



Keeping People Safe

MINUTES OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)

DATE: 9 December 2020

TIME: 10.00 am

LOCATION: Platinum Room, Brooklyn + Webex

CHAIRPERSON: Chief Constable

MEMBERS:

DCC Hamilton	
ACC District Policing Command	A Todd
T/ACC Operational Support	Represented by S Donaldson
ACC Crime Operations	B Gray
ACC Community Safety Department	M McEwan
T/E/Director of Finance and Support Services & Human Resources	M McNaughten

NON-EXECUTIVE MEMBERS:

Non-Executive Member	S Hodgkinson
Non-Executive Member	F Keenan

OTHER ATTENDEES:

Director of Human Resources	
Director of Corporate Communications	
Committee Manager	Supt J McCaughan
Head of Legal Services	
Head of Professional Standards	
Command Secretariat (Note taker)	

APOLOGIES

T/ACC Operational Support	J Roberts
Head of Executive Support	B Singleton

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	169/20 Welcome and Apologies
2.0	<p>170/20 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, which would be recorded in the minutes.</p> <p>No declarations of interest were declared.</p>
3.0	<p>171/20 – South Armagh Review – Closed Session</p> <p>The Head of Professional Standards attended the meeting for this agenda item.</p>
	Members availed of a break between 11am – 11.30am.
3.0	<p>171/20 – South Armagh Review – Closed Session</p> <p>This agenda item continued from 11.30am – 12.15pm. Members availed of a break from 12.15pm-12.45pm where they came back to finish this agenda item at 1.10pm.</p>
4.0	<p>172/20 Minutes of Previous meetings</p> <p>The minutes from the meeting on 11 November 2020 were approved.</p>
5.0	<p>173/20 Actions Arising from previous meetings</p> <p>The outstanding actions were reviewed and the action register was updated accordingly.</p> <p>The Chair requested that the following action was added to the action register:</p> <p>Action: Evidence the ethics dimension to the Spit and Bite Guard decisions – ACC Operational Support</p>
6.0	<p>174/20 Highlight Reports for Governance Boards</p> <p>The Chief Constable referred to the summaries provided from the most recent Service Performance Board and the People and Culture Boards, previously circulated.</p> <p>Updates Noted.</p>

7.0	<p>175/20 Corporate Risk Register</p> <p>The Deputy Chief Constable provided an update on the current status of the Corporate Risk Register. The Board were informed that the scoring of the residual risks had remained the same since November 2020. New and updated risks would be submitted to SMB in January 2021.</p> <p>Update Noted.</p>
8.0	<p>176/20 Overview Report</p> <p>The Deputy Chief Constable updated members on the number of recommendations managed through the overview system and the current status of outstanding recommendations. Members were informed that there were no outstanding high priority recommendations. Members were encouraged to revisit outstanding Overview recommendations with a view to closing where appropriate.</p> <p>Update Noted.</p>
9.0	<p>177/20 Finance Report</p> <p>The T/E/Director of Finance and Support Services & Human Resources provided an update on the current in year budget position and on progress for achieving a balanced budget. A projected break-even position for year-end was reported. Members were updated on the focus of the recent Finance Delivery Group which considered the 3 key funding scenarios for 2021-22. It was agreed that scenario planning was on course for update at January SMB with an offer of interim support should it be considered necessary.</p> <p>It was clarified that the governance route for the Digital spend would be through the Digital Board and through to SMB or SIB which would provide accountability for the £3m spend.</p> <p>Update Noted.</p>
10.0	<p>178/20 HR Highlight Report</p> <p>The Director of Human Resources provided an overview of the Human Resources Highlight Report which was now structured against the five People Strategy areas.</p> <p>Members commended the structure and content of the new reporting format. ACC Crime Operations also requested that a formal note of thanks was recorded for the support the Crime Operations Department had received from Human Resources in filling recent vacancies.</p> <p>Update Noted.</p>
11.0	<p>179/20 People Strategy Action Plan</p> <p>The Director of Human Resources provided an overview of the proposed action plan for Year 1 of the People Action Plan which would accompany the People Strategy ratified on 14 October 2020. Members were asked to ratify the strapline of Our People, Your Service for the People Strategy and also agree year 1 of the People Action Plan.</p>

