



# Police Service of Northern Ireland

## MINUTES OF MEETING

**NAME OF COMMITTEE:** Strategic Management Board (SMB)  
**DATE:** 14 July 2021  
**TIME:** 10.00am  
**LOCATION:** Webex  
**CHAIRPERSON:** Chief Constable

### MEMBERS:

Chief Operating Officer	P McCreedy
ACC District Policing Command	A Todd
T/ACC Operational Support	J Roberts
ACC Crime Department	Represented by I Saunders
ACC Community Safety Department	B Singleton
T/Executive Director of Corporate Services	M McNaughten

### NON-EXECUTIVE MEMBERS:

Non-Executive Member	S Hodkinson
Non-Executive Member	G Crossan

### OTHER ATTENDEES:

Director of Human Resources	
Director of Corporate Communications	
Head of Command Secretariat and Private Office (Committee Manager)	J McCaughan
Head of Legal Services	
Notetaker	

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

Item No	
1.0	<p><b>97/21 Welcome and Apologies</b></p> <p>Apologies noted from ACC Crime Department, Director of Human Resources and Deputy Chief Constable.</p>
2.0	<p><b>98/21 Declaration of Conflict of Interest</b></p> <p>The Deputy 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 Conflict of Interest were raised.</p>
3.0	<p><b>99/21 Minutes of Previous meetings</b></p> <p>The minutes from the meeting on 9 June 2021 were approved.</p>
4.0	<p><b>100/21 Actions Arising from previous meetings</b></p> <p>The Committee Manager updated members on the progress of the actions. Members agreed on actions to close including Action 21~34 and Action 21~36.</p> <p><b>Action:</b></p> <p><b>21~38 - TOR in respect of the audit of Service Accountability Meetings to be circulated to members – Deputy Chief Constable.</b></p>
5.0	<p><b>101/21 Highlight Reports for Governance Boards</b></p> <p>The Chief Operating Officer referred to the summary provided from the most recent Service Investment Board (SIB) which was previously circulated.</p> <p>The Chief Operating officer referred to the summary provided from the most recent Service Performance Board (SPB) which was previously circulated.</p> <p>The Chief Operating Officer referred to the summary provided from the most recent Service Transformation Board (STB) which was previously circulated.</p> <p><b>The update reports were noted.</b></p>

6.0

## 102/21 Corporate Risk Register

The T/Executive Director of Corporate Services briefed members on the report highlights including an emerging risk of officer/staff health and wellbeing. Members discussed each risk in turn.

### Future Funding (Beyond 2021/2022)

Members noted the Future Funding risk and Chief Operating Officer advised that assurances would be provided within the Budget Planning Strategic Approach during agenda item 8.

### Mandatory Training

Chief Operating Office updated members that an update would be provided for August SMB.

### EU Exit

Members agreed that the EU Exit risk would be discussed during item number 11.

### Legacy Discovery and Disclosure

Members noted the Legacy Discovery and Disclosure Risk.

### Terrorist Attack

Members noted the Terrorist Attack risk.

### Records Management

Members noted the Records Management Risk.

### Crime Recording

Members agreed the Crime Recording Risk should be reviewed to reflect the work detailed in the Crime Recording Process Review which is agenda item 10.

### **Decision:**

**Members agreed to track the emerging risk of officer/staff health and wellbeing but agreed that risk is not currently to be added to the Corporate Risk Register.**

### **Action:**

**Crime Recording Risk to be reviewed to reflect the work detailed within the Crime Recording Process Review – Deputy Chief**

	<p><b>Constable.</b></p>
<p><b>7.0</b></p>	<p><b>103/21 Overview Report</b></p> <p>The T/Executive Director of Corporate Services updated members on the Overview headlines and areas of focus.</p> <p>Members discussed ownership of Body Worn Video and T/ACC Operational Support Department agreed to look at the new direction from within England and Wales.</p> <p><b>Decisions:</b></p> <p><b>Members agreed a renewed focus should be placed on progressing and implementing the current custody recommendations.</b></p> <p><b>Members agreed that Accountable Officers should be setting realistic timeframes including an appropriate contingency period.</b></p> <p><b>Action:</b></p> <p><b>New direction from England and Wales on Body Worn Video to be reviewed – T/ACC Operational Support Department.</b></p> <p><b>Members noted the report.</b></p>
<p><b>8.0</b></p>	<p><b>104/21 Budget Planning Strategic Approach</b></p> <p>T/Executive Director of Corporate Services briefed members on the strategic approach and assumptions which will be used to inform the budget planning process for 2022-23 and beyond. Members discussed the need for consolidation of funding streams and the risk to resourcing if these funding streams are withdrawn.</p> <p><b>Decision:</b></p> <p><b>Members agreed a progressive assumption for Police officer and staff pay but at the lower rate of inflation at 1%, 1.5%, 2% over a three year period.</b></p> <p><b>Members endorsed the report.</b></p>
<p><b>9.0</b></p>	<p><b>105/21 Recommendations Arising from the HMIC Inspection into Bobby Storey Funeral</b></p> <p>Members approved the Overview Recommendations arising from the HMIC Inspection into Bobby Storey Funeral and agreed implementation.</p> <p><b>Members approved the report.</b></p>

