



Keeping People Safe

**MINUTES OF MEETING**

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

**DATE: 14 October 2020**

**TIME: 13.00hrs**

**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	B Gray
ACC Community Safety Department	M McEwan
T/E/Director of Finance and Support Services & Human Resources	M McNaughten (joined meeting at 2.20pm)

**NON-EXECUTIVE MEMBERS:**

Non-Executive Member	S Hodkinson
Non-Executive Member	F Keenan

**OTHER ATTENDEES:**

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

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

Item No	
<b>1.0</b>	<b>141/20 Welcome and Apologies</b>
<b>2.0</b>	<p><b>142/20 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>
<b>3.0</b>	<p><b>143/20 Minutes of Previous meetings</b></p> <p>The minutes from the meeting on 9 September 2020 were approved.</p>
<b>4.0</b>	<p><b>144/20 Actions Arising from previous meetings</b></p> <p>The outstanding actions were reviewed and updated and the action register was updated accordingly.</p> <p>Action 20~92 will transfer to the DCC and be remitted to People and Culture Board</p>
<b>5.0</b>	<p><b>145/20 Highlight Reports for Governance Boards</b></p> <p><b>Service Transformation</b></p> <p>The Deputy Chief Constable provided an update from the most recent meeting of the Service Transformation Board.</p> <p><b>Action – Include a RAG chart indicating progress of the change projects going forward in STB Highlight reports – Deputy Chief Constable.</b></p> <p><b>Service Performance</b></p> <p>The Deputy Chief Constable provided a summary report on the most recent meeting of the Service Performance Board. The paper was noted.</p>

<p><b>6.0</b></p>	<p><b>146/20 Corporate Risk Register</b></p> <p>The Deputy Chief Constable briefed members on the proposed changes to the corporate risk register. He noted that there had been no significant changes since the last meeting. The Chief Constable directed that the risk owners for the following risks be reviewed and updated:</p> <ul style="list-style-type: none"> <li>• EU Exit</li> <li>• Covid 19</li> <li>• Legacy and Disclosure – given upcoming issues and the disclosure resourcing implications.</li> </ul>
<p><b>7.0</b></p>	<p><b>147/20 Finance Report</b></p> <p>The Deputy Chief Constable updated members on the financial position at the end of September 2020 as the T/Director of Finance and Support Services was still attending the Policing Board Resources Committee.</p> <p>The paper was noted and the financial pressure of £4.5m for EU Exit related has now crystallised.</p> <p><b>Action – Include updates on capital spending in monthly report going forward - T/Director of Finance and Support Services</b></p>
<p><b>8.0</b></p>	<p><b>148/20 Human Resources Department Update</b></p> <p>The Director of Human Resources provided members with a summary of the Human Resources Highlight report which was previously circulated.</p> <p>Summary and key points as below:</p> <p><b>Promotions</b> – volume of promotion processes and the capacity within Human Resource Department to deliver</p> <p><b>Performance Management</b> – benchmarking work with Northamptonshire and timeline for new Performance Review System</p> <p><b>Attendance Management</b> – 28% decrease in number of absence occurrences.</p> <p><b>Action: Include detailed analysis of attendance management in SMB update in December 2020 and include SPARK survey results and reasons for decrease in number of absence occurrences – Director of Human Resources</b></p> <p><b>Employee Engagement</b> – Durham Survey results were noted and shared with Your Voice Forum and Senior Leaders Engagement Forum. The results would be used to inform the People Action plan but a Call Sign Article was not necessary.</p> <p><b>Recruitment</b> – Vetting delay – to be progressed through People Board in November and report update to SMB in December</p> <p><b>Action: Update SMB in December on progress towards addressing</b></p>

	<b>the vetting delays which are affecting Recruitment – DCC</b>
<b>9.0</b>	<p><b>149/20 Mid-Year Stewardship Statement</b></p> <p>Contents of the Mid-Year Stewardship Statement were agreed for sign-off.</p> <p><b>Decision: Content of Mid-Year Stewardship Statement agreed for sign off.</b></p>
<b>10.0</b>	<p><b>150/20 HMIC Report – An Inspection on how well the Service treats its Workforce and the People of Northern Ireland - Recommendations</b></p> <p>Members accepted the HMIC report – how well the Service treats its workforce and the People of Northern Ireland and all the recommendations raised.</p> <p><b>Decision: HMIC report, recommendations and allocated accountable officers accepted.</b></p>
<b>11.0</b>	<p><b>151/20 Audit and Risk Committee (ARAC) - Self-Effectiveness Review and Annual Report</b></p> <p>The request for the ARAC Terms of Reference to be taken off the agenda was accepted. This was due to ongoing work which would result in a revised terms of reference being finalised.</p> <p>The ARAC Annual Report and Self-Effectiveness Review were agreed.</p> <p><b>Decision: The ARAC Annual Report and Self-Effectiveness Review was accepted.</b></p>
<b>12.0</b>	<p><b>152/20 People Strategy and Action Plan Update</b></p> <p>The Director of Human Resources updated members on feedback received from the consultation on the People Action Plan. Members were asked to consider the name of the Cultural Strapline. Members discussed the options put forward and agreed on ‘Our People, Your Service’ as the preferred option.</p> <p><b>Action: Create a SPARK survey to ask if ‘Our People, Your Service’ works as a cultural strapline – Director of Human Resources</b></p> <p>Members discussed the draft Action Plan and provided feedback to the Director of Human Resources who will present an updated version with owners, timescales and resourcing requirements at SMB in November.</p>
<b>13.0</b>	<p><b>153/20 Recognition Strategy</b></p> <p>The Director of Human Resources updated members on the existing recognition arrangements and presented proposals to introduce</p>

