



Keeping People Safe

MINUTES OF MEETING

NAME OF COMMITTEE: Service Executive Board (SEB)

DATE: 8 April 2020

TIME: 9.30 am

LOCATION: Main Conference Room, Brooklyn

CHAIRPERSON: Chief Constable

MEMBERS:

DCC Hamilton		In person
ACC District Policing Command	A Todd	Dial in
ACC Operational Support	T Mairs	In Person
T/ACC Crime Operations	B Gray	In Person
ACC Legacy and Legal	Represented by C/Supt Singleton	Dial in
T/Director of Finance and Support Services & Human Resources	M McNaughten	Dial in

NON-EXECUTIVE MEMBERS:

Non-Executive Member	S Hodkinson	Dial in
Non-Executive Member	I Jordan	Dial in
Non-Executive Member	F Keenan	Dial in
Non-Executive Member	G Crossan	Dial in

OTHER ATTENDEES:

Head of Human Resources		Dial in
Head of Legal Services		Dial in
Head of Corporate Communications		Dial in
Committee Manager	Supt J McCaughan	In person
Command Secretariat (Note takers)		In person

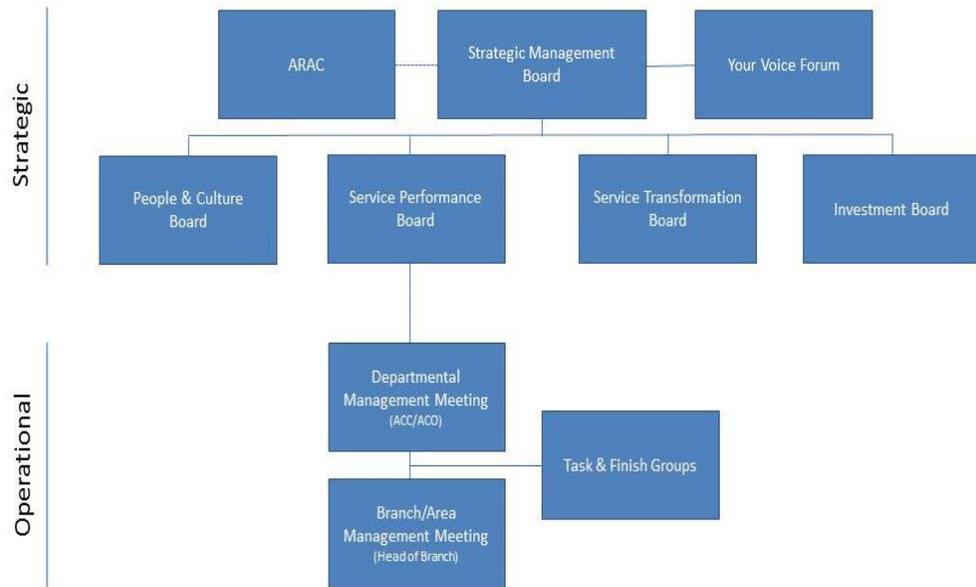
APOLOGIES

ACC Innovation & Standards	M McEwan
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ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	44/20 Welcome and Apologies
2.0	<p>45/20 Declaration of Conflict of Interest</p> <p>The Chief Constable stated that as per decision taken at Service Executive Board on 18 January 2017, in line with good corporate governance practice as set out by the NI Audit Office, members and any persons in attendance were to declare any conflict of interest with any items on the agenda and these were to be recorded in the minutes.</p>
3.0	<p>46/20 Minutes of Previous meetings + Redactions prior to publication</p> <p>The minutes from the meeting on 10 March 2020 were approved.</p> <p>No suggested redactions were advised prior to publication, other than the names of some attendees.</p>
4.0	<p>47/20 Actions Arising from previous meetings</p> <p>The action register was reviewed and completed actions were noted.</p>
5.0	<p>48/20 Corporate Risk Register</p> <p>The Deputy Chief Constable updated members on the changes to the Corporate Risk Register and advised members that a new Covid-19 risk had been added. The in-year funding risk for 19/20 was closed.</p> <p>Members were assured that the Covid-19 had appropriate control measures and reporting in place through the platinum and gold structures. It was decided that it would not be necessary to create a Covid-19 risk at Platinum level.</p> <p>Members agreed that during the Covid-19 pandemic it was prudent to have the Corporate Risk Register managed at a level below SEB for the present. This would permit concentration on the Covid-19 risk at the most senior level. This situation would be reviewed as warranted so that a recovery phase for the management of the current corporate risks could be implemented.</p> <p>Non- Executive members had been monitoring the Corporate Risks at Audit and Risk Assurance Committee (ARAC) meetings through the “deep dive” process which provided them with assurance on the</p>

