



Police Service of Northern Ireland

MINUTES OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 8 December 2021
TIME: 10.00am
LOCATION: Webex
CHAIRPERSON: Chief Constable

MEMBERS:

Chief Operating Officer	P McCreedy
ACC District Policing Command	A Todd
A/ACC Operational Support Department	S Donaldson
ACC Crime Department	
A/ACC Community Safety Department	M Jones
T/ACO Corporate Services	M McNaughten
T/ACO People and Organisational Development	W Young

NON-EXECUTIVE MEMBERS:

Non-Executive Member	
Non-Executive Member	

OTHER ATTENDEES:

A/Head of Command Secretariat and Private Office (Committee Manager)	
Head of Legal Services	
Head of Capital Development including Estates	
T/Staff Officer to Deputy Chief Constable (Observer)	
T/Chief Inspector Executive Support Team (Observer)	
T/Staff Officer Executive Support Team (Notetaker)	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>167/21 Welcome and Apologies</p> <p>Apologies noted from Deputy Chief Constable, ACC Crime Department and Strategic Communications and Engagement.</p>
2.0	<p>168/21 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 Conflict of Interest were raised.</p>
3.0	<p>169/21 Minutes of Previous meetings</p> <p>The minutes from the meeting on 10 November 2021 were approved, however, whilst clarifying the minutes, members agreed on the below actions.</p> <p>Members discussed agenda item 3.0 from previous minutes, regarding the need for mandatory consultation with Staff Associations when developing papers, prior to presenting to SMB. The options to ensure these consultations take place and are standard practice were discussed.</p> <p>Decision:</p> <p>Staff Associations consultation to be included as a standing items within the SMB Report Template.</p> <p>Action:</p> <p>Staff Associations Consultations to be added as a standing item in the SMB Report Template – Committee Manager.</p> <p>Members were briefed that the Children and Young People Strategy was not ready in time for this month’s SMB and would be formally presented in January SMB.</p> <p>Decision:</p> <p>Action from agenda item 8.0 from previous minutes (Children and Young People Strategy to be formally presented to SMB in</p>

January 2022) to be added to Action Register.

Action:

Children and Young People Strategy to be formally presented to SMB in January 2022 – ACC Community Safety Department.

Decision:

Action from agenda item 10.0 from previous minutes (Serious and Organised Crime Strategy and associated Communications Plan to be returned to SMB in March 2022, for approval prior to publication) to be added to the Action Register.

Action:

Serious and Organised Crime Strategy and associated Communications Plan to be returned to SMB in March 2022 for approval prior to publication – ACC Crime Department.

T/ACC Operational Support Department updated members that a communications plan for the new uniform has been drafted and aim is for 24 or 31 January 2022, with the intention to bring this communications plan to SET in due course.

4.0

170/21 Actions Arising from Previous Meetings

The Committee Manager updated members on the progress of the actions. Members agreed on actions to close.

The Chief Constable updated members on Action 21~58 and the introduction of Bite-Size Forums from January 2022.

Actions:

21~58

- **Definite list of all strategies to be produced - Chief Operating Officer.**
- **Strategy Owners to ensure accessibility of strategies on Point and External Webpage. For confirmation prior to January SMB - All Strategy Owners.**
- **Point search engines to prioritise strategies on search - T/ACO Corporate Services.**
- **Bite-size Briefings to be developed by Strategy Owners to meet agreed timescales – All Strategy Owners.**

Members discussed that Action 21~68 should be revised to reflect the decision that a pilot was agreed in principle.

Decision:

Confirmed that Neighbourhood Policing Pilot would take three months and be commenced in January 2022. To be reported back to SMB in May 2022.

Action:

21~68

Pilot findings to be formally presented to SMB in May 2022 – ACC District Policing.

Decision:

All future action updates to be submitted in writing, in advance and on time, to Corporate Governance.

Action:

Clear timelines and dates to be included on all action updates going forward. To be assessed in January 2022 returns – All Action Owners.

5.0

171/21 Highlight Reports for Governance Boards

The ACC District Policing Command referred to the summary provided from the most recent Service Performance Board which was previously circulated.

Members discussed the benefits of introducing a balanced score card. Members agreed this would add value and inform decision making.

Decision:

Introduction of Balanced Score Card for performance (Service Performance Board).

Action:

A Balanced Score Card to be produced for approval at SMB. To be informed by a strategic assessment of currently available data along with identified gaps, linked to corporate objectives. Desired introduction date of April 2022 – Chief Operating Officer.

The Chief Operating Officer provided members with an update of progress from the most recent People and Culture Board, aligned to the written update.

Members noted the papers.

6.0

172/21 Corporate Risk Register

The T/ACO Corporate Services briefed members on the report highlights and the potential escalation of two emerging risks (Covid-19 and Custody Healthcare). Reassurance was provided on the organisational impact of Covid-19 and that appropriate oversight is in place.

Decision:

No requirement to escalate Covid-19 on Corporate Risk Register at current time.

Members discussed each risk in turn.

Future Funding (Beyond 2021/2022)

Members were briefed that there has been no clear direction issued as yet on the budget. Members discussed the priority areas of service in the event of a budgetary cut. Members noted the Future Funding Risk.

Mandatory Training

Members noted the Mandatory Training Risk.

Crime Recording

Members noted the Crime Recording Risk and agreed enhanced scrutiny was required as the most extant risk (one year).

