

## PROBATION BOARD FOR NORTHERN IRELAND

### BOARD MEETING – FRIDAY 25 August 2023

9.30 am – Conference Room, PBNI HQ

#### ATTENDANCE

##### BOARD MEMBERS

Mr M Murray, Chair  
Ms E Patterson, Deputy Chair  
Ms M Brunt (via Webex)  
Mr B Ingram  
Mr J Johnston  
Ms A Lloyd-Stevens  
Mrs C Magee  
Ms B Mongan  
Ms L Crothers  
Mr N Bodger  
Mr J Byrne  
Mr K Donaghy

##### OFFICIALS

Mrs A Stewart, Chief Executive  
Ms G Montgomery, Director of Operations  
Mr P King, Head of Finance & Estates  
Ms G McGreevy, Head of Communications  
Mrs C Sweeney, Head of HR & OD  
Ms J Fitzsimons, Board Secretary  
Mrs J Grant, Assistant Director – Rural (items 1-11)  
Mrs A Abraham, Business Support Manager

#### 1. WELCOME, OPENING REMARKS AND CONFLICTS OF INTEREST

The Board Chair welcomed everyone to the meeting and set out the schedule for the day. He thanked Mrs Grant, Assistant Director – Rural, for attending to update the Board on service user equality management. The Board Chair thanked Ms Crothers, Board Apprentice, for her participation on the Board and Committees in the past year and Ms Patterson presented her with a gift.

One conflict of interest was noted: Ms Brunt's position on the Equality Commission (agenda item 11). A quorum was confirmed. The Chair advised that he would ask Ms Brunt to leave the meeting for this agenda item.

#### 2. APOLOGIES FOR ABSENCE

Apologies were recorded from Mr Hamilton.

#### 3. MINUTES OF THE BOARD MEETING – FRIDAY 23 JUNE 2023 (PAPER)

The minutes of the Board Meeting held on Friday 23 June 2023 were approved as a true record of the meeting, with two amendments to working (agenda item 4 and 5).

The minutes were approved by the Board.

#### 4. MATTERS ARISING FROM THE MINUTES (PAPER)

There were four actions from the previous meeting. All had been completed with the exception of action 4 to review and revise sections of the Equality Screening Report – Budget Impacts. PBNI are awaiting a response on the revisions from the Department of Justice (DoJ).

The Board noted the paper.

## 5. BOARD CHAIR'S REPORT (VERBAL)

The Board Chair updated Members on several meetings since the June 2023 Board meeting. The Committee Chairs Working Group (CCWG) met on 28 June 2023 and discussion took place on the budget reduction, pay-modernisation, proposals for an in-year pay deal and a review of Board governance arrangements. The Board Chair and Chief Executive also met with Mark Goodfellow, Acting Director of Safer Communities and Deborah Magill, DoJ in early July to discuss their concerns at the impacts of the PBNI budget reduction and progress of the pay modernisation outline business case. This was followed up with a letter to Richard Pengelly, Permanent Secretary, regarding the impact of the opening budget allocation 2023.

The Board Chair, Deputy Chair and Chief Executive had a useful meeting with the NI Housing Executive Chair, Deputy Chair and Chief Executive and exchanged views on issues re housing and accommodation. It was agreed that further meetings between PBNI Area Managers and NIHE counterparts would be beneficial. Members discussed the lack of accommodation, floating NIHE support for service users and women's hostels. Ms Brunt suggested that PBNI send letters of support to CVS groups, to support applications for funding for accommodation. Ms Stewart proposed bringing a paper on accommodation solutions to a future Board.

**Action: Officials to bring a paper on accommodation to a future Board meeting**

The Board noted the update.

## 6. CHIEF EXECUTIVE'S REPORT (PAPER)

Ms Stewart referred Members to the paper highlighting internal and external engagements and ongoing and emerging issues.

### Engagement

Internal Engagements over the summer included a series of visits to teams in North Belfast, Ballymena, HQ, West Belfast, a Town Hall meeting on 6 July and the full JNCC meeting at the end of June. The most significant issue at all meetings was the progress of the pay modernisation business case, the impacts of budget reductions and workload pressures due to vacancies and complex cases. Ms Stewart also met with a group of new Probation staff who commenced their employment in August. She also attended Professional Curiosity Seminars and a Practice Seminar on desistance that PBNI hosted for representatives of PBNI and the Irish Probation Service.

