the exception of NITA and Housing Allowance. In place of NITA, the Police Staff Director receives a Revised Environmental Allowance.

## **8.2 Overtime**

We are committed to making the best use of all available resources. Consequently there are occasions when the use of overtime is the most effective and efficient way to ensure that the right resources are correctly deployed to target prevailing demand and to address local policing issues. Pre-planned overtime can be used to cover counter terrorism operations, the policing of large scale public events, court attendances and to provide for sickness cover and section depletions. Other overtime is very much reactive to events such as responding to a murder or to preserve evidence at a scene. The organisational drivers for overtime usage are focused on the safety of the public and police, mitigation of prevailing threats or organisational risks and the delivery of strategic and local policing priorities.

Our Overtime Strategy provides a framework within which Chief Officers, Senior Police and Police Staff leaders can improve the management of overtime and related expenditure. The Strategy ensures Value for Money and upholds high standards of financial accountability and promotes fairness of decision making in the allocation and expenditure of overtime.

The Police Service of Northern Ireland is committed to maintaining a downward pressure on the Overtime Budget and maximising the impact on the use of resources. Future plans will involve a review of shift patterns and working practices to further reduce the demand for overtime working. This would not only contribute to reduced financial costs but also to the improved wellbeing of our Police Officers.

The table below shows the total expenditure on overtime on a deliberate downward trend from 2017:

**Figure 8.2 - Expenditure on Overtime 2017 – 2020/21**

<b>Financial Year</b>	<b>Expenditure £k</b>
<b>2017/18</b>	40,103
<b>2018/19</b>	37,953
<b>2019/20</b>	37,243
<b>2020/21</b>	33,465
<b>2021/22</b>	33,959

Note: Figures include all funding streams i.e. main grant, additional security, Fresh Start Agreement (DoJ). Projected figures are supplied for 2021/22

COVID-19 has caused an increase in the use of overtime in 2021/22 due to operational necessity around changes to shift patterns and ‘bubbling’. Overtime used in this area will reduce going forward, however, a return to a more normal post-pandemic society will also result in inevitable increases in the number of events, many of which will require some use of overtime in the interests of public safety.<sup>lvii</sup> As almost 10% of Police Officers in Northern Ireland were unavailable for work due to COVID-19, the Service moved to emergency shift arrangements in late December 2021 to ensure sufficient capacity and capability to maintain core service levels.<sup>lviii</sup>

The following table shows the total number of pre-detailed overtime hours and the number of casual retention overtime hours for the financial years 2019/20 and 2020/21 to date (November 2021):

**Figure 8.3 - Total Number of Pre-detailed Overtime and Casual Retention Hours for 2020/21 and April 21 to 30 November 2021**

<b>Period</b>	<b>Pre-Detailed Overtime in hours</b>	<b>Casual Retention Overtime in hours</b>
<b>FY 2020/21</b>	1,196,897	29,703
<b>1 April 21 – 22 February 2022</b>	994,066	25,265

### **8.3 Competency Related Threshold Payment Scheme (CRTP)**

CRTP was phased out in E&W over a three year period from April 2013 to April 2016. However, the Police Service of Northern Ireland, in agreement with the Police Federation of Northern Ireland (PFNI), maintained CRTP whilst working towards a review of the allowance in 2018, as per the Police Negotiating Board (PNB) Framework. The 2018 review considered several options including a phased withdrawal of CRTP over three years, which would have ended the scheme in 2020/21. The financial impact of the 2018 proposed alternatives are shown in the following table:

**Figure 8.4 - Alternatives to CRTP**

<b>CRTP Alternatives</b>	<b>Savings £k</b>	<b>Costs £k</b>
<b>1 - Public Holiday reduced to 2 per year</b>	<b>6,600</b>	-
<b>2 - Annual leave increase by 9 days</b>		<b>13,100</b>
<b>3 - Casual Overtime</b>	-	<b>219</b>
<b>4 - Unsocial Hours Allowance</b>	-	<b>13,700*</b>

Following consultation with the PFNI, the Service Executive Team agreed in February 2019 to retain the allowance at its current rate of payment and to implement a more rigorous application of the approval, removal and



reinstatement of the allowance with effect from 1 April 2019, at which time revised guidance was issued to the Service.