<b>10.0</b>	<p><b>106/21 Crime Recording Process Review 2021</b></p> <p>The Chief Constable advised that he had given a number of observations to the DCC about the paper which would be taken on board. After discussion the paper was supported as the direction of travel subject to final amendments in line with the Chief Constable's feedback.</p> <p><b>Members noted the report.</b></p>
<b>11.0</b>	<p><b>107/21 Operation Skies De-Escalation Plan</b></p> <p>T/ACC Community Safety Department updated members on the recommendations for Strategic Project Lead.</p> <p><b>Decision: Members agreed on recommendation 2 – ACC Community Safety Department to be project lead for the remaining duration of project.</b></p> <p>T/ACC Community Safety Department briefed members on the highlights from the Risk Management Report. Members discussed the risks and agreed that the Residual Rating should be reduced from 16 to 9.</p> <p><b>Action:</b></p> <p><b>Residual Rating for EU Exit to be updated on Corporate Risk Register from 16 to 9 – T/ACC Community Safety Department.</b></p> <p>T/ACC Community Safety Department briefed members on the highlights from the Project De-escalation Report.</p> <p><b>Decision:</b></p> <p><b>Members agreed on option two to maintain the de-escalation process.</b></p>
<b>12.0</b>	<p><b>108/21 Crime Prevention Strategy Action Plan</b></p> <p>Members agreed the action plan to support the delivery of the Crime Prevention Strategy (Prevention First)</p> <p><b>Members agreed the paper.</b></p>

<b>13.0</b>	<b>109/21 Journalist Safety Update</b>  Director of Corporate Communications updated members of the progress made to date on Journalist Safety. The Chief Constable thanked the team for the progress on this issue.  <b>Members noted the strategy and action plan.</b>
<b>14.0</b>	<b>110/21 Self-Effectiveness Review 21/22 Strategic Management Board</b>  Members noted the recommendations within the paper and agreed they would be progressed over the next 12 months.  <b>Members noted the review.</b>
<b>15.0</b>	<b>111/21 Any Other Business</b>  Members discussed the definition of a 'journalist' in relation to agenda item 13.  In relation to agenda point 14, members discussed how consultations could be captured within any SMB paper to ensure meaningful wide ranging consultation within the decision making process. Members discussed how papers would have been considered by delivery groups prior to discussion at SMB. The COO undertook how to take this forward within her overall review of Governance.  <b>Action:</b>  <b>Consider how consultation can be more wide ranging and meaningful as part of Governance decision making processes – Chief Operating Officer</b>  Members discussed the next iteration of PULSE, the service level to be provided to Commanders and Branch Heads by central performance management and the challenges of the 'cloud' within police service systems.  <b>Action:</b>  <b>Issues to be considered – T/ACC Community Safety Department.</b>   Members discussed the need to ensure the service policy review process is fit for purpose.  <b>Action:</b>  <b>Review to be undertaken and update provided to SMB by October 2021 – T/ACC Operational Support Department.</b>

<b>16.0</b>	<b>112-21 Forthcoming Papers</b>  August <ul style="list-style-type: none"><li>• Fleet Strategy – T/E/D/ Corp Services</li><li>• Estates Strategy - T/E/D/ Corp Services</li><li>• HMICFRS: Sensitive Intel Report – ACC Crime</li><li>• Critical Incident Policy Update – ACC OSD</li></ul> September <ul style="list-style-type: none"><li>• Refresh of Horizon Strategy - COO</li><li>• STRA – ACC OSD</li><li>• Spit and Bite Guards – ACC OSD</li><li>• Strategic Assessment and Operational Priorities – DCC</li></ul> October <ul style="list-style-type: none"><li>• Neighbourhood Policing (arising from SET away day) – ACC DPC</li><li>• Force Management Statement - COO</li><li>• Violence Against Women and Girls Strategy – ACC CSD</li><li>• Serious and Organised Crime Strategy – ACC Crime</li><li>• Audit of Service Accountability Meetings – DCC</li><li>• Service Policy Review Process – ACC OSD</li></ul>
	No further business was raised and the meeting concluded at 11.37am.

Date of next meeting: Wednesday 11 August 2021