

## **RECORD OF MEETING**

NAME OF COMMITTEE: Strategic Management Board (SMB)

**DATE:** 10 August 2022

TIME: 10.00am

LOCATION: Main Conference Room, Brooklyn

**CHAIRPERSON:** Deputy Chief Constable

#### **MEMBERS**:

Deputy Chief Constable	M Hamilton
ACC Justice	A Todd
ACC Local Policing	B Singleton
ACC Crime	M McEwan
ACC Operational Support	C Todd
ACO Corporate Services	M McNaughten
ACO People and Organisational	C Duffield
Development	
ACO Strategic Planning and	A Magwood
Transformation	

### **NON-EXECUTIVE MEMBERS:**

Non-Executive Member	
Non-Executive Member	

#### **OTHER ATTENDEES:**

Director of Strategic Communications &	
Engagement	
Head of Executive Support Team	
(Committee Manager)	
Chief Inspector Executive Support Team	
(Notetaker)	
Executive Support Team (Notetaker)	

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

Item No	
1.0	110/22 Welcome and Apologies
	Apologies noted from Chief Constable, Chief Operating Officer, and Head of Legal Services Branch
	Welcome to the new chair of ARAC - Non Executive Member
2.0	111/22 Declaration of Conflict of Interest
	No Conflicts of Interest were declared.
3.0	112/22 Record of Previous Meeting
	The Record of Previous Meeting on 01 July 2022 was accepted by all in attendance and approved.
4.0	113/22 Actions Arising from Previous Meetings
	Chair updated members on the progress of actions
	The following actions were agreed for closure: 22~22, 22~48, 22~49, 22~50, 22~51, 22~52, 22~53, 22~54, 22~56.
	Action 22~55 will close when all Chief Officers have provided a return. Chief Constable requires assurances that accountability meetings are taking place and PULSE framework is embedded.
5.0	114/22 Five Year Review of the Operation of Police Service Northern Ireland Equality Scheme
	ACO People and Organisational Development (POD) provided a summary of the papers presented to SMB and the purpose of the review.
	ACO POD is seeking approval relating to proposal paper. Upon approval this will be submitted to the Equality Commission for Northern Ireland (ECNI).
	Discussions took place regarding the format of the Equality Commission template and any future plan for the Audit Of Inequalities outcome. The Chair stressed that if the paper is approved, next steps must add value for the organisation. Methodology and the development of an evidence base was outlined. The importance of feeding back learning to frontline managers was recognised by members.

Non-Executive Member's discussed the point of finance and how the matter would be resourced.

ACO Strategic Planning and Transformation stated the internal audit will have to be carried out in medium to long term.

ACO People and Organisational Development stated we have an Equality Action Plan, Disability Action Plan, and Stronger Together Forum already in place. It is also important to note the report is from 2010 and we are now 2022.

Chair re-iterated that consideration must be given to the way we take this forward. Representativeness is important to the organisation, and need to ensure we are robust and compliant with the Equality Commission.

#### Decision (52):

To accept the paper however there are cost and resource implications. Decision to progress to review and development of action plan but the product must add value and factor in capacity and capability to deliver (consider identification of themes).

# 6.0 115/22 Strategic Management Board (SMB) Self-Effectiveness Review (SER)

Chair thanked everyone for their returns.

ACO Corporate Services provided a summary of the report. He outlined there was a strong consensus that the Board continues to have clearly set objectives and still maintains a good understanding of both the aims and the objectives of the Board.

Discussions took place regarding the methodology for conducting the review and the proposed Action Plan to improve overall effectiveness.

ACO Strategic Planning and Transformation, as a new member to the Board, found that the Agree/Disagrees Answers pushed you one way or the other, highlighting survey options as a possible challenge to completing.

ACO Corporate Services stated that this will be considered for next year and will facilitate discussion.

ACO Strategic Planning and Transformation suggested carrying out an end of Board Meeting Review, to which the Chair was receptive.

ACO People and Organisational Development stated it brings into consideration where ARAC, Service Performance Board, People and Culture etc. currently sit in the governance structure.

It was agreed that a discussion will take place with Non-Executive

Members and Chief Constable, Deputy Chief Constable and COO re Governance Effectiveness.

#### **ACTION 22~57:**

Explore Chief Executive Forum opportunities for support of board members and update at next meeting- ACO People and Organisational Development.