The NIPB and the DoJ have expressed support in their written submissions to the Review Body around the withdrawal of CRTP in NI to ensure pay parity with Services in E&W. The PFNI's position has remained that it would be untenable for them to endorse the removal or indeed the withdrawal of CRTP without an alternative allowance being put in place for their membership.

In March 2013, there were 2,972 Police Officers in receipt of CRTP and as at 31 December 2021, there were 3,408 Police Officers in receipt of CRTP. During the period April 2021 to December 2021, 356 Police Officers had their CRTP stopped. Of these, 49.44% were due to Police Officers leaving the Service and 46.35% due to temporary and permanent promotions, whilst management reviews represented 1.12% and misconduct outcomes accounted for 1.12% of the CRTP cessations.

The table below provides a projection of when Police Officers not currently in receipt of CRTP will have completed one year at the top of their respective pay scales and will have an entitlement to apply for the allowance:

**Figure 8.5 – Projection of When Police Officers will be Eligible to Apply for CRTP**

Rank	Will have 1 year at top of scale completed				
	2022	2023	2024	2025	2026
Student Officer		2		1	3
Constable	224	123	148	214	297
Sergeant	101	137	2		
Inspector	29	68	95	1	
Chief Inspector	1	15	24		
<b>Total</b>	<b>355</b>	<b>345</b>	<b>269</b>	<b>216</b>	<b>300</b>

CRTP is pensionable and is paid to Police Officers at a rate of £1,224 per annum. The rate of the allowance has remained unchanged since 1

September 2013. At 31 December 2021 there were 3,408 Police Officers in receipt of CRTP. The projected base cost of CRTP for the financial year, based on 3,408 Police Officers would be in the region of £5.8m. This includes ERNI and Pensions, which approximately adds around 38% top up on base costs.

In late 2021, HeadsTogether Consulting Ltd were appointed by the DoJ to undertake a review of Police Officer Allowances in the Police Service of Northern Ireland. Specifically the scope of this review focuses on five allowances including CRTP. The other allowances are Northern Ireland Transitional Allowance, On Call Allowance, Motor Vehicle Allowance, and Dog Handlers Allowance. The review is due to conclude in 2022.

#### **8.4 Northern Ireland Transitional Allowance (NITA)**

NITA is a special allowance payable to all Police Officers in recognition of the extraordinary circumstances under which they serve in NI. The allowance is taxable and non-pensionable and is paid to all Police Officers up to and including the rank of Chief Constable. There are currently 7,042 Police Officers in receipt of this allowance. The continued payment of NITA is sought through this remit to take account of the special challenges faced by our Service and taking into account the continuing SEVERE threat level and extraordinary security situation in which our Officers continue to serve. The policing environment within NI has not yet normalised and the terrorist threat persists even when a Police Officer is off duty or has left the Service.

The allowance is taxable and non-pensionable and has been paid at a rate of £3,456 per year from 1 September 2020.

#### **8.5 Rent/Housing Allowance (Replacement Allowance)**

At the end of December 2021 there were 625 Police Officers in receipt of either a rent or a housing allowance at a total cost of £2,412,000 (including ERNI). The number of eligible Police Officers has decreased by 168 since

our last submission. Both rent and housing allowance will gradually phase out as Police Officers leave the Service. In addition, Student Officers, who joined the Service after 1 September 1994 are not entitled to receive a replacement allowance.

The payment of a transitional rent allowance also attracts a compensatory grant payment every year to take account of the tax paid on the allowance. At the end of December 2021, there were 64 Police Officers in receipt of a compensatory grant at a cost of £132,000. Since our last submission, there has been a decrease of 10 Police Officers eligible to receive this allowance.

## **8.6 On-Call Allowance**

On-call allowance is used by the organisation to meet its obligations in protecting people and the community. In meeting this objective there are a number of roles that attract On-call; these can be divided into the following three main categories:

- Specialist Teams e.g., the Search and Rescue, Body Recovery and Underwater Search units;
- Major Incident Response e.g., Strategic Command, Emergency Planning and CBRN (Chemical Biological Radiation and Nuclear incident response); and
- Specialist Investigative Resources e.g., Hostage Negotiation, Witness Protection and Family Liaison Officers.