PBNI were represented at Pride and will be attending MELA at the end of August 2023.

Externally, meetings have taken place with the Five Nations of Probation, made up of senior officials from other jurisdictions. Topics included the devolution of probation in Wales and the implementation of the Bail and Release from Custody (Scotland) Bill which became an Act on 1 August 2023.

The Public Protection Advisory Group (PPAG) continues to meet and six key areas of work within the work programme are being progressed.

Ms Stewart continued engagements with key partners – PSNI and Belfast Trust to discuss the Public Protection arrangements (PPANI) in the context of budgets, the revised structures and the co-location of the Public Protection Team (PPT) and how it operates.

Ms Stewart met with NICVA representatives in response to the PBNI budget impacts and the key issue was the impact of the cessation to the PBNI funding for the Rapid Referral Addiction Services

(RRAS). Since then, the DOJ have confirmed an additional allocation of £180k for the Community and Voluntary Sector.

### **PBNI Budget 2023-24**

Ms Stewart referred Members to point 2 of the paper and it was noted that this item would be considered at Agenda item 9.

### **Annual Report and Accounts 2022-23**

The Annual Report and Accounts 2022-23 were laid down in the Assembly at the beginning of July 2023. The Board Chair thanked Mr King and staff in the Finance Dept for their work in the preparation of the report and accounts.

### **Pay Modernisation**

Ms Stewart informed Members that progressing the Pay Modernisation business case was critical to help PBNI address recruitment and retention of staff. There has been an increase in the number of leavers and sick absence is increasing, which may have an impact on service delivery. As reported by the Board Chair, various meetings have taken place with various senior DoJ officials and PBNI has been requested to scope out other potential options to address issues from the Department's legal advice relating to both affordability and risk of repercussiveness. PBNI has now narrowed the scope of the initial request and a further option on a split Agenda for Change and NICS split has been developed and submitted for consideration. A further follow up meeting with the DoJ is scheduled for w/c 28 August 2023 where it is hoped to get a decision on the way forward. Mrs Sweeney advised she is preparing for the Chief Executive's meeting with unions w/c 28 August 2023 to look at these new options.

PBNI has also been taking soundings from the DoJ on the potential of an in-year pay increase, given the delay in progressing the business case and the current cost of living pressures. At a meeting on 4 August 2023, the DoJ indicated they would envisage the Outline Business Case being finalised within weeks, subject to a settled position on a preferred option. This progress potentially would provide a framework to negotiate and agree an interim pay increase.

### **PBNI Service to Parole Commissioners**

Members were referred to the update in the report, in the absence of Mr Hamilton. It was proposed to invite Paul Mageean, Chief Commissioner, to the October Board meeting.

### **Action: The Board Chair to invite the Chief Parole Commissioner to a Board meeting**

### **Emerging Issues**

PBNI is contributing to several strands of work being progressed by partners relating to community safety and local policing. Community Safety Board (CSB) members have been invited to comment on the current community safety issues which they feel should be considered by PCSPs whilst drafting Action Plans for 2024-25. The Department is also progressing a review of the CSB, reconsidering the name, Terms of Reference, outlining the CSB's core purpose, programme of work proposals and information on new Task and Action groups. PBNI is contributing as a member of the CSB.

### **CJINI Inspections**

Ms Stewart confirmed she had met with Jacqui Durkin, Head of CJINI to review and update the PBNI and CJINI protocol of working arrangements for the conduct of inspections. The follow up review of Probation Practice is not anticipated this calendar year. Other CJINI inspections of interest to PBNI

will include Maghaberry and Magilligan Independent Review of Progress Inspections w/c 30 October 2023 including resettlement and release planning and an inspection of PCNI including a review of governance and operations including case management, risk management and operational support.

The Board noted the report.

## **7. CORRESPONDENCE (PAPER)**

There were eight items of correspondence to note.

- 7.1 Board Chair to Permanent Secretary – Impact of Open Budget Allocation 2023-24**
- 7.2 Chief Executive from CEO, NICVA on concerns regarding cuts to funding for the CVS**
- 7.3 Chief Executive response to CEO, NICVA on concerns regarding cuts to funding for the CVS**
- 7.4 Board Chair to Permanent Secretary, DoJ – Opening Budget Allocation – follow up**
- 7.5 Chief Executive from Head of FSD, DoJ on 2023-24 Final Budget Allocation**
- 7.6 Director, NIAO to Chief Executive on Innovation Risk Management**
- 7.7 Chief Executive to Community Safety Branch, DoJ – input on strategic direction of PCSPs**
- 7.8 Permanent Secretary, DoJ (24 August 2023) – Opening Budget Allocation 2023-24**

The Board Chair asked members to note the correspondence items 7.1, 7.4, 7.5, 7.8 in relation to Agenda Item 9, Update on Budget 2023-24 Actions.

