



Keeping People Safe

MINUTES OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)

DATE: 10 March 2021

TIME: 11.00 am

LOCATION: Webex

CHAIRPERSON: Chief Constable

MEMBERS:

DCC	M Hamilton
COO	P McCreedy
ACC District Policing Command	A Todd
T/ACC Operational Support	J Roberts
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 Hodkinson
Non-Executive Member	I Jordan

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	R Ross
Head of Professional Standards	P Knox (agenda item 16 only)
Head of Executive Support	B Singleton
Command Secretariat	
Notetaker	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	27/21 Welcome and Apologies
2.0	<p>28/21 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>29/21 Minutes of Previous meetings</p> <p>The minutes from the meeting on 13 January 2021 were approved.</p>
4.0	<p>30/21 Actions Arising from previous meetings</p> <p>The outstanding actions were reviewed and the action register was updated accordingly.</p> <p>The Director of Human Resources updated members on the current status of the Terms of Reference under the People Action Plan.</p> <p>The T/E Director of Finance and Support Services & Human Resources updated members on the tasking to the Finance Delivery Group and members agreed to close this action.</p>
5.0	<p>31/21 Highlight Reports for Governance Boards</p> <p>The Chief Constable referred to the summaries provided from the most recent People and Culture Boards (PCB), Service Performance Board (SPB) and Service Transformation Board (STB) which were previously circulated.</p> <p>Head of Executive Support updated members on Pulse and potential new platforms.</p> <p>Action: Quarterly Pulse update to be provided to SMB (DCC).</p> <p>The update reports were noted.</p>

<p>6.0</p>	<p>32/21 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 next year. If spend pattern is maintained to the year end, we will finish on track and within budget. It was noted that there are still some adjustments to put through prior to year end. These will reduce any underspend.</p>
<p>7.0</p>	<p>33/21 Draft Resource Plan 21-22</p> <p>The T/E/Director of Finance and Support Services & Human Resources briefed members on the key points of the Draft Resource Plan 21-22. Members discussed the challenges of drafting this plan with only an illustrative or draft budget.</p> <p>It was noted that no financial contingencies are in place to cover what are currently unknown but expected legacy litigation costs. Head of Legal Services reminded members that the Department of Justice are commencing a programme of work to consider how to address the expected but as yet unknown legacy compensation and litigation costs.</p> <p>The Chief Operating Officer stated that it was important to note that we continue to lobby for funding to close the gap via the Policing Board and Department of Justice.</p> <p>Members discussed the difficulties in making assumptions regarding the leaving rate and members agreed to keep a close eye on trends and review monthly. Officer and staff recruitment would need to be carefully planned and kept under continual review throughout the year.</p> <p>Members discussed the challenges of a reduced overtime budget and how to sustain the business model. The Deputy Chief Constable updated members on the outworking's of the Overtime Steering Group and a need for swift and radical action in the first quarter of the financial year. This will include a review of shift patterns, which is already a commitment within the People Action Plan. Members also agreed that firm vacancy control was needed throughout the year.</p> <p>Members discussed appropriate oversight mechanisms for monitoring the £23m deficit in the draft settlement for 2021/22.</p> <p>Action: Consider appropriate oversight mechanisms to provide assurance to SMB regarding the management of the £23m deficit in the draft budget settlement – COO.</p> <p>Decision: Review of shift arrangements to be overseen by People and Culture Board.</p>

	<p>Decision: Members agreed the Draft Resource Plan can be forwarded to the NIPB Resources Committee.</p>
8.0	<p>34/21 Corporate Risk Register</p> <p>The Deputy Chief Constable provided an update on the status of the risks within the Corporate Risk Register.</p> <p>T/ACC Operational Support briefed members that the legacy risk would be updated for next month.</p> <p>Members discussed the sickness risk and how it is currently reduced.</p> <p>Members discussed training risks to ensure there are adequate accredited officers in key roles. T/ACC Operational Support updated that the College of Policing have highlighted criteria around bronze, silver and gold training.</p> <p>Head of Executive Support updated members that the Community Safety Department have been working on OCMT working practices, with a paper to follow, which incorporates crime recording.</p> <p>Members discussed current Covid-19 risks and Head of Legal services advised that potential litigation could arise post-Covid.</p> <p>Decisions:</p> <p>Members agreed not to add Crime Recording risk to the Corporate Risk Register at this stage.</p> <p>Members agreed that Covid-19 risk to remain at current level.</p>
	<p>Members availed of a break from 12.30pm – 13.20pm.</p> <p>ACC Crime Operations, ACC Community Safety Department, Head of Legal Services returned at 13.45pm.</p>
9.0	<p>35/21 Governance Statement 2020/21</p> <p>The Deputy Chief Constable briefed members on the annual governance statement for inclusion in the annual accounts. Members agreed that further detail was required to highlight the more appropriate governance which was implemented at the start of Covid-19.</p> <p>A number of suggested amendments were raised and a further draft will be prepared by the Head of Governance for consideration by the Deputy Chief Constable.</p> <p>Decision: Members noted as a draft. Amended draft will be submitted by DCC.</p>