The use of On-call by the organisation is focused on ensuring resilience around providing the appropriate resources across a number of contingency scenarios.

On-call allowance, paid to Police Officers below the rank of Superintendent, is paid at an evening or weekend rate of £20.00 and £30.00 on a public holiday to cover a period of 24 hours commencing at the moment that the

on-call requirement commences. A new period of On-call will commence at the end of each 24 hour period.

The following table charts the periods of On-Call claimed during the last three financial years:

**Figure 8.6 – Periods of On-Call Claimed During the Last Three Financial Years**

	2019/20		2020/21		2021/22 YTD	
	Units	Cost	Units	Cost	Units	Cost
<b>Chief Inspector</b>	4,737	£84,948	7,516	£116,248	3,314	£66,770
<b>Constable</b>	44,582	£807,746	65,187	£1,010,924	30,109	£606,960
<b>Inspector</b>	12,036	£217,451	18,685	£287,363	7,819	£157,710
<b>Sergeant</b>	24,569	£443,469	29,819	£448,435	12,749	£257,150
<b>Grand Total</b>	<b>85,924</b>	<b>£1,553,614</b>	<b>121,207</b>	<b>£1,862,970</b>	<b>53,991</b>	<b>£1,088,590</b>

The table below details the number of Police Officers claiming On-call over the last three financial years:

**Figure 8.7 – Number of Officers Claiming On-Call from 2019/20 to 2021/22**

	2019/20	2020/21	2021/22
<b>Number of Officers claiming On-Call</b>	1,662	1,673	1,675

In order to maintain broad alignment with E&W, the payment of On-call allowance will be extended to the Superintending ranks of the Service with effect from 1 September 2020. An amendment to the Determination ‘T’ of the Police Regulations 2005 by PPSD 03-2021<sup>lix</sup> advises the On-Call

allowance will be a flat rate of £20, in contrast to the differing rates that are paid to the Federated ranks for public holidays. Payment to eligible Police Officers will commence in their January 2022 salary.

In terms of cost to implement this recommendation, this would be dependent on the number of actual days claimed. Based on the provision of a maximum level of On-Call cover every day for all the business units, the estimated cost would be in the region of £377k per annum. Whilst this figure is perhaps high, there is no historical data available on which to base a more accurate calculation of costs involved.

### **8.7 Reduction in Working Hours / Annual Leave**

We recognise that more and more people want or need Flexible Working arrangements in order to meet the changing demands in their domestic lives. It is recognised that having a flexible working policy can benefit Police Officers by:

- Promoting work-life balance;
- Building a committed, motivated and diverse workforce;
- Retaining valued Police Officers;
- Reducing levels of absence, sickness and stress; and
- Meeting operational need.

With this in mind, a comprehensive review of the existing Flexible Working policy was carried out in 2019/20 and a revised policy was implemented in July 2020.

**Figure 8.8 - Number of Police Officers Applying for Flexible Working**

<b>Year</b>	<b>Applied</b>	<b>Approved</b>
<b>2020</b>	131	100
<b>2021</b>	150	119

Throughout the COVID-19 pandemic, Police Officers have been encouraged to avail of their annual leave entitlement and hence, only in exceptional circumstances, will they be able to carry forward into the new leave year anything in excess of 5 days. The Annual Leave provision for Federated Officers is enshrined in the Police Service of Northern Ireland Regulations 2005 and associated Determinations. Entitlement is based on the length of service, which is the same as for Police Services within England and Wales.

**Figure 8.9 - Annual Leave Entitlement by Rank and Length of Service**

<b>Rank</b>	<b>Length of Service</b>	<b>From 2006</b>
Police Trainees	Until appointment to the rank of Constable	8
Below the rank of Superintendent	Less than 2 years' relevant service	22
	2 or more years' relevant service	25
	5 or more years' relevant service	25
	10 or more years' relevant service	27
	15 or more years' relevant service	28
	20 or more years' relevant service	30
Rank of Superintendent or Chief Superintendent		31
Ranks higher than Chief Superintendent	Less than 10 year's relevant service	42
	More than 10 years' relevant service	48

Police Officers have an entitlement to annual leave days, calculated in 8-hour days, based on the length of relevant service.