The Board Chair asked members to refer to the Chief Executive's report for items 7.2 and 7.7. In respect of item 7.6, he commended the work of the Senior Leadership Team and staff in relation to their work on ECO and the positive feedback from Brian O'Neill, NIAO Director.

The Board noted the correspondence.

## **BOARD BUSINESS**

### **8. MANAGEMENT OF INFORMATION REPORT (PAPER)**

#### **FINANCE AND ESTATES UPDATE**

Mr King highlighted the key points in this section of the Paper.

#### **Legal Issues**

There are currently 35 live legal cases, with eight pending closure. There are three open judicial reviews, two of which are pending closure with no financial liability to PBNI. An update was given on another the other judicial review case.

#### **HUMAN RESOURCES AND LEARNING & ORGANISATIONAL DEVELOPMENT UPDATE**

Mrs Sweeney highlighted the key points in this section of the Paper.

#### **HR Update**

PBNI commenced the appointment of 12 Probation Officer posts in July. The Board welcomed opportunities to engage with new staff.

**Action: Board Secretary look at opportunities for Board members to meet with new staff.**

NISRA, who prepare sick absence and attrition figures for PBNI, have been delayed with up-to-date figures due to PBNI now providing information using the new ITrent system. Figures up to May 2023

showed a slight increase in sick absence (7.2%). The main reasons for absence were long term ill health, stress or absence in relation to disciplinary matters. Ms Sweeney advised that PBNI continues to offer individual and group counselling. The Board Chair suggested the Corporate Resources Committee (CRC) Chair examine absence and reasons for same, and report at a future Board meeting.

Ms McGreevy informed Members of two pending staff surveys. Firstly, the Head of Psychology is leading on a Trauma Informed Practice Survey (18 questions taking approximately 35 minutes to complete) and this will be launched at end of September. Bearing in mind the issues around sensitivity of pay modernisation and staff morale, Senior Management is mindful of the timing of the launch of a staff engagement survey.

**Action: The Chair CRC will examine absenteeism in PBNI. Board Secretary will add to the agenda for the next CRC meeting.**

## **DIRECTORS' UPDATES**

Ms Montgomery highlighted the key points in the Paper.

There had been no update from CJINI on the follow up inspection of Probation Practice.

PBNI has received a draft copy of the follow up Inspection of the Care and Treatment of Victims and Witnesses for factual accuracy check. The draft report highlights the previous recommendation that PBNI was leading on (Operational Recommendation 12) has been fully achieved.

### **Practice Standards Deviations**

Currently, three rural teams are working to 20% deviations, due to sick leave and maternity leave. One Belfast team will reduce from working to 40% to 20% deviations as new staff are recruited. ISU performance has improved significantly and there will be no deviations from standards from September 2023.

### **Serious Further Offences**

There had been two serious further offences to report since the last Board meeting. Agreed deviations from Practice Standards did not feature in either case.

### **Revision of Practice Standards**

Ms Loughran, Assistant Director Urban, continues to lead on revising and reviewing the Practice Standards. Findings will be discussed at the Operations Subgroup meeting in September 2023 and the Senior Leadership meeting in October 2023.

### **Short Adjournment Reports**

The Short Adjournment Report pilot continues and it is hoped to extend and revise this, following a meeting with the presiding District Judge later in August 2023. The revised pilot would include all cases apart from index offences on domestic abuse, sexual offences, offences involving children or cases where a custodial sentence is likely being adjourned for three weeks for PBNI to assess their suitability for a short report.

### **Prison SLA**

Discussions are ongoing in relation to the Service Level Agreement between NIPS and PBNI, both in terms of what the NIPS funding "buys" in terms of staff numbers and also what specifically the probation unique role is in the establishments. This topic to be discussed at the October meeting.

## **Workload Measurement Tool**

Significant work has been undertaken to ensure the workload measurement tool is accurate. Data has been circulated to Area Managers for verification and revised establishment figures will be issued imminently. The number of Probation Officers 'required' has not changed.