<p>10.0</p>	<p>36/21 Stewardship Statement 2020/21</p> <p>The Deputy Chief Constable briefed members on the year-end stewardship statement.</p> <p>Members discussed when to launch the People Strategy. Members agreed that if the strategy was ready they would be keen to launch soon. Corporate Communications to be involved with the launch.</p> <p>Members discussed the progress of the Crime Prevention Launch. Paper to be prepared for April SMB.</p> <p>Decision: Members were content with the draft.</p>
<p>11.0</p>	<p>37/21 Digital Strategy</p> <p>Agenda item not heard. The Chief Operating Officer wishes to give it further consideration.</p>
<p>12.0</p>	<p>39/21 Forensic Strategy</p> <p>The T/ACC Operational Support updated members on a new NI Forensic Services Strategy 2020-25 which DOJ are developing.</p> <p>Decision: Members noted the content of the revised NI Forensic Strategy 2020-25.</p>
<p>13.0</p>	<p>38/21 Uniform Update</p> <p>The T/ACC Operational Support briefed members on the updated Outline Business Case relating to the new uniform.</p> <p>The various options were discussed by members including number of items to be supplied, uniform for senior officers, uniform for neighbourhood policing and gender neutral uniform. Option 9 was agreed to include officers in the Superintending ranks, and that the forage cap would be retained at this time.</p> <p>Members discussed how a communication strategy is crucial and overall implementation should be overseen through Service Transformation Board. Careful consideration as to the replacement policy will also be required by T/ACC Operational Support.</p> <p><i>Action: T/ACC Operational Support to develop a replacement policy for consideration by Service Transformation Board</i></p> <p>Decision: Members agreed on option 9 to include Superintending ranks and continued use of the forage cap.</p>

	<p>Members availed of a break from 14.10pm - 14.20pm.</p> <p>Head of Professional Standards joined the meeting.</p>
14.0	<p>42/21 South Armagh Review – Closed Session</p> <p>The Head of Professional Standards attended the meeting for this agenda item.</p> <p>Each of the recommendations were discussed in turn and were agreed in principle.</p> <p>With specific reference to recommendation 6 the meeting noted that the South Armagh community wanted a physical police station to remain in South Armagh. Options will now be explored in conjunction with all external and internal stakeholders as to viable options for the future.</p> <p>It was agreed that other than by exception each should be considered as a cross cutting issue for service wide consideration.</p> <p>Governance should be via the Neighbourhood Policing Board.</p> <p>Action: A public facing executive summary to be developed by the Deputy Chief Constable and Chief Superintendent Knox - DCC</p> <p>Action: Northern Ireland Policing Board to receive a copy of the final report and the public facing executive summary - DCC</p> <p>Action: The recommendations should be placed into a thematic list and prioritised as part of the governance of the programme of work. - DCC</p> <p>Action: An engagement plan should be developed to ensure both the Policing Board and key stakeholders maintain confidence in the programme of work. – DCC</p> <p>Decisions: All recommendations were agreed in principle (see comment regarding Recommendation 6 above).</p>
	<p>Members availed of a break from 16.20pm - 16.30pm</p> <p>S Hodkinson & Chief Constable left the meeting due to prior commitments.</p>

<p>15.0</p>	<p>40/21 Implementation of the Criminal Justice Act (CJA) (NI) 2013</p> <p>The T/ACC Operational Support presented a paper and updated members on the implementation of CJA (NI) 2013. Members agreed to maintain the position outlined in the paper.</p> <p>Decision: Members agreed the paper.</p>
<p>16.0</p>	<p>41/21 National Crime Agency Closing Report</p> <p>ACC Crime Operations updated members on the National Crime Agency Closing Report. Members supported the proposal that recommendation 15 (Separate SOC and CT Command Structures) is developed separately.</p> <p>Action:</p> <p>ACC Crime Operations to review recommendation 15.</p> <p>ACC Crime Operations to write to NIPB informing them of discharge and offering a presentation.</p>
<p>17.0</p>	<p>43/21 Any Other Business</p> <p>The Director of Corporate Communications updated members on plans to introduce the new corporate style and imagery.</p>
	<p>No further business was raised and the meeting concluded at 16.55pm</p>

Date of next meeting: Wednesday 14 April 2021 – Platinum Room, Brooklyn