



Keeping People Safe

**MINUTES OF MEETING**

**NAME OF COMMITTEE: Strategic Management Board (SMB)**

**DATE: 10 June 2020**

**TIME: 10.30 am**

**LOCATION: Main Conference Room, Brooklyn**

**CHAIRPERSON: Chief Constable**

**MEMBERS:**

DCC	M Hamilton
ACC District Policing Command	A Todd
T/ACC Operational Support	T Mairs
ACC Crime Operations	B Gray
ACC Innovation & Standards	M McEwan
T/Director of Finance and Support Services & Human Resources	M McNaughten

**NON-EXECUTIVE MEMBERS:**

Non-Executive Member	S Hodkinson
Non-Executive Member	I Jordan

**OTHER ATTENDEES:**

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

**APOLOGIES**

Head of Corporate Communications	
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**ACTIONS assigned by the Chair are highlighted in blue text.**

Item No	
<b>1.0</b>	<b>81/20 Welcome and Apologies</b>
<b>2.0</b>	<p><b>82/20 Declaration of Conflict of Interest</b></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, which would be recorded in the minutes.</p> <p>No conflict of interests were raised.</p>
<b>3.0</b>	<p><b>83/20 Minutes of Previous meetings</b></p> <p>The minutes from the meeting on 13 May 2020 were approved.</p>
<b>4.0</b>	<p><b>84/20 Actions Arising from previous meetings</b></p> <p>The action register was reviewed and completed actions were noted.</p>
<b>5.0</b>	<p><b>85/20 Corporate Risk Register</b></p> <p>The Deputy Chief Constable updated members on the current status of the Corporate Plan which recommended reducing the residual risk on the Covid 19 risk from <b>15</b> (severe/possible) to <b>12</b> (major/possible).</p> <p>It was also noted that the Corporate Risk Register would be revised and a shorter version would be available for the Service Management Board going forward.</p> <p><b>Decision: Report noted and reduction in Covid 19 was agreed.</b></p>
<b>6.0</b>	<p><b>86/20 Overview</b></p> <p>The Deputy Chief Constable updated members on the current Overview Report, which had previously been circulated.</p> <p>Members discussed the status of the Overview report and noted progress.</p>
<b>7.0</b>	<p><b>87/20 Service Executive Board – Self-Effectiveness Review</b></p> <p>The Deputy Chief Constable updated members on the Self-Effectiveness Review for the Service Executive Board covering the 19/20 financial year that had previously been circulated.</p> <p>Members were asked to note the report.</p> <p><b>Decision: Noted.</b></p>

<p><b>8.0</b></p>	<p><b>88/20 Performance Against the Policing Plan</b></p> <p>The Deputy Chief Constable updated members on the Performance Against the Policing Plan Report for the 2019/20 financial year. The report detailed progress against the strategic outcomes and measures in the 2019/20 Policing Plan. A short performance overview was included as well as a comparison with our most similar forces.</p> <p>Members discussed the successes and areas of note within the report.</p> <p>It was also noted that the Policing Plan Report had been produced in line with Northern Ireland Audit Office recommendations.</p> <p>Decision: The report was approved and will be included in the Annual Report and Accounts and shared with the Northern Ireland Policing Board.</p>
<p><b>9.0</b></p>	<p><b>89/20 Human Resources Department Update</b></p> <p>The Head of Human Resources updated members on the highlight report that was previously circulated.</p> <p>Members' discussions focussed on Attendance Management, Recruitment and Employee Engagement and recognition. The Chief Constable highlighted the importance of sending a letter to employees on retirement or promotion to congratulate and thank them. He was also keen to understand how recognition ceremonies can be adapted in the Covid environment to enable progress to be maintained.</p> <p>Action: HOHR to check status of letters currently sent to employees on retirement or promotion – Head of Human Resources</p> <p>Action: HOHR to review recognition plans to assess how they might be progressed in the Covid environment.</p> <p>Decision: Noted.</p>
<p><b>10.0</b></p>	<p><b>90/20 Finance Report</b></p> <p>T/Director of Finance and Support Services &amp; Human Resources updated members on the current financial situation and advised members that the report to SMB would reflect the new governance structures and would be presented in a more aggregated form, with a more detailed Financial report to be included at Service Performance Board.</p> <p>T/Director of Finance and Support Services &amp; Human Resources advised members that a formal budget had not yet been agreed by the NIPB and the report presented was based on an indicative budget.</p> <p>Members discussed how the pressures were reflected in the report and what might be anticipated in the June monitoring round. Members</p>