	<p>management of the Corporate Risk Register.</p> <p>The current presentation of the risk register for SEB should be edited into a 3-4 page document to present a high level summary.</p> <p>Action: Refresh the future funding risk on the Corporate Risk Register – T/DFSS&HR</p> <p>Action: Edit current presentation of the Corporate Risk Register into a 3-4 page document presenting a high level summary for SEB – DCC</p> <p>Decision: Suspend the regular reporting on the Corporate Risk register and concentrate on Covid-19 and Future Funding.</p>
<p>6.0</p>	<p>49/20 Finance Update</p> <p>T/DFSS&HR updated members on the strategic financial report.</p> <p>Members noted the financial position at the end of February.</p> <p>Members were also provided with an update on the provisional outturn report which had just been submitted to DOJ, recording an underspend in Resource of £482,000 (0.06%) and an underspend in Capital of £174,000 (0.35%).</p> <p>T/DFSS&HR informed members that a formal Allocation letter had now been received from the DOJ confirming the budget for 20/21. The Resource allocation represented an increase on last year’s opening baseline of 3.4%. DOJ allocation was an increase of 6.3%.</p> <p>Members discussed the initial funding gap presented in the paper, key pressures and outlined initial thoughts on how to close the gap.</p> <p>Action: Under the direction of the DCC, T/DFSS&HR to develop proposals and prepare a draft Budget Plan for 20/21 and present to SEB in May 2020 – T/DFSS&HR</p> <p>Action: Include a Covid-19 spend section in Finance Report going forward - T/DFSS&HR</p> <p>Members noted the update provided and commended T/DFSS&HR on the prudent management of the budget and the end of year position.</p>
<p>7.0</p>	<p>50/20 Review of PSNI Governance Arrangements</p> <p>DCC Hamilton provided an overview of the Governance Arrangements paper which are summarised below.</p>



Discussion points and further actions included:-

- Agree a purpose and timetable for each delivery group under SMB
- Keep NIPB abreast of changes to governance arrangements and rationale
- Understand that good governance was more than a change of name and a holistic look at governance was required
- ARAC Terms of Reference should be set by new Service Management Board(SMB) and reflect the changes
- Increased focus on performance beyond crime
- Paper to reflect that SMB will commission change and delivery will come through the Transformational Change Board who will either report back or resolve
- Check that consultation with staff associations has been completed
- A review at 6 months point should be introduced
- Terms of Reference (TOR) for other Boards and Delivery Groups to be tabled at SEB in May 2020

Action: Consider action and discussion points raised in discussion on review of PSNI Governance Arrangements and present an updated paper in May 2020 - DCC

