



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 13 March 2024
TIME: 10.00am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Deputy Chief Constable

MEMBERS:

Chief Constable	Apologies
Deputy Chief Constable	C Todd
Chief Operating Officer	Apologies
ACC Justice	Represented
ACC Local Policing	B Singleton
ACC Operational Support	M Jones
ACC Crime	Represented
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	Apologies
Non-Executive Member	

OTHER ATTENDEES:

Director of Strategic Communications & Engagement	
Director of Legal Services	
Chief Superintendent Executive Support Team (Committee Manager)	Apologies
Staff Officer Executive Support Team (Notetaker)	
HR Strategic Lead Reward, Relations and Evaluation (Agenda Item Ten)	
Deputy Principal Biometrics (Agenda Item Thirteen)	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>23/24 Welcome and Apologies</p> <p>Chair opened the meeting and welcomed all members. Apologies were received from Chief Constable, Chief Operating Officer, ACC Crime, ACC Justice, Non-Executive Member and Committee Manager.</p>
2.0	<p>24/24 Declaration of Conflict of Interest</p> <p>No conflicts of interest were declared.</p>
3.0	<p>25/24 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 14 February 2024 was accepted by all in attendance and approved.</p>
4.0	<p>26/24 Actions Arising from Previous Meetings</p> <p>Chair updated members on the progress of actions.</p> <p>The following actions were agreed for closure: Action 23~37, Action 23~38, Action 23~39 and Action 24~01.</p> <p>Action 23~20 (Race Action Plan):</p> <p>Update on Equality Action Plan and Disability Action Plan to be presented to SMB in June, in context with Race Action Plan - ACO People and Organisational Development.</p>
5.0	<p>27/24 Corporate Risk Register</p> <p>ACO Corporate Services asked members to consider each of the six recommendations in turn.</p> <p><u>Re-Procurement Risk:</u></p> <p>Members discussed why Tolerable Risk Rating should be lower than any other on the Corporate Risk Register (CRR), including inability to deliver services across a range of areas.</p> <p>Decision (14):</p> <p>It was agreed to approve the reduction of the Tolerable Risk Rating for the Re-Procurement Risk which will be kept under review.</p> <p><u>Service Operating Model (SOM) Risk:</u></p> <p>ACO Strategic Planning and Transformation updated members that a full risk assessment has been done which covers all departments. Risk</p>

mitigations are in place for each department.

Members discussed that although similarities to the Funding Risk, the SOM Risk identifies areas that as a service cannot be delivered. Members discussed challenges delivering against Policing Plan.

Decision (15):

It was agreed to accept the addition of the Service Operating Model Risk to the Corporate Risk Register.

Action 24~06:

Service Operating Model Risk to be included in full form on the Corporate Risk Register for April's SMB. To be presented alongside Funding Risk – ACO Corporate Services.

Legacy Risk & Inquests Risk:

Head of Legacy and Disclosure updated members on the Legacy and Inquests Risks including reputational damage.

Members discussed lessons learnt from adding to the Corporate Risk Register as an issue rather than a risk.

Decision (16):

It was agreed to escalate Legacy Risk and Inquests Risk to the Corporate Risk Register.

Action 24~07:

Legacy Risk and Inquests Risk to be included in Corporate Risk Register for April's SMB – ACO Corporate Services.

Crime Recording Risk:

ACO Strategic Planning and Transformation updated members on the Interim Report from HMIC and asked members to consider de-escalating the risk to Justice's Departmental Risk Register. Members noted this risk as an example of best practice, by escalating the risk to CRR prior to inspection and taking action.

Decision (17):

It was agreed to approve the de-escalation of the Crime Recording Risk to Justice's Departmental Risk Register.

Current Contract with Fujitsu:

ACO Corporate Services asked members to consider any significant

exposure to risk due to its current contract with Fujitsu.

Decision (18):

It was agreed there was no imminent risk that requires escalation from current contract with Fujitsu.

Data Leak Risk:

Members noted that this risk is currently being drafted by Data Board and should be presented to SMB in April.

Health and Wellbeing Risk:

ACO People and Organisational Development asked members to note positive progress, including that the four priority one recommendations on Attendance Control have been reviewed and changed from unsatisfactory to limited.

Funding Risk:

Members discussed addition of early warning indicators – fall behind on delivery of work and keeping in line with best practice/statutory requirements. If certain areas are not resourced adequately they will start to fall behind. Members discussed rejecting of recommendations with a funding requirement.

ACO Strategic Planning and Transformation updated members on risks within SP&T Departmental Risk Register.

6.0

28/24 Finance Report

ACO Corporate Services updated members that as a result of an additional budget allocation the Service is now projecting a break-even position at year end. Members noted that the additional budget is non-recurrent and therefore likely to lead to even greater pressure next year.

Members also noted that there is no further clarity on 2024-25 budgets or when these will be allocated.