## 8.8 Short Term Bonuses

We have not included any proposals for local flexibility regarding any targeted mechanisms to address specialist posts and hard to fill posts, as these pressures are adequately managed at present.

## 8.9 Management of Rest Days

### 8.9.1 Modified Rest Days

The term Modified Rest Days (MRDs) covers rest days which Police Officers have recorded as being owed. They are generally given as re-rostered rest days due to Police Officers having to work on their allocated rest days when more than 15 days' notice has been given and there is a requirement to work that day and the rest day is re-allocated. Where public holidays and rest days coincide, the public holiday takes precedence and the rest day is re-allocated.

The management of MRDs is set out within the Determinations associated with the 2005 Regulations. There is no requirement within the Determinations or Regulations that the MRDs should be paid. The table below provides a breakdown of the number of untaken MRDs by rank (as at November 2021) is as follows:

**Figure 8.10 - Number of Modified Rest Days per Rank**

<b>Rank</b>	<b>Year - 2020</b>	<b>Year - 2021</b>
<b>Constable</b>	18,432	2,349
<b>Sergeant</b>	3,707	620
<b>Inspector</b>	2,666	1,964
<b>Chief Inspector</b>	643	698

## **8.10 Police Pension**

### **8.10.1 Police Pension Schemes**

The Service currently administers three pension schemes for Police Officers. The 1988 and the 2006 schemes are both final salary pension schemes with the new 2015 scheme being a Career Average Revalued Earnings (CARE) Scheme. Police Officers who are member of one of these schemes will pay contributions based on the scheme and their annual salary. Police Officers are automatically enrolled into the pension scheme upon entry, and have to opt out if they wish to leave the scheme.

Currently there are 269 Police Officers who have opted out of the pension scheme. The majority of these Police Officers are those who have reached their full 30 years' service and so have maximised their pension benefits. There are only 54 Police Officers who have opted out of the scheme without full service. These are mainly younger Police Officers who have opted out at the point of joining. While relative numbers are very small, these Police Officers will be re-enrolled as part of the 3 year rolling auto enrolment procedure.

### **8.10.2 Future Developments**

The current position following the McCloud Pensions Case creates a further element of uncertainty in relation to pension and possible leaver profile for the Service. The remedy for the correction of the age discrimination is currently under review following Government consultation on the issue in the autumn of 2020. It is anticipated that Police Officers will be given the choice of whether to take benefits in their legacy scheme or the new CARE scheme for the whole of the period April 2015 to March 2022.

It is unclear if this will accelerate retirement numbers post 2022 with Police Officers receiving an extra 7 years in their closed schemes, all of which have a lower retirement age. All Police Officers will be moved to the new



CARE scheme from April 2022. This may incentivise some Police Officers, who under original reform had pension protection, to continue in service as they will be able to accrue additional pension.

### **8.10.3 Pensions Taxation**

The decrease in the level of the Lifetime and Annual allowances for pensions to £1m and £40k respectively followed by the freezing of Lifetime Allowance at £1.073m for the next three years continues to impact Police Officers. This is predominantly an issue for Police Officers in a final salary scheme that have had successive promotions or temporary promotions, and Senior Officers of Superintendent Rank and above. Changes to pay and notably pensionable pay could impact on individual tax liabilities.

Provision has now been made to allow Police Officers to take an honorarium instead of an increase in pensionable pay to mitigate any possible personal tax implications for those on temporary promotion. However, the number of Police Officers taking up this option has been small. It does not appear that tax issues have impacted on Police Officers' willingness to undertake permanent promotion opportunities.

A pension scheme valuation was undertaken to set employer and employee contribution rates going forward from April 2019. The full impact of this valuation has been partially stalled following the pension discrimination cases. This is currently being reviewed by the Government Actuary to see if the proposed remedy changes will impact the cost cap calculations, which would lead to further increases for both employer and employee contribution rates.

## **CHAPTER 9 – LEGAL OBLIGATIONS AND LEGISLATIVE CHANGES**

### **9.1 Legislative Changes**

In order to ease the pressure on General Practitioner's surgeries to meet the increased demand to roll out the COVID-19 Booster programme, a temporary change has been made in relation to the issue of Fit Notes for absences. Legislation, in force from 10 December 2021, removes the need for individuals to provide medical certificates after 7 days of absence. Where a person goes off sick on or after 10 December 2021 and requires a Fit Note to cover an absence for Statutory Sick Pay purposes, a Fit Note will only be required from day 29 of the absence (as opposed to the normal day 8 cover usually required). This arrangement is only temporary and is due to expire on 26 January 2022, however, there is scope that this period may be extended.

