



Keeping People Safe

## **MINUTES OF MEETING**

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

**DATE: 13 January 2021**

**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	J Roberts
ACC Crime Operations	Represented by I Saunders
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	R Singleton
Head of Legal Services	

### **APOLOGIES**

Head of Legal Services	R Ross
ACC Crime Operations	B Gray

**ACTIONS assigned by the Chair are highlighted in blue text.**

Item No	
<b>1.0</b>	<b>01/21 Welcome and Apologies</b>
<b>2.0</b>	<p><b>02/21 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 declarations of interest were declared.</p>
<b>3.0</b>	<p><b>03/21 Minutes of Previous meetings</b></p> <p>The minutes from the meeting on 9 December 2020 were approved subject to a summary of the decision to ratify the Strategic Communications and Engagement Strategy being recorded as it had been overlooked in the minutes.</p>
<b>4.0</b>	<p><b>04/21 Actions Arising from previous meetings</b></p> <p>The outstanding actions were reviewed and the action register was updated accordingly.</p>
<b>5.0</b>	<p><b>05/21 Highlight Reports for Governance Boards</b></p> <p>The Chief Constable referred to the summaries provided from the most recent Service Investment Board (SIB) and the People and Culture Boards (PCB), previously circulated.</p> <p>Members discussed the merits of the SIB and how it had provided opportunity to ensure Procurement and Contract Management practices and processes were aligned and fit for purpose. The Director of Human Resources updated members that leads had been identified for the People Action Plan and a Terms of Reference was currently in draft form. It was established that the Strategic Promotions and Examinations Board (SPEB) would be absorbed into the People and Culture Board.</p> <p><b>Action:</b> Provide a copy of the Terms of References for the committees under the People Action Plan to Chief Constable – D/Human Resources</p> <p><b>Updates Noted.</b></p>

<p><b>6.0</b></p>	<p><b>06/21 Corporate Risk Register</b></p> <p>The Deputy Chief Constable provided an update on the status of the risks within the Corporate Risk Register. Permission was granted to raise the residual risk rating on the Mandatory Training Risk from 12 to 16.</p> <p>A verbal update on anticipated changes and additions to the risk register was provided with an assurance that the full risk register would be updated for the next SMB meeting. Members were informed that the final estates report was due at the end of March 2021 and would help to understand and articulate the estates risk. The Crime Recording Risk would also be added to the Corporate Risk Register.</p> <p>Members discussed the challenge of making the Corporate Risk Register agile enough to capture immediate risks. It was proposed that the Corporate Risk Register should feature as a weekly agenda item at the regular Service Executive Team meetings.</p> <p><b>Action:</b> Consider the appropriateness of adding Estates and NPT/Resourcing to the Corporate Risk Register – Deputy Chief Constable.</p> <p><b>Action:</b> Add Corporate Risk as a weekly agenda item at Service Executive Team meeting and consider how to operationalise the Corporate Risk Register – Deputy Chief Constable</p> <p><b>Decision: Increase the residual risk on mandatory training risk from 12 to 16.</b></p>
<p><b>7.0</b></p>	<p><b>07/21 Finance Report</b></p> <p>The T/E/Director of Finance and Support Services &amp; Human Resources provided an update on the current in year budget position and on progress for achieving a balanced budget next year. A projected in year underspend was reported, with the potential for the under spend to increase if a number of uncertain liabilities did not crystallise. Members acknowledged that there were limited spending opportunities at this stage of the financial year. The limitations of being unable to carry over the underspend into the next financial year were also recognised.</p> <p><b>Decisions:</b></p> <ol style="list-style-type: none"> <li><b>1. It was accepted that there would be an underspend at year end</b></li> <li><b>2. SMB would not spend money needlessly</b></li> <li><b>3. It was not possible at this stage in the financial year to embark on any substantial projects.</b></li> </ol>
	<p><b>Members availed of a break from 11.10 am – 11.20am</b></p>

<p><b>8.0</b></p>	<p><b>08/21 Budget Planning Update</b></p> <p>The T/E/Director of Finance and Support Services &amp; Human Resources summarised the budget position for 2021-22.</p> <p>Members discussed the challenges that an anticipated flat budget settlement would bring and considered the possible funding gap. In particular, there was concern around the future funding of EU Exit activity and PCTF. A number of stakeholder engagements were planned for the following week and it was hoped that greater clarity would follow.</p> <p><b>Action:</b> Convene a meeting between CC, DCC and D/Corporate Communications to discuss and agree a stakeholder and communications plan regarding potential budget settlement before Resources Committee on 20 January 2021 – Committee Manager</p> <p><b>Action:</b> DCC, T/E/Director of Finance and Support Services &amp; Human Resources ,D/Human Resources and COO to discuss and satisfy themselves that the Financial Development Group structure is appropriate to manage the current budget risk – DCC</p> <p><b>Action:</b> As part of Budget stakeholder and communications plan ensure budget narrative is articulated in upcoming NIPB Board report for February – Committee Manager</p>
<p><b>9.0</b></p>	<p><b>09/21 AOB</b></p> <p><b>Forthcoming Papers</b></p> <p>Members discussed submission dates for anticipated papers. The following timelines were agreed.</p> <p>February 2021</p> <ul style="list-style-type: none"> <li>• Crime Prevention Action Plan</li> <li>• Community Relations Task Force (CRTF) Terms of Reference</li> </ul> <p>March 2021</p> <ul style="list-style-type: none"> <li>• Capital Strategy</li> <li>• Finance Strategy</li> <li>• Revised Digital Strategy</li> <li>• Fleet Strategy</li> <li>• 'Pulse' Update</li> <li>• Forensic Strategy</li> <li>• Barriers to Recruitment</li> </ul>
	<p>No further business was raised and the meeting concluded at 12.05 pm</p>

Date of next meeting: Wednesday 10 February 2021 – Platinum Room, Brooklyn