	<p>additional recognition events and procedures for retirement and promotion as well as more localised recognition events.</p> <p><b>Decisions:</b></p> <ol style="list-style-type: none"> <li>1. <b>Long Service Medal and Certificate (20 years) – Option 2 – Devolve presentation of medals and certificates to local Senior Management level, and combine with arrangements for presentation of the new PSNI Service Medal and Medallion</b></li> <li>2. <b>PSNI Service Medal and Medallion (5 years) – Option 2 – Devolve presentation of medals and medallions to local Senior Management level to facilitate local presentation events</b></li> <li>3. <b>High Commendation – Option 1 – Run and event similar to those held pre-Covid but lesser numbers to allow social distancing and more events</b></li> <li>4. <b>Promotions - Option 2 - Personal Letter from Chief Constable</b></li> <li>5. <b>Retirements – Option 3 – Issue of both video clip and letter</b></li> </ol>
<p><b>14.0</b></p>	<p><b>154/20 Enniskillen Custody</b></p> <p>ACC Community Safety presented members with an options paper on Enniskillen Custody Suite that was circulated prior to the meeting. Members discussed and agreed the recommendations presented.</p> <p><b>Decisions:</b></p> <ol style="list-style-type: none"> <li>1. <b>Cancel the Enniskillen Custody Suite refurbishment works and revise the Custody Reform 2020 strategy to reflect further rationalisation of PSNI custody suite provision and the closure of Enniskillen Custody Suite.</b></li> <li>2. <b>The District will continue to use the nearest custody suites at Omagh and Dungannon. If either suite were temporarily closed then Strabane Custody Suite would be opened on ad hoc basis.</b></li> <li>3. <b>Approval for minimal investment in the Dungannon suite to ensure it is available until the new Mahon Road Custody Suite is constructed.</b></li> <li>4. <b>Manage political, media and public interest in the closure of Enniskillen Custody Suite.</b></li> </ol>
	<p>Members availed of a break from 2.35pm – 2.45pm</p>

<p><b>15.0</b></p>	<p><b>155/20 Spit and Bite Guards</b></p> <p>Assistant Chief Constable Operational Support introduced members to the paper which had previously been circulated. It was highlighted that there had been an error in referencing the Health and Safety at Work Act when this should read the Health and Safety at Work Order (NI) 1978. The Chief Constable’s responsibilities under Article 4 and Article 5 of the Human Rights Act 1998 were also discussed.</p> <p>Members were asked to consider the following 3 options:</p> <ol style="list-style-type: none"> <li>1. Retain Spit &amp; Bite Guards for specific teams/roles during the Covid 19 pandemic</li> <li>2. Withdraw the use of Spit &amp; Bite Guards</li> <li>3. Issue Spit &amp; Bite Guards to all operational officers</li> </ol> <p>It was clarified that the decision required was not bespoke to the Covid environment but would be for the normal operating environment. It was also established that decisions made would be in the context of Use of Force and not Personal Protection Equipment.</p> <p>The Health and Safety Risks were identified as biological, mental trauma and physical assault. It was agreed that further data mining should be carried out to build an evidence base and further inform the decision making process.</p> <p><b>Decision: the paper and competing risks were acknowledged. A decision on Spit and Bite Guards was deferred to allow further work to be carried out.</b></p> <p><b>Action: Conduct a data mining exercise on available information on incidents of spit and bite guard use to establish the number of incidents which were spitting, biting, facial, age, geographical area – ACC Operational Support</b></p> <p><b>Action: Link in with the Equality Commission and reconsider the need for a full Equality Impact Assessment – ACC Operational Support</b></p> <p><b>Action: Consider a holding plan for the Spit and Bite Guard decision – Director of Corporate Communications</b></p> <p><b>Action: Update the Northern Ireland Policing Board that the decision for use of Spit &amp; Bite Guard roll out was deferred to allow for further work to be completed – ACC Operational Support</b></p>
<p><b>16.0</b></p>	<p><b>156/20 AOB</b></p> <p><b>Forthcoming Papers</b></p> <p>The following timeline for forthcoming papers was agreed.</p> <ul style="list-style-type: none"> <li>• Corporate Style Guide – November</li> </ul>

	<ul style="list-style-type: none"><li>• Digital Strategy – December</li><li>• Fleet – December</li></ul>
	No further business was raised and the meeting concluded at 4.05pm

Date of next meeting: Wednesday 11 November 2020 – Platinum Room, Brooklyn

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