## **Corporate Plan and Business Plan Performance**

The Quarter 1 Business Plan 2023-24 progress has been updated against the Corporate Plan Outcomes Framework and will be considered at PPC in September 2023. There are currently no immediate issues of concern.

## **CORPORATE RISKS**

The Board Secretary confirmed that the draft Strategic Risk Register (SRR) 2023-24 Q3 would be brought to the ARAC meeting on 1 September 2023 for consideration. Should the DoJ respond to recent letters from the Board Chair in relation to the draft budget allocation 2023-24 it will be reflected in the SRR Q3 for Board approval in September.

## **COMMUNICATIONS UPDATE**

Ms McGreevy outlined the work that had taken place since the June 2023 Board meeting.

### **Internal Communications**

The Town Hall meeting on 6 July 2023 was well attended. Staff were keen to have more definitive news on pay modernisation. The Chief Executive and Director of Operations met with the seven new Probation Officers who were appointed in the summer.

The former NI Prison Service Director General, Ronnie Armour, recorded a short video for internal staff highlighting the close working relationship between Probation and Prisons.

### **External Communications**

A political engagement meeting took place in the Newtownards Road office, where Cllr Sammy Douglas and Cllr Davy Douglas were apprised of PBNI's work in East Belfast. A local engagement meeting took place in the West Belfast office with a range of partners, including PSNI and representatives from the health trusts and community and voluntary sector.

PBNI had an information stand at the Belfast PRIDE festival as part of the wider justice system's participation.

The Communications Unit organised a "coffee and learn" session the Ulster University. Peter Beck, Probation Officer, presented findings from his research on desistance.

A "Probation Matters" podcast with Ms Montgomery, Director of Operations and a service user was recorded and broadcast on 15 August. The social media promotion for this podcast reached over 7000 accounts in just one day, being shared by academics, probation practitioners and politicians.

### **Data Incidents**

There had been 12 data incidents from 1 April to 31 July 2023, eight of which involved e-mail being sent to the wrong person.

Ms McGreevy reported on her meeting with the Regional Manager (NI) of the Information Commissioner's Office (ICO) with discussion on PBNI'S policy on Data Sharing, Data Sharing Agreements, the use of Data Protection Impact Assessments, Data Breaches and training. The ICO will provide a further briefing to the Senior Leadership Team on 12 September. Tom Clyde, the DoJ Security Officer has agreed to carry out an audit on data handling later in the year. The Chair proposed that the Chair ARAC undertake a review of Data Management and Information Security within PBNI to give assurance to the Board.

Ms McGreevy updated Members on the current work of the two staff in the Compliance team, who have been reviewing and updating procedures in light of the recent data incidents. A paper had already been circulated to Members.

**Action: The Chair ARAC to undertake a review of Data Management and Information Security within PBNI. Board Secretary to add to the agenda for the next ARAC meeting in September.**

### **Complaints**

Ms McGreevy had a useful meeting with Joanne Mathews, Complaints Standards Manager from the NI Public Service Ombudsman (NIPSO) on 20 July 2023, with discussion on trends in complaints and NIPSO's plans to develop a model complaints handling process for the justice sector. Thirteen complaints had been made to PBNI from 1 April to 31 July 2023, 11 of which had been resolved and two are ongoing. One concern from an individual had been referred under the Whistleblowing Arrangements.

The Board noted the Paper.

## **9. UPDATE ON BUDGET 2023-24 ACTIONS (PAPER)**

Mr King took Members through the Paper, which provided an update on the actions taken, based on decisions made at the May 2023 Board meeting. He summarised the position to date, referring to the correspondence agenda items 7.1, 7.3, 7.4, 7.5 and 7.8. The most recent letter from the Permanent Secretary to the Board Chair was only received on Thursday 24 August 2023.

In respect of PBNI's proposed revisions to Enhanced Combination Orders (ECOs), the DoJ stated that it was ultimately a decision for the Board and wished to see them continue to be available to the judiciary, given the positive evaluation of ECOs in the NISRA report.

The DoJ had noted PBNI's position on funding for the Community and Voluntary Sector (CVS) and its decision to cease funding in order to live within budget. In response to PBNI's request for additional funding, the DoJ confirmed an additional contribution of £180k for 2023-24 to ease this pressure. Mr King states that this would most likely, in the main, be allocated to Assert, Barnardos Parenting Programme and NIACRO, based on past and present relationships with these partners and their ability to address the needs of service users.