# 7.0 116/22 Review of Corporate Independent Advisory Group (IAG) Paper- Review & Recommendations

ACC Local Policing provided overview of proposed request.

Four Key challenges identified by the review of IAG:

- 1) Low levels of engagement with the process
- 2) Code of conduct / confidentiality
- 3) External desire for knowledge of membership of the IAG
- 4) Should the concept of IAG's be rolled out at District level.

The 4 recommendations in the paper:

- An external independent recruitment process for membership is essential - The preferred course of action in terms of independent recruitment would be for the NIPB to carry out the recruitment process.
- 2) Revisit Terms of Reference and Operating Protocols
- 3) Develop both an external and internal communications strategy regarding the IAG
- 4) Examine necessity of a rollout beyond a Corporate level IAG.

General discussion on benefits and challenges foreseen. Although concept is broadly supported by attendees, more work is needed on practicalities of how this could work, governance and responsibilities.

Chair requested further consideration of all matters, on basis of discussion.

ACTION 22~58: ACC Local Policing bring back a proposal / recommendation for what we do with the current IAG ACC Local Policing.

#### Decision (53):

Paper not accepted at this juncture; there is insufficient detail to inform decision, in particular relating to recommendations 1 (NIPB taking forward) and 2 (Terms Of Reference) in the paper. Deputy Chief Constable will discuss further with Chief Constable.

	Members availed of a break between 11:36 – 11:57am
8.0	117/22 Firearms and Explosives Branch – Op MANNERING Resource Bid
	A summary was provided of Firearms Branch and its statutory obligation to deliver an effective service. A critical incident was declared in May 2022.
	This paper proposed the reallocation of additional staff members from within the organisation, until systems are in place to reduce the backlog of applications / renewal's.
	Non-Executive member pointed out that if staff are reallocated from within the organisation there will be a knock on effect. The decision to spend on this area prevents spending elsewhere.
	General Discussion regarding the cost of Covid-19, cost of medical checks and whether the responsibility for the provision of this service sits with the Police Service of Northern Ireland.
	The chair observed that the paper did not articulate the risk and the financial implications of additional resource proposed.
	ACTION 22~59:
	Review paper and bring back to next SMB (September).  Need to demonstrate internal review; articulation of risk and review and processes – ACC Operational Support.
	ACTION 22~60:
	Draft letter to be prepared and submitted to Deputy Chief Constable, highlighting to Justice Minister, on the role of the Police Service in leading on the licensing authority and the cost and resource impact relating to same – ACC Operational Support.
	Decision (54):
	Resource bid declined due to insufficient evidence to demonstrate risk commensurate with other risk and resource bids from other department areas. Paper requires further review and critical assessment.
15.0	124/22 Finance Report (taken out of order)
	ACO Corporate Services provided an overview of the Finance report.
	In year pressures of £34.7m were noted and a breakdown provided, which included outlining increased projections for utilities and payroll.

Mitigations, totalling £21.4m were discussed; however, unfunded pressures of £22.2m still remain.

Chair stated that the current budget situation is worrying and provided examples of cost cutting exercises to show the scale of the cuts that may have to be introduced to bridge the gap.

ACO Corporate Services stated the potential Pay Bill was not known at the start of the financial year and that in the absence of a set budget the Service had been working with a Contingency Planning Envelope.

Non-Executive Member asked if the Chief Constable is held accountable for the budget and, while accepting that it would not bridge the gap, that all discretionary spending cease.

The Chair stated that discretionary spending would include travel, uniform, hospitality, overtime etc. This is for the Chief Constable to outline to the Department of Justice.

#### **ACTION 22~62:**

Draft letter to be prepared to Department of Justice and stakeholders outlining current budget position - ACO Corporate Services.

Members availed of a break between 1.05-1.51pm

### 9.0 118/22 APSTRA (Part One)

ACC Operational Support provided an update to members re: changes made to the paper since it was last at the board and submitted it for approval.

He advised that if approved the paper would be circulated to the College of Policing and work commenced on ASPRA part two.

Chair provided background for the Non-Executive Members as to why this document was required and approval given.

#### Decision (55):

Accept APSTRA document pending updates as highlighted by Deputy Chief Constable (page 94, 95, 96), and share with College of Policing thereafter.