Related to the aforementioned, is the matter of Long-COVID. Whilst this is not currently recognised as a disability in the strict legislative sense, it is not to say that over the course of the next year, as medical practitioners understanding of the symptoms develop, that it will not fall within the ambit of same. It may not lead to a change to legislation, however, it may mean, absences etc. for Long-COVID-19 need to be treated in the same way as other disabilities. This subject matter will be evolving. It is notable to date that symptoms vary considerably with some having an impact on unrelated pre-existing conditions. Organisations will need to be alert with this to ensure compliance with all relevant legislation.

### **9.2 Legal Obligations**

We continue to be impacted by legal obligations arising out of the ruling of the Employment Appeals Tribunal (EAT) on holiday pay and overtime (Bear Scotland v Fulton). In this ruling, the EAT found that regularly paid overtime, where employees are obliged to perform if requested by the

employer, and other regular payments, which are “intrinsically linked” to work carried out, must form part of holiday pay.

Based on this ruling the Police Federation of England and Wales (PFEW) reached an agreement with the NPCC that payments to their Officers (with effect from 1 January 2012) would need to include:

- All forms of overtime (to include Public Holidays);
- Unsocial hours;
- Away from home allowance;
- Acting up allowance;
- Rest day working compensation; and
- Part time additional hours.

The Deduction from Wages (Limitation) Regulations 2014 came into force in January 2015. This legislation offered protection to employers affected by the EAT ruling by limiting backdated claims to two years. No equivalent legislation was passed by the NI Assembly, therefore creating the potential that a successful claim against the Service could be lodged dating from 1998, the year that the Working Time Directive came into force.

These proceedings began with complaints presented to the Industrial Tribunal (“the Tribunal”) by some Police Officers and against the Policing Board by some 364 Police Staff under Articles 45 and 55 of the Employment Rights Order 1996 (“ the ERO”). They argued that there had been unlawful deductions from their pay and in the alternative under Regulation 30 of the Working Time Regulations (Northern Ireland) 2016 (“WTR (NI) 1998”). Furthermore also under Regulations 43 of the Working Time Regulations (Northern Ireland) 2016 that there have been underpayments of holiday pay.

At the time, the cost to the Service was estimated to be about £30m. In June 2019, the Court of Appeal upheld the tribunal ruling that holiday pay should be based on pay including overtime and allowances, if this is what the person is “normally paid”, and that holiday pay should be calculated on

the basis of actual annual working days. Based on this, the estimated settlement figure could be in excess of £40m. These claims were considered, by way of in the first instance, through Tribunal proceedings and subsequently by the Northern Ireland Court of Appeal.

The Chief Constable and the Policing Board (“collectively the Appellants”) sought permission to appeal the judgement and order of Her Majesty’s Court of Appeal in Northern Ireland Court, delivered on 17 June 2019, to the Supreme Court of the UK on 7 October 2019.

From a practical point of view the resolution of the main issues will potentially determine whether the total value of the relevant claims against the Service and the Policing Board is in the region of an estimated £300,000 or in the region of £60.2m. Furthermore, the Court of Appeal ruling will have a significant repercussive effect across the public and private sector in NI, as employers may be required to recalculate holiday pay entitlement for a twenty year period.

Broadly, the main issues currently before the UK Supreme Court are as follows:

- Whether the claims should be restricted to a period ending no later than three months prior to the presentation of the complaints to the Tribunal or whether the said claims could extend back to 23 November 1998;
- If claims can extend back beyond the three month period in respect of a series of deductions, whether an alleged series of deductions is ended as a matter of law by a gap of more than 3 months between unlawful deductions or a lawful payment;
- Whether annual leave entitlement is to be taken in a particular sequence;
- How the amount of overtime to be taken into account in holiday pay should be calculated; and

- The identification of the appropriate reference period for calculating what is normal pay.