In respect of PBNI's decision to reduce programme delivery and retain only high intensity offender behaviour programmes for high-risk offenders, the DoJ stated this was a decision for the Board and hoped that the Promoting Positive Relationships Programme, funded by the Department, could be used to mitigate public safety risk.

It was noted that the Department's legal advice was not shared with PBNI. After a full discussion on the way forward, a decision was made to proceed given the direction set out in the Permanent Secretary's letter of 24 August 2023. The Board approved that Ms Stewart, in her position as Accounting Officer, should proceed with the proposed changes to the ECO arrangements and reduced programme delivery. Ms Montgomery stated that any changes would involve taking orders back to court which would be at a cost of approximately £13k. Consideration would need to be given

on how the judiciary could efficiently process these cases and with or without service users attending court.

**Action 1: The Board Chair to write to the Permanent Secretary thanking the Department for its direction in the letter dated 24 August 2023 and confirming, following the Board meeting of 25 August 2023, that the Accounting Officer had been instructed by the Board to proceed on that basis.**

**Action 2: Chief Executive to write separately to the Permanent Secretary on delivering the changes to ECOs due to the issues involved.**

The Board approved the proposed actions, agreed at the meeting.

## **10. DRAFT HYBRID WORKING POLICY (PAPER)**

Mrs Sweeney referred to the evaluation report on the Hybrid Working Pilot which had commenced in July 2022. Following consultation with staff, the senior leadership team, service users and external partners, the policy and procedures had been endorsed at the CRC on 4 August 2023.

Parameters have now been set on staff being permitted to work a maximum of two days per week from home, with any exceptions requiring line manager approval. Teams now have autonomy to draw up their individual rotas so that there is no detrimental affect to service provision. Some posts may not be suitable for hybrid arrangements, for example Community Service Supervisors, Reception or Administration Officers. Consideration should be given to new staff initially working more in the office so they are supported and learn from colleagues. There will be benefits from a cost perspective due to desk sharing and in turn less of a requirement for the provision of office space and the maintenance of same. Managers are asked to ensure service user appointments are not impacted by supervising officers choosing to meet with their clients on one particular day to facilitate home working on specific days.

The Chief Executive has recorded a podcast summarising the main points of the policy when it is introduced in the coming week.

In response to Ms Mongan's query on evaluation, Mrs Sweeney confirmed the policy would be reviewed in 4 years, in line with other HR policies unless an issue was identified. Ms Montgomery referred to the CJINI Strategic recommendation 5 (PBNI should review the effectiveness of its workforce strategy to ensure it is fit for purpose and balances the benefits of flexible working arrangements with constant service needs and effective case and risk management) and outlined that the Hybrid Working Policy goes some way to address this recommendation. The policy will be a standing annual agenda item at the Quarterly Area Managers' meeting, for feedback from middle managers.

The Board approved the Paper.

## **11. DRAFT ANNUAL EQUALITY REPORT (PAPER)**

Mrs Sweeney summarised the main findings in the report, which PBNI submits annually to the Equality Commission. 42% of equality data is derived from information provided by service users. The main age group of people who offend is between 30 and 34. Domestic abuse data shows that victims are mostly female. The majority of PBNI staff are female, reflective of other social work organisations.

Work is currently being undertaken to update the PBNI Equality and Good Relations Action Plan 2022 and Disability Action Plan 2023 in line with the revised 2023-26 Corporate Plan. PBNI's Disability Policy is currently being reviewed. The Senior Leadership Team will be undertaking Equality Training.



Mrs Sweeney has engaged with senior officials at the Equality Commission to identify a regular contact so that issues that arise going forward can be addressed quickly.

The Board Chair thanked Mrs Sweeney and the Senior Leadership Team who contributed to the report. However, it was noted that additional issues needed addressed and that focus should be on what PBNI has done in the last year to address equality issues. Year on year comparisons should be evident and a date for the completion of Good Relations and Disability Action Plans detailed. Mr Johnson stated that any deficiencies were most likely due to the format of the Equality Commission reporting template which organisations could not amend or add to.

The Board Chair thanked Mrs Grant, Assistant Director Rural, for attending to present the progress on equality information captured from service users. Mrs Grant advised that PBNI had benchmarked its equality monitoring procedures with other criminal justice organisations.