Members discussed progress of Officer and Staff Pay Awards including Revised Environmental Allowance Business Case. ACO People and Organisational Development briefed members on a group of individuals within OHW whose statutory contractual awards for more than three years are outstanding.

	<p>Members were asked to stick to plans and deliver as close as they can to allocated budget before year end.</p>
<p>7.0</p>	<p>29/24 Assurance Report</p> <p>ACO Corporate Service briefed members on the highlights from the Assurance Report.</p> <p>Members discussed the overdue High Priority Recommendations. Chair provided assurance to members that the recommendations relating to the ICO Data Protection Audit are being addressed.</p> <p>Members agreed that all recommendations should be added and managed through Overview.</p>
	<p><i>Members availed of a break between 11.29am – 11.39am. HR Strategic Lead Reward, Relations and Evaluation and Deputy Principal Biometrics joined the meeting.</i></p>
<p>8.0</p>	<p>30/24 Governance Reports – Update Reports</p> <ul style="list-style-type: none"> • Service Performance Board – 02 February 2024 <p>Members noted the update report.</p> <ul style="list-style-type: none"> • Service Transformation Board – 07 February 2024 <p>Members noted the update report.</p>
<p>10.0</p>	<p>32/24 Excess Fares for Police and Staff</p> <p>ACO People and Organisational Development introduced the Excess Fares Allowance (EFA) Paper. Hybrid/Agile working arrangements have resulted in a variation in the number of days Officers and Staff travel to their place of work and calculations of EFA must reflect the reduction in travel.</p> <p>HR Strategic Lead Reward, Relations and Evaluation updated members that Officers already manually submit a monthly claim for EFA through E-Services and are only paid for the days they make the journey. Members were briefed on the backlog of Staff EFA, awaiting a decision today.</p> <p>Members discussed how Option Four, Monthly Claim via electronic Solution would be the ideal solution but needs to be considered alongside other digital solutions for prioritisation.</p> <p>Members discussed accuracy check by Line Manager for all claims within Option Three Excess Fares – Monthly Manual Claim Form. Members noted the time required for Line Managers to complete these manual checks and discussed trusting officers and staff integrity and dip</p>

	<p>sampling as an alternative. Members noted the high error rate in applications.</p> <p>Decision (19):</p> <p>It was agreed to approve Option Three - Excess Fares Monthly Manual Claim Form but that checks should be minimalised as much as possible. Steps should be identified which could be removed without compromising financial governance.</p> <p>Chair thanked HR Strategic Lead Reward, Relations and Evaluation for her knowledge and expertise over forty years and wished her well on her retirement.</p>
	<p><i>HR Strategic Lead Reward, Relations and Evaluation left the meeting.</i></p>
<p>13.0</p>	<p>35/24 Security Guarding & Operational Support Services Re-procurement Project for 2025 onwards</p> <p>ACO People and Organisational Development introduced the Update and Progress report to SMB on the Security Guarding & Operational Support Services Re-procurement Project for 2025 onwards, for noting. The project is firmly established with the appointment of the Project Manager role in December 2023 and the establishment of the Project Board and the Project Delivery Team and the first formal Project Board meeting was held on 20 February 2024. The project risks are captured on the Risk Register and the key mitigations and assurances will be robustly reviewed at Project Board.</p> <p>Deputy Principal Biometrics (Project Manager) updated members on history of current contract and collapsing timeframe. Members were updated on Stage one progress of OBC, contingency plan, drafting of new Contract Specifications, KPIs and Contract Management Process. Members noted that Regulation 72 paper will be presented to SMB in April. Members discussed demand analysis. Members agreed demand hours should be presented to SMB for governance. Members noted the opportunities of re-procurement including Living Wage.</p> <p>Chair thanked Deputy Principal Biometrics for supporting Human Resources by project managing this re-procurement.</p> <p>Members noted the paper.</p>
	<p><i>Deputy Principal Biometrics left the meeting at 12.15pm.</i></p>
<p>9.0</p>	<p>31/24 Audit and Risk Assurance Committee Terms of Reference</p> <p>ACO Corporate Services asked members to ratify the changes to the ARAC Terms of Reference. Members noted that specific mention of</p>

	<p>raising concerns/whistleblowing has been included in the ToR and membership has been changed to a minimum of three NEMs.</p> <p>Decision (20):</p> <p>It was agreed to ratify the changes to the ARAC Terms of Reference.</p>
<p>11.0</p>	<p>33/24 Demand Prediction – Domestic Abuse Protection Notices and Orders</p> <p>Head of Public Protection Branch briefed members on latest update following a meeting with DoJ yesterday. DoJ are pausing to take stock of challenges and are going to look to England and Wales where a pilot is starting across five forces.</p> <p>Members noted and discussed demand predictions.</p> <p>Members agreed due to pause from DoJ, a new paper will be presented to SMB including threshold and resources.</p> <p>Chair briefed members of his previous experience authorising and managing DAPNs in