The Court's findings may further have more general importance in respect of the differential treatment of Police Officers and Police Staff in respect of other EU derived rights. This is a matter of considerable importance for our Service and across the wider public and private sectors. Any authoritative guidance which the Supreme Court can give on these issues is likely to increase legal certainty and reduce the need to resort to adversarial litigation. The hearing listed on 23 and 24 June 2021 before the Supreme Court was withdrawn and no further dates have been relisted.



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Our Ref: Com Sec 13700-21

19 November 2021

Dear Julie,

**Police Remuneration Review Body – Input to Annual Remit Letter for 2022/23**

I am writing to you regarding areas, which the Police Service of Northern Ireland would wish to see included in the Minister's submission to the Police Remuneration Review Body (PRRB) in respect of the 2022/23 pay remit year.

The Police Service of Northern Ireland's Service Executive Team has agreed that the following pay issues should be put forward for ministerial consideration:

- a) Any pay increase to be in parity with Police Officers in England and Wales;
- b) Incremental pay progression (which is dependent on a satisfactory performance assessment in the Individual Performance Review);
- c) The future of the Competency Related Threshold Scheme and any proposals for a replacement allowance;
- d) Retention of the NITA with a review of the NITA;
- e) Retention of the Dog Handler's Allowance with a review of Dog Handler's Allowance;
- f) Retention of Motor Vehicle Allowances with a review Motor Vehicle Allowances;
- g) Retention of On-Call Allowances with a review of On-Call Allowances; and
- h) The ongoing review of starting salary for Student Officers.

Yours sincerely,

**PAMELA MCCREEDY**  
Chief Operating Officer

[psni.police.uk](https://www.psnipolice.uk)

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we listen  
we act

FROM THE OFFICE OF THE JUSTICE MINISTER



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Our ref: SUB-0021-2022

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Chair  
Police Remuneration Review Body  
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24 January 2022

Dear Zoë

First, I would like to thank the Police Remuneration Review Body (PRRB) for the work undertaken in support of the 2021/22 pay process. I can confirm that I approved the increase to the Northern Ireland Transitional Allowance for all Police Service of Northern Ireland (PSNI) officers and an uplift to pay point 0 of the constable scale as contained in the 7<sup>th</sup> report. I have invited all relevant pay remits from employers and await receipt of these. Once remits have completed the approvals process I will advise you as soon as possible so that the Northern Ireland report may be published on your website.



I should be grateful if the PRRB would now commence its annual review in respect of officers of the PSNI for 2022/23, in conjunction with that for police officers in England and Wales.

- I have had sight of the Home Secretary's remit letter for officers in England and Wales and note her position. I remain in favour of maintaining the principle of broad alignment on police pay between the different jurisdictions and therefore seek your consideration as to how to apply the pay award for 2022/23 for all police officers in the PSNI. In addition, your consideration is sought regarding the regular elements of the Northern Ireland Transitional Allowance (NITA) and Dog Handlers' Allowance.
- The Northern Ireland Policing Board (NIPB) has also raised the issue of the pay scale for Assistant Chief Constables (ACCs) in Northern Ireland, following a decline in the number of applicants for the recent ACC competition. The Board is currently considering the outcome of a review of these issues and will be in a position to present its findings to you during the evidence gathering process. While recognising this would represent a departure from the longstanding desire for broad alignment, I have taken the view that it would be appropriate to seek your consideration, following their presentation of this evidence, on whether it is appropriate to consider a locally agreed salary band for the ACC position in the PSNI.
- The PSNI recently provided assistance to their colleagues in Scotland, during COP 26 in Glasgow. The Police Federation for Northern Ireland (PFNI) is now asking that mutual aid payments and allowances payable to PSNI officers during such aid are in line with payments made to other UK police forces. PSNI is currently the only UK police force which adheres to the former "Hertfordshire Agreement" for Mutual Aid, whereas we understand all other forces in the UK have moved to a revised agreement from around 2014 following the Winsor review. While assistance is relatively infrequent, it seems an opportune time to



FROM THE OFFICE OF THE JUSTICE MINISTER



consider the issue given that PSNI sits outside the revised arrangements, yet engages in requests for assistance from other parts of the UK. With this in mind, I would be grateful for your recommendations on this matter.