Decision: Direction of travel for changes to Governance Structure

	agreed subject to action points and presentation of TORs for other Boards being tabled at SMB May 2020.
8.0	<p>51/20 On the Runs</p> <p>D/Chief Superintendent Legacy and Legal provided an overview of the paper which had previously been circulated. The paper sought approval to amend the existing terms of reference (TOR) for PSNI's 'On the Runs' (OTR) team to move from what was largely an 'administrative review exercise' to establish whether persons who have previously been told they were no longer 'wanted' for historic incidents should in fact still be 'wanted' in favour of full review and investigation of those fatal incidents already reviewed in line with the broader work of Legacy Investigation Branch (LIB).</p> <p>Members discussed the importance of OTRs and the strategic implications to the organisation. It was established that the paper had been through Section 75 Equality Screening and a Community Impact Assessment had been considered. A stakeholder communications plan would be progressed by Corporate Communications and Legacy & Legal Department.</p> <p>The Head of Legal Services advised that the proposed paper and approach outlined would mitigate against executive manipulation (FOI exemption would apply to minutes)</p> <p>Action: Change name of OTR team and progress a communications plan – DCC</p> <p>Decision: In consideration of the operational consequences approval was given to amend the current Terms of Reference to the OTRs.</p>
9.0	<p>52/20 Annual Leave</p> <p>T/DFSS&HR provided an overview of the paper which had previously been circulated. The paper updated members on the implications of additional carry forward of annual leave for both Police Officers and Police Staff as a consequence of the resourcing challenges arising from the Service response to Covid-19.</p> <p>The Working Time Regulations in England and Wales were amended to allow the carry-over of 4 weeks under regulation 13 into the next 2 leave years. This legislation to follow in Northern Ireland.</p> <p>Members discussed the financial implications and the additional budget costs which would need to be considered.</p> <p>Decision: Changes to Annual Leave carry over noted. Further papers should be taken through the People and Culture Board.</p>
	Members availed of a break from 10.15 – 10.30

10.0	<p>53/20 NCA Review of Serious and Organised Crime (SOC)</p> <p>T/ACC Crime Ops confirmed that the final version of the National Crime Agency’s (NCA) review of SOC had been received on 2 March 2020. The review contained 57 recommendations which had been accepted in full noting that some of the recommendations were to conduct a review or to scope. Any longer term options papers or business cases raised through these additional actions would be brought to suitable governance.</p> <p>T/ACC Crime Ops sought approval to continue to deliver the recommendations which had been organised into immediate, short, medium and long term. Members also noted that a revised timeline should be agreed for full implementation of the recommendations. Areas identified as strategic requiring investment of money and/or resource would be raised through governance.</p> <p>Decision: Continue to implement the 57 recommendations in the NCA Review of Serious and Organised Crime and report through the Transformational Board and present a closing report to SMB.</p> <p><i>Action: Update NIPB on the acceptance of the recommendations in the NCA review of SOC report – T/ACC Crime Ops</i></p>
11.0	<p>54/20 PSNI Corporate Plan</p> <p>DCC Hamilton provided an overview of the proposed PSNI Corporate Plan which had previously been circulated.</p> <p>Decision: The PSNI Corporate Plan was agreed subject to minor editing and monitor delivery/performance through the Transformational Board.</p> <p><i>Action: Update the NIPB on the Corporate Plan and provide a copy of the final version – DCC Hamilton</i></p>
12.0 – 16.0	<p>55/20 – 58/20 - SET Priorities and Workload Review (Considered as 1 agenda item).</p> <p>See Appendix A – take out as well as App A – working document not required for governance -</p> <p>Areas of note which were discussed in this agenda item but were not listed as SET priorities:</p> <ul style="list-style-type: none"> • Strategic Outline Cases (SOCs) – Estates, Digital and Resources – Feedback received from Department of Justice – pend until end of year • IPR – suspended – review in September 2020. Possibility of a single appraisal for year 20/21. Underperformance should continue to be dealt with through Code of Ethics and misconduct. ‘Check-ins’ with all officers and staff should continue. • Competency related threshold payment (CRTP) – delay submission of review paper until September 2020. • Landrovers – delay community based trials of blue landrovers

