



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 10 January 2024
TIME: 10.00am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Chief Constable

MEMBERS:

Deputy Chief Constable	C Todd
Chief Operating Officer	P McCreedy
ACC Justice	R Henderson
ACC Local Policing	B Singleton
ACC Operational Support	M Jones
ACC Crime	M McEwan
ACO Corporate Services	M McNaughten
ACO People and Organisational Development	C Duffield
ACO Strategic Planning and Transformation	A Magwood

NON-EXECUTIVE MEMBERS:

Non-Executive Member	
Non-Executive Member	

OTHER ATTENDEES:

Director of Strategic Communications & Engagement (By Webex)	Representative
Director of Legal Services	
Chief Superintendent Executive Support Team (Committee Manager)	
Staff Officer Executive Support Team (Notetaker)	
Head of Corporate Governance	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
	<i>Meeting commenced at 10.42am.</i>
1.0	<p>01/24 Welcome and Apologies</p> <p>Chair opened the meeting and welcomed all members.</p>
2.0	<p>02/24 Declaration of Conflict of Interest</p> <p>No Conflicts of Interest were declared.</p>
3.0	<p>03/24 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 20 December 2024 was accepted by all in attendance and approved.</p>
4.0	<p>04/24 Corporate Risk Register</p> <p>ACO Corporate Services introduced the Corporate Risk Register. Due to the last meeting being held on 20 December 2023 there has not been much change to the CRR. As a result, the report includes some additional detail on Departmental and Branch Risk Registers.</p> <p>Head of Corporate Governance asked members to consider if the six risks sufficiently reflect the current challenges facing the organisation.</p> <p>Departmental Risk Registers (DRR) were reviewed in December and although overall good work was being undertaken by departments to manage risk, areas for improvement were identified. Members discussed the use of Branch Risk Registers (BRR), escalation/de-escalation to and from DRRs and horizon scanning for new and emerging risks.</p> <p>Members were asked to consider Internal and External Confidence as an emerging risk. This risk was previously considered in Summer 2023 but requested to be revisited due to recent results of Cultural Audit and escalating industrial action by staff.</p> <p>Members were asked to consider Northern Ireland Troubles (Legacy and Reconciliation) Act as an emerging risk and whether this area of work should be escalated to the CRR. Members discussed the current mitigations for providing sensitive material for legacy inquests within a collapsing timeframe.</p>

Decision (1):

It was agreed that Northern Ireland Troubles (Legacy and Reconciliation) Act should be escalated to the Corporate Risk Register.

Action 24~01:

ACC Justice to liaise with Head of Corporate Governance to ensure the narrative around the Northern Ireland Troubles (Legacy and Reconciliation) Act Risk reflects the unknown challenges and risk to trust and confidence when added to the Corporate Risk Register– ACC Justice.

Members were asked to note that Service Operating Model Risk for CRR has been redrafted by ACO Strategic Planning and Transformation and circulated to include references to finance and workforce. Placeholders have been added and are awaiting consideration by each department.

Decision (2):

It was agreed that a Service Operating Model Risk should be added to the Corporate Risk Register.

Action 23~39:

Responses to be provided to ACO Strategic Planning and Transformation on draft Service Operating Model Risk. Risk to be returned to February's SMB – ACO Strategic Planning and Transformation.

Members discussed the previous decision on Op Sanukite risk to be absorbed across the organisation by each department. The publication of the independent report has since changed the context and information available.

Decision (3):

It was agreed that a risk on the Data Leak should now be reflected on the Corporate Risk Register.

Action 24~02:

A corporate risk from Op Sanukite to be drafted for inclusion on the Corporate Risk Register – Deputy Chief Constable.

Members also discussed Cyber Security Risk which is currently well managed on the Operational Support DRR and previously presented and discussed during November's meeting. An element of Cyber Risk is also managed in Crime Department.

Decision (4):

It was agreed to review and document our position on cyber risk.

Action 24~03:

The current Cyber Risk to be reviewed – ACC Operational Support and ACC Crime.

Members were reminded of the importance of compliance with Service Instruction 12/16 on Risk Management.

Decision (5):

Service Instruction 12/16 on Risk Management to be recirculated to SMB to encourage compliance.

Action 24~04:

Service Instruction 12/16 on Risk Management to be circulated – Head of Corporate Governance.

5.0

05/24 Finance Report

ACO Corporate Services updated members on the in-year position and anticipated pressures.

Members recognised the continued focus on managing overtime. Members discussed the hidden costs of Modified Rest Days and extraction. Members discussed evidencing the minimum headcount required to be able to operate.

Members noted that there may be an indication that pay cannot be accrued for budgeting purposes, although this will be kept under review.

ACO Corporate Services updated members on the substantial pressures rolling over into next year, included within the 2024/25 DoF/DoJ Information Gathering Exercise.

ACO Corporate Services illustrated to members that if there is no recruitment, the most that can be saved is £13m next year.

Members noted that the impact next year will be severe but even more severe in future years.

Decision (6):

Members noted the financial position at the end of December and approved the 2024/25 DoF/DoJ Information Gathering Exercise Response.

<p>6.0</p>	<p>06/24 Assurance Report</p> <p>Members noted the Assurance Report.</p>
<p>7.0</p>	<p>07/24 Any Other Business</p> <p>ACC Operational Support informed members that Interim Report on Community Background Monitoring would be presented to Service Performance Board.</p>
<p>8.0</p>	<p>08/24 Forthcoming Papers (February)</p> <ul style="list-style-type: none"> • Update on Implementation of Service Integrity Board and Management of In-Service Vetting (Sponsor: Deputy Chief Constable) • Race Action Plan (Sponsor: ACO People and Organisational Development) • Police Participation in Events (Sponsor: ACO People and Organisational Development) • Police Treatment Centres (Sponsor: ACO People and Organisational Development) • Command Resilience (Sponsor: ACC Operational Support) • Business Continuity Management (Sponsor: ACC Operational Support)
	<p><i>No further business was raised and the meeting concluded at 11.42am.</i></p>

Date of next meeting: Wednesday 14 February 2024 at 10.00am