#### 10.0 119/22 Biometrics

ACC Operational Support opened by stating this matter was discussed at a Service Executive Team meeting last week.

He outlined the wider legal position and how this along with the absence of a Northern Ireland Executive and legislative framework, has affected

	policy decision making.
	The Chair explained the background and current situation to Non-Executive Members.
	Decision (56):
	Service Instruction presented was agreed based on rationale provided within the report.
11.0	120/22 Race Action Plan Brief
	ACO People and Organisational Development provided a summary of what work has been taken to date and the current position.
	ACC Crime Department who has been appointed Executive Sponsor for Race, explained that the National Race Action plan will inform any Police Service strategy or action plan. A working Group has been established and a date has been scheduled for September 2022.
	Discussion took place regarding other associations and what Action Plans are currently in place.
	ACTION 22~63:
	Race action plan to be developed. Update to be provided re: timeline for this at September SMB - ACO People and Organisation Development.
	(ACC Justice left the room at 2.22pm)
12.0	121/22 Governance Boards - Update
	No updates provided due to:
	People and Culture Board 20 <sup>th</sup> July 2022 cancelled – No Quorum.
	Service Performance Board 27 <sup>th</sup> July cancelled - No Quorum.
	Service Transformation Board 3 <sup>RD</sup> August – Minutes and Actions not yet ratified.
	(ACC Local Policing stepped out of the room 2.26pm)
13.0	122/22 Corporate Risk Register
	ACO Corporate Services opened by stating that 15 risks have now reduced to 12.
	Example of Data Quality residual risk being reduced from 16 to 12 as resources are now in place and training taking affect.
	ARAC review has time bound mitigations in place and the rates have not been reduced.
	(ACC Local Policing returned to the room 2.28pm)

Non-Executive Member highlighted the need for mitigating actions, in terms of an emerging risk, which should reduce risk to a tolerable level within a specified period of time. There is no issue with reviewing progress and accounting for any change, including where the objective was not met, and setting new risk ratings.

Discussion took place re: the definition of a Risk.

#### **ACTION 22~64:**

A. Review the Risk Register template and include 'time' column and recirculate to SMB members – ACO Corporate Services.

B. Risk owners to review the gap between residual and tolerable risk ratings and bring back for next month SMB – all Service Executive Team.

#### 14.0 123/22 Overview Report

ACO Corporate Services opened by stating; there are currently 76 open recommendations. The number of recommendations ready for discharge is 18. There are currently 9 high priority recommendations, which in the main, have planned end dates by close of November 2022.

Benefits Realisation report includes details of some of the benefits realised by the organisation as a result of a sample of recommendations received from Non-Executive Members.

Recommendations not accepted 5, which are from the NIPB Annual Human Rights Report 2020/21.

Non-Executive Member stated there may be occasions where recommendations are rejected on grounds where resourcing is a factor; need to keep under review.

#### **ACTION 22~65:**

Deputy Chief Constable and ACC Crime to check rationale for rejections; review current status and communications of the decisions made and bring back to Sept board meeting - ACC Crime and Deputy Chief Constable

#### 16.0 125/22 Scanning Report

ACO Strategic Planning and Transformation stated the purpose of this agenda item is a mechanism for acquiring and using information about trends, events, risks and opportunities in the wider policing and external environment that may influence the Police Service of Northern Ireland.

The Chair questioned if we have the capacity for this, as takes a particular skill set to conduct and produce an analytical product. Queried if this area of business would not already be carried out by the College of Policing.

	Decision (57):
	Paper noted.
17.0	126/22 Any Other Business
	Strategies Review
	Strategies Owner to be aware of review, this will be staged based on publication dates.
	ACO Strategic Planning and Transformation has completed the review of the Estates Strategy.
	Future Venues/Travel
	Chair informed the board that October's SMB meeting will be taking place in Coleraine
	Non-Executive Members welcomed this news.
	• Legacy
	Legacy summary document to be brought to September's SMB
18.0	127/22 Forthcoming Papers
	ACO Strategic Planning and Transformation stated a briefing paper will be provided on Force Management Statement, with the full paper being submitted for December's meeting.
	No further business was raised and the meeting concluded at 3.10pm.

Date of next meeting: Wednesday 14 September 2022