Mrs Grant stated that, though the 43% completion rate by service users had increased from the previous year, PBNI had hoped it would have been higher. However, work continues with staff in order to continue to improve. Figures show that 70% of service users are single, 86.4% are heterosexual, 30.8% are protestant and 42.5% are catholic. These figures are based on data captured from service users who agree to complete the equality monitoring form so are not the same as reported in caseload figures. PBNI will always continue to be reliant on information captured in ACE forms which are completed at assessment and review stages of supervision.

Mr Byrne suggested that once feedback has been received from the Equality Commission, their officials should be invited to a future PPC meeting. He also suggested that PBNI should state how it will utilise the information gleaned from equality data, for example 70% of service users who completed the equality monitoring forms had mental health issues. Will this information be used in action plans to inform practice? How will figures on translated documents be used to assist practitioners? Equality Screening Training for PPC and/or Board Members was also suggested.

Mr King confirmed that Equality Screening data was utilised for funding to CVS.

Mr Ingram advised that NIPS already have information on religion/bias, discrimination, hate crime and gender profiles and it would be beneficial for PBNI to look at NIPS data and processes.

Approval was given for the Equality Monitoring Annual Report 2023-24 to be submitted to the Equality Commission by 31 August 2023, and for the Board to undertake training on Section 75 responsibilities and for further consideration of the issues discussed to take place at PPC meeting in September.

The Board approved the Paper.

## **12. BOARD SECRETARY'S BUSINESS**

### **12.1 Board Themed Meeting**

Ms Fitzsimons referred Members to the agenda for the Themed Board meeting on Friday 22 September. She requested proposals for questions on key staffing and service delivery issues, challenges and innovation that could be put to the senior leaders within the Five Nations of Probation. It was noted that Board Business on that day would be brief (from 12 noon to 1 pm).

The Board approved the Paper.

### **12.2 Board Work Plan 2023-24 (PAPER)**

The Board Secretary advised that there had been minor changes to the Work Plan 2023-24 since the previous meeting including a revised date for the next the PPC meeting date. The Work Plan will also be updated to reflect actions agreed for the CRC and ARAC Committees.

The Board noted the Paper.

### **AUDIT AND RISK ASSURANCE COMMITTEE (ARAC)**

#### **13. COMMITTEE CHAIR'S UPDATE (Verbal)**

The Committee Chair confirmed that there had been no ARAC meetings since the June Board.

The Board noted the update.

### **CORPORATE RESOURCES COMMITTEE (CRC)**

#### **14. COMMITTEE CHAIR'S UPDATE**

The Committee Chair updated Members on the matters considered at the CRC meeting on 4 August 2023 including budget reductions and whether a proposed in-year payment to staff would impact on progressing pay modernisation.

The Board noted the update.

##### **14.1 FINANCIAL OUTTURN JULY 2023 (PAPER)**

Mr King summarised the key points of the paper.

The financial outturn at 31 July 2023 shows a clear picture of budget and forecast for the year 2023-24, now that the budget has been confirmed as final. Funding for Aspire and Substance Misuse Court will be transferred in due course. The pressure around Pay Modernisation remains. If changes are made to staffing in the ECO teams, the staffing costs can be managed. As previously advised at Item 9, since writing Mr King's report, the DoJ confirmed an additional £180k would be provided for the Community and Voluntary Sector which will be allocated to existing key partners.

The Board noted the Paper.

##### **14.2 END OF YEAR SICK ABSENCE REPORT 2022-23 (PAPER)**

Mrs Sweeney referred Members to the paper, which reported a slight increase in sick absence. Long term sickness related to disability; mental health issues comprised a significant percentage of total absence.

The Board noted the Paper and the action previously agreed that CRC review sick absence.

##### **14.3 CRC PAPERS FOR INFORMATION (PAPER)**

The Board Chair asked members to take the opportunity to review three papers that had been brought to the previous CRC meeting.

The Board noted the Paper.

**POLICY & PRACTICE COMMITTEE (PPC)**

**15. COMMITTEE CHAIR'S UPDATE**

The PPC had not met since the June Board meeting and therefore there was nothing to report.

The Board noted the update.

**16. ANY OTHER BUSINESS**

There was no other business.

The Board Chair thanked members and officials for attending. The next Board meeting will be on Friday 22 September 2023, PBNI Conference Room, 4<sup>th</sup> Floor Headquarters at 9.30 am.

The meeting ended at 1.10 pm.

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Mr Max Murray CBE  
Board Chair

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Date