	<p>Members noted the update and ratified the strapline and year 1 of the People Action Plan.</p>
19.0	<p>187/20 NI Forensic Services Strategy 2020-25</p> <p>This agenda item was taken out of order to facilitate S Hodkinson's departure at 13.50pm.</p> <p>The Chief Superintendent Operational Support Department provided an overview of the draft NI Forensic Services Strategy 2020-25. S Hodkinson also provided context as to the journey of the Forensic Services Strategy. It was established that it was not within the remit of the Police Service of Northern Ireland to sign off the strategy but to note the progress towards developing a final NI Forensic Services Strategy 2020-25.</p> <p>Update Noted.</p>
12.0	<p>180/20 Performance Development Report</p> <p>The Director of Human Resources provided members with an update on progress towards selecting an appropriate replacement of a Performance Development Report (PDR) following the formal closure of the Individual Performance Review (IPR).</p> <p>Approval was sought to progress to the product exploration stage with Head-light, to ascertain a specific understanding of the system security, infrastructure/ integration requirements and the product viability, with a view to procurement, should the evidence base suggest appropriate risk management and value for money.</p> <p>F Keenan challenged the decision to replace the appraisal system and emphasised the importance of making sure that the product selected would match the research and business need.</p> <p>The T/E/Director of Finance and Support Services & Human Resources stated that product selection would be subject to a business case and procurement requirements.</p> <p>Permission was granted to progress to the product exploration stage.</p>
13.0	<p>181/20 PSNI Response to McCloud Consultation</p> <p>The T/E/Director of Finance and Support Services & Human Resources updated members on the result of the Department of Finance consultation on the options proposed to remedy the age discrimination found in the revised pension regulations of 2015.</p> <p>The consultation responses returned a preference for a deferred choice remedy but also recognised that a number of significant issues needed further investigation. Members were informed that the PSNI response broadly mirrored that of National Police Chiefs' Council (NPCC).</p>

	Update noted and submission agreed.
17.0	<p>185/20 Internal PSNI Community Safety Board</p> <p>This agenda item was taken out of order.</p> <p>The ACC Community Safety Department presented a paper proposing the creation of an internal Community Safety Board (CSB). The purpose of the CSB was explained. Members discussed the opportunities and risks involved in introducing an internal CSB. ACC District Policing raised concerns about the added requirements for District Commanders.</p> <p>Decision – Introduction of Internal Community Safety Board was supported.</p>
14.0	<p>182/20 Report on Work of Executive Health & Safety Committee</p> <p>The T/E/Director of Finance and Support Services & Human Resources provided members with an overview from the 6 monthly update from the Health and Safety Committee.</p> <p>Members discussed the breadth of areas covered within the report and recognised the good work from the small Health and Safety Branch in co-ordination of the business area.</p> <p>Update Noted.</p>
20.0	<p>188/20 Addressing highlighted areas from NIPB Annual Report and Accounts</p> <p>The Deputy Chief Constable provided a summary of the Northern Ireland Policing Board (NIPB) Annual Report and highlighted relevant areas for continued focus.</p> <p>Update Noted.</p>
	<p>Members availed of a break from 2.20pm – 3.06pm</p> <p>The Chair permitted ACC Todd and ACC McEwan to leave the meeting at this point as they were committed to attend another meeting. Members recognised that the meeting would not meet quorum from this point but the meeting should continue with opportunity given to the full board to comment on the draft minutes and decisions taken.</p>
16.0	<p>Strategic Communications and Engagement Strategy (CSE)</p> <p>This agenda item was taken out of order.</p> <p>The Director of Corporate Communications updated member on the revised strategy. Following the consultation process and feedback from relevant stakeholders the final revised Communications and Engagement Strategy and updated supporting staff structure was approved.</p>

	<p>Decision: Strategic Communications and Engagement Strategy (CSE) approved.</p>
15.0	<p>183/20 PSNI Corporate Style Guide</p> <p>The Director of Corporate Communications updated members on the progress of the brand review imagery agreed in principle at the SMB on 12 February 2020. Following a pre-consultation test on Twitter the Chief Constable had directed that the brand guidelines were to be refreshed to include new consistent imagery in line with relevant legislation.</p> <p>Members were asked to approve the proposed imagery refresh. It was noted that there would be no change to the Service Crest or the existing corporate colours. A discussion on the next steps in the imagery refresh ensued. It was agreed that a costed plan for a staged introduction of the imagery refresh would be brought forward, whereupon funding external building signage within the current financial year would be decided.</p> <p>Update Noted.</p>
18.0	<p>186/20 Uniforms and Standards</p> <p>The Chief Superintendent Operational Support Department updated members on the current status of the uniform trial and the options for allocation of new uniform dependent on the results of the current trial.</p> <p>The Deputy Chief Constable stated the importance of public messaging to ensure members of the public could easily identify a police officer and what they should look like.</p> <p>Decision: Reduce issue of uniform to 3 short sleeve shirts, 2 long sleeve shirts and 2 trousers.</p> <p>Decision: stage 1 issue to Frontline Constables to Inspectors (including Part-time Reserve officers). Crime Operations not included in stage 1.</p> <p>Decision: No further issue of formal tunic. Hire option of formal dress uniform to be explored.</p> <p>Action: Submit a refreshed paper in to February SMB that would include developed costings, results of pilot, consultation and a proposal for how to manage a public launch – ACC OSD</p>
21.0	<p>189/20 AOB</p> <p>Forthcoming Papers</p> <p>January 2021</p> <ul style="list-style-type: none"> • Draft Financial Strategy • Draft Capital Strategy • Third Report of the Independent Reporting Commission – Progress Report

	February 2021 <ul style="list-style-type: none">• Revised Digital Strategy• Fleet Strategy• Crime Prevention Action Plan• Barriers to Recruitment
	No further business was raised and the meeting concluded at 3.30 pm

Date of next meeting: Wednesday 13 January 2021 – Platinum Room, Brooklyn