Actions:

Plan and progress on the Crime Recording Risk to be provided at January SMB to include statement of intent, timeline and targets – Deputy Chief Constable.

Assurance to be provided to SMB members that all victims receive a response and safeguarding – Deputy Chief Constable.

Confirm the current status of the staffing uplift to support the Crime Registrar agreed in July – A/ACC Community Safety Department.

Legacy Discovery and Disclosure

Members noted the Legacy Discovery and Disclosure Risk. An update is anticipated in January 2022.

Data Quality

Members noted the Data Quality Risk. Members discussed how a manual solution would only address the current backlog and that a more strategic solution would be an automated system.

Corporate Information

Members noted the Corporate Information Risk.

Records Management

Members noted the Records Management Risk.

Terrorist Attack

Members noted the Terrorist Attack risk.

Custody Healthcare:

Decision:

Custody Healthcare Risk to be escalated to Corporate Risk Register.

Action:

Confirm accuracy of date included in Corporate Risk Register Paper, submitted in December 2021, to SMB, in relation to page 19 – A/ACC Community Safety Department.

Members availed of a break between 11.00am – 11.20am.

7.0

173/21 Overview Report

The T/ACO Corporate Services updated members on the highlights from the Overview Report, Terms of Reference paper and Upcoming Inspections. Members were advised of the changes to the Terms of Reference to reflect what actions should be captured on overview. Members discussed the criteria rationale for not accepting recommendations.

	<p>Members discussed the progress of recommendations not currently captured on Overview, to include HMICFRS recommendations linked to the Storey Funeral Report and associated police-generated recommendations (Black Lives Matter and South Armagh Policing Review). It was confirmed to members that South Armagh Policing Review recommendations will be progressed under the governance of the Neighbourhood Policing Development Board.</p> <p>Non-Executive Member highlighted the importance that there is a mechanism to capture continuous improvement work, outside of overview. Non-Executive Member confirmed that paper will be briefed to ARAC in due course.</p> <p>Actions:</p> <p>Formal update on oversight and progress against HMICFRS recommendations linked to the Storey Funeral Report to be provided at January SMB – Deputy Chief Constable.</p> <p>Update to be provided on any revised criteria within the Terms of Reference Overview presented at December 2021 SMB, as per feedback by members- T/ACO Corporate Services.</p> <p>Appendix to be added to Overview Report to reflect recommendations accepted/rejected, for SMB oversight – T/ACO Corporate Services.</p> <p>Members agreed the paper.</p>
<p>8.0</p>	<p>174/21 Finance Report</p> <p>T/ACO Corporate Services updated members on the year to date financial position and the projected full year pressure of some £13.1m. T/ACO Corporate Services explained that the projected pressures were reflected in the January Monitoring bid and that the outcome of this process would be critical in determining the financial outturn this year. A significant amount of capital expenditure is planned in the last quarter of the financial year.</p> <p>Members were also advised that further detail on the Budget Plan for 2022-23 and beyond is expected imminently.</p> <p>Members noted the report.</p>
<p>9.0</p>	<p>175/21 Update on Health and Safety</p> <p>T/ACO People and Organisational Development updated members on highlights relating to health and safety. T/ACO People and Organisational Development assured members that the issue of untrained officers being used on occasion is being managed/resolved.</p>

	<p>Health and Safety Management Training was highlighted and reinforced.</p> <p>Members noted the update.</p>
<p>10.0</p>	<p>176/21 Update on Engagement Strategy Development</p> <p>A/ACC Community Safety Department provided an update to members on the SCET Report - Proposal for a Consultation Process: Engagement Strategy Development. Members discussed the proposed draft questions within the Engagement Survey. Members also discussed the best timing for focus groups and the capacity/software/analytical options for the management of analytical returns.</p> <p>A/ACC Community Safety Department outlined to members the Stakeholder Mapping product for information.</p> <p>Decision:</p> <p>SCET Report - Proposal for a Consultation Process: Engagement Strategy Development - expert advice to be sought on survey methodology and questions.</p> <p>Action:</p> <p>Engagement Strategy to be formally presented to SMB in March 2022 – ACC Community Safety Department.</p> <p>Members noted the update.</p>
<p>11.0</p>	<p>177/21 Joint Protocol between NIPB/Police Service on Police Estate</p> <p>Head of Capital Development Including Estates updated members on the development of the joint protocol.</p> <p>Members noted the paper.</p>
<p>12.0</p>	<p>178/21 Estate Signage and Branding</p> <p>Head of Capital Development Including Estates updated members on the proposals for Estate Signage and Branding. Members discussed options for prioritisation and phasing within the three year programme with the focus on value for money and community impact.</p> <p>Decision:</p> <p>Estate Signage and Branding approved, subject to further development and approval.</p>

13.0	179/21 Any Other Business No other business was raised.
14.0	180/21 Forthcoming Papers <ul style="list-style-type: none">• Update on Beating Crime Plan• Male VIAWG Strategy• Misogyny Hate Crime• Children & Young People Strategy• Review of PNC Data Quality (February 2022)• HMICFRS Peel Inspection – West Yorkshire Police Action: All members to review Overview of Forthcoming Papers Excel List for awareness and compliance with timelines – All members.
	No further business was raised and the meeting concluded at 12.37pm.

Date of next meeting: Wednesday 12 January 2022