	<p>until after current Covid-19 crisis.</p> <p>Action: Submit a paper to SMB to stop compliance monitoring on notebooks, documents etc. and revert to dip sampling – ACC OSD</p>
<p>17.0</p>	<p>59/20 - AOB</p> <p>Internal Audit</p> <p>DCC Hamilton updated the members that the internal audit grading for the year 19/20 was satisfactory. The initial plan agreed for 20/21 would now be considered and revised due to the Covid-19 pandemic. The Non-Executive members were also informed about the memorandum of understanding agreed between Police Ombudsman NI and the Police Service NI.</p> <p>Action: Provide Non-Executive members a copy of PONI and PSNI MOU – Committee Manager</p> <p>Action: Share Northern Ireland Audit Office report on Priority Based Policing with Non-Executive members – Committee Manager</p> <p>Spit & Bite Guards</p> <p>Members were updated on the current position with the role out of Spit & Bite Guards and the key Health and Safety considerations for officers. The matter would be further discussed with the NIPB chair and in Platinum meetings later in the week.</p> <p>Welfare and Resilience of Officers</p> <p>Non-executive members were updated on the current measures which were in place to ensure officer welfare and resilience was being prioritised.</p> <p>No further business was tabled. Meeting ended at 12.45pm.</p>

Date of next meeting: Wednesday 13 May 2020 – Main Conference Room Brooklyn – 9 a.m.

Appendix A

SET Priority	Allocated to	Start/Stop/Continue etc
Monthly Performance Meeting	ACC Todd	Pause until after Covid-19
Develop Support and Coordination Unit – to monitor standards and inspect delivery using a variant of PEEL templates	ACC Todd	DCC to cross reference with work on performance framework and introduction of a Service Inspection Team
Target Operating Model	ACC Todd	Pause until after Covid-19
Improve Standards of daily briefing/tasking	ACC Todd	Move to DCC
Establish baseline and monitor police visibility	ACC Todd	Pause
Staffing Model and call allocation – Contact Management Centre	ACC Mairs	Pause until after Covid-19
Operationalise uniform use of ANPR – intercept teams	ACC Mairs	Progress at pace over summer 2020
Develop Performance measures for response teams	ACC Mairs	Pause until after Covid-19
Review Tasking and Coordination of TSG/ARV/Dogs – less silos, one team approach, new brand/name	ACC Mairs	Continue
Produce and roll out new operational uniform	ACC Mairs	Continue given lead in times
Monitor Forensic conversion for volume crime	ACC Mairs	Continue
Implement NCA Review	ACC Gray	Continue (revise timelines for delivery)
Monthly Performance Meeting	ACC Gray	Continue
Plan to increase Proceeds of Crime Act (POCA) seizures/conversion	ACC Gray	Pause until after Covid-19
Review Service Tasking and Coordination Pacesetter - Is it consistent? Review of Force Level	ACC Gray	Progress report due Sept 2020
Develop a Drug Strategy	ACC Gray	Continue
Branding for drugs crackdowns	ACC Gray	Continue
End to end review of response to Domestic Abuse	ACC McEwan	TBC after conversation with DCC

SET Priority	Allocated to	Start/Stop/Continue etc
Set target and monitor improvements to Domestic Abuse Investigations –DVI and length of time for investigations	ACC McEwan	TBC after conversation with DCC
Monitor Police use of Bail	ACC McEwan	TBC after conversation with DCC
Reduce wanted offenders and develop a clear policy for circulation on Niche and PNC	ACC McEwan	TBC after conversation with DCC
Reduce length of time for investigations and improve supervisory oversight	ACC McEwan	TBC after conversation with DCC
Review Fleet Strategy and produce a new fleet operating model – less variants, more visible	M McNaughten	Continue and submit paper June 2020
Establish a Working Group to reduce Police use of Overtime	M McNaughten	Re-establish after Overtime Steering Group meets
Produce and roll out new operational uniform	M McNaughten	Link with ACC Mairs and continue
People and Culture Strategy	Y Cooke	Continue – Final Report to be submitted by June 2020
Review HR services with Investors in People	Y Cooke	Pause
Develop plan to engage with workforce re plans for business and cultural change	Y Cooke	<ol style="list-style-type: none"> 1. Durham survey – May 2020 2. Review of Policing in South Armagh – Summer 2020 3. Development plan after 1 + 2.
Plan and implement transfer to SHA	L&L	Pause
Deliver outworking's of Absence management 28 day review	L&L	Move to DCC
Monitor and improve disclosure and management of records in Legacy.	L&L	Ongoing – monitoring through Overview
Deliver pan for continuing to address OTRs.	L&L	Continue