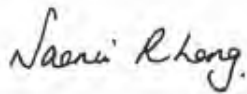
With regards to the Review of Allowances, which incorporated the On-Call, Dog Handlers, Motor Vehicle and the Northern Ireland Transitional Allowance as well as the Competence Related Threshold Payment we can advise that this exercise commenced in October 2021 and it is anticipated the final report will be provided to the Department in the coming weeks. Evidence regarding the outcome of this review will be provided to the PRRB in the course of both written and oral evidence sessions.

As in previous years, I would also invite you to have regard to PRRB's standing terms of reference. While the Northern Ireland Public Sector Pay Policy has not yet been set for 2022/23, it will be important to take this and wider affordability issues into consideration.

I can confirm that, pending formal publication of your report, stakeholders received a copy of the PRRB's last report, shared in confidence on 1 September 2021, to inform preparation of their written evidence.

We would welcome receipt of your eighth report and recommendations by the end of June 2022. I look forward to working with you and your members in support of the process for the year ahead.

Yours sincerely,



**NAOMI LONG MLA**  
Minister of Justice

*Please ensure that you quote our reference number in any future related correspondence.*

Working in partnership to create a fair, just and safe community where we respect the law and each other.

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- ii BBC News
- iii New Decade New Approach January 2020
- iv Police Numbers
- v COVID-19 infection survey | Department of Health (health-ni.gov.uk)
- vi Police Advice – COVID-19
- vii Policing Plan 2020-25 and Performance Plan 2021/22
- viii Policing Vision 2025
- ix Horizon
- x New Decade New Approach January 2020
- xi Chief Constable Oral Session with the NIPB 2 December 2021
- xii PRRB – Pay issues put forward for ministerial consideration for Input to Annual Remit Letter for 2022/23 -19/11/21
- xiii Submission by Resourcing email L McClure
- xiv Chief Constable report to the NIPB Feb 2021
- xv The Belfast Agreement, also known as the Good Friday Agreement, was signed following three decades of conflict known as the Troubles

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- xvi [NI Assembly Brexit Brief 29 November 2021](#)
- xvii [Paul Givan: Inevitable that Stormont will collapse if NI Protocol not addressed](#)
- xviii [What's the Northern Ireland Protocol?](#)
- xix [Northern Ireland Protocol – Question for Cabinet Office tabled 15/11/21 Ref: HL3992](#)
- xx [What's the Northern Ireland Protocol?](#)
- xxi [Foreign Secretary's call with European Commission Vice President Maroš Šefčovič: 21 December 2021](#)
- xxii [NIPB Impact of UK withdrawal from the EU and effectiveness of tools available](#)
- xxiii [Danske Bank 2021 Quarter 3](#)
- xxiv [Northern Ireland Chamber Business Risks](#)
- xxv Police Service of Northern Ireland Public Affairs Briefing 10 December 2021
- xxvi [NI Border Posts - grace periods](#)
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- xxxi NISRA Annual Survey Hours and Earnings
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- xxxiii Police Service of Northern Ireland – Public Affairs Briefing 1 – 6 January 2022
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- xxxvii Chief Constables Accountability Report
- xxxviii Ambulance Shortage
- xxxix Command Paper 498 ‘Addressing the Legacy of Northern Ireland’s Past
- xl Chief Constable's Accountability Report
- xli Northern Ireland Policing Plan 2020-2025 and Annual Performance Plan
- xlii New Decade New Approach
- xliii Police workforce, England and Wales: 31 March 2021
- xliv COVID-19: No increase in NI unemployment after furlough
- xlv Northern Ireland jobs market racks up records as employers chase talent
- xlvi Online job advert estimates - Office for National Statistics
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- xlvi Driver Jobs in Northern Ireland
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  - li One in five want to work from home full time after the pandemic
  - lii Sonovate's Future World of Work Report Launches
  - liii PSNI Human Resources Dashboard – January 2022
  - liv Policing Policy and Strategy Division (PPSD) Circular 05/2020
  - lv NI Civil Contingences Framework Email L Robinson 6/12/21
  - lvi Chief Constables Report to the NIPB April 2021
  - lvii NIPB Chief Constables oral questions November 2021
  - lviii Police Service of Northern Ireland Public Affairs Briefing 1-6 January 2022
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