	<p>discussed practical examples of resourcing case studies which could be used to support the budget narrative.</p> <p>Decision: Report Noted.</p>
<b>11.0</b>	<p><b>91/20 PSNI Annual Report &amp; Accounts</b></p> <p>T/Director of Finance and Support Services &amp; Human Resources updated members on the draft Annual Report &amp; Accounts. In particular input was invited from members on the Accountability Report and Remuneration Report.</p> <p>The Non-Executive Member advised that he planned to address the gender pay gap statement at ARAC and asked if it was included as a risk. The Head of Human Resources advised that an Independent Review was commissioned to explore this every three years and was due to be addressed again in autumn 2020.</p> <p>Decision: Noted. Members to provide feedback to Finance.</p>
<b>12.0</b>	<p><b>92/20 Direct Award Contracts – Covid 19</b></p> <p>T/Director of Finance and Support Services &amp; Human Resources updated members on the Direct Award Contracts Covid 19 paper. A similar version had previously been presented to ARAC.</p> <p>Members discussed the paper and the contents were noted.</p> <p>Decision: Noted.</p>
<b>13.0</b>	<p><b>93/20 Strategic Assessment</b></p> <p>The Deputy Chief Constable updated members on the Strategic Assessment paper that had previously been circulated.</p> <p>Members discussed the paper and provided feedback on the key themes.</p> <p>Members noted and accepted the paper but agreed that further work should be undertaken to take account of other relevant strategic drivers of operational activity. This should consider how to link Local Policing Plans, the Northern Ireland Policing Plan, emerging crime analysis and priorities.</p> <p>Action: Deputy Chief Constable to meet with ACC Crime Ops to consider how to connect the drivers of operational activity.– Deputy Chief Constable</p>
<b>14.0</b>	<p><b>94/20 Police Museum</b></p> <p>The Deputy Chief Constable updated members on the development of a Police Museum paper which was reviewed at SEB in January 2020.</p> <p>He advised members that ongoing discussions with RUCGC highlighted that they did not have the capacity to take over the Police Museum.</p> <p>Members discussed the options and decided the development of a Police Museum would be considered as part of the wider review of</p>

	<p>Police Estate within the future Estates Strategy.</p> <p>Decision: Members agreed to reopen and progress options for the Police Museum.</p> <p>Action: Appoint an SRO and relevant members for a project Board - DCC</p>
<p><b>15.0</b></p>	<p><b>95/20 Covid 19 Recovery Plan – Terms Of Reference (TOR)</b></p> <p>ACC District Policing Command briefed members on the Covid 19 Recovery Plan TOR and advised that Op Talla specific had moved from Headquarters to the Incident Command Centre.</p> <p>Members discussed the TOR and the Chief Constable advised that the framework is cogent as the organisation needed to make changes at a quicker pace than governance meetings.</p> <p>Members agreed that the pace and ownership were to be confirmed and the Deputy Chief Constable would talk to colleagues as to how the recovery plan would navigate through to Business as Usual.</p> <p>Action: Ownership and pace to be agreed and plans made to navigate through to Business as Usual – Deputy Chief Constable</p> <p>Action: Update on recovery plan to be brought back to July SMB – ACC DPC</p>
<p><b>16.0</b></p>	<p><b>96/20 AOB</b></p> <p><b>Individual Performance Review</b></p> <p>The Chief Constable introduced the Individual Performance Review and recommended that it was included in the Covid 19 Recovery Plan.</p> <p>The Deputy Chief Constable advised that there was currently no IPR for 2019/20 year because of Covid. This would have a knock on effect on Competency Related Threshold Payment.</p> <p>Action: Final options to be brought to the DCC for direction – DCC and Head of HR</p> <p><b>Good Governance</b></p> <p>The Chief Constable advised that The Orange Book and Chartered Institute of Public Finance and Accounting report would be raised at a future SMB.</p> <p><b>Papers expected at SMB July</b></p> <p>The Chief Constable advised that the following papers were expected to be raised at the July meeting of SMB:</p> <ul style="list-style-type: none"> <li>• Revised Environmental Allowance</li> <li>• Centralisation of SET at Headquarters</li> </ul>

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|  | <ul style="list-style-type: none"><li>• People and Culture Strategy</li><li>• Armed Response Unit &amp; Taser Capacity</li><li>• Highlight papers from other governance boards.</li><li>• Update on Covid recovery planning</li></ul> |
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No other business was scheduled and the meeting finished at 12.42pm.

Date of next meeting: Wednesday 8 July 2020 – Main Conference Room Brooklyn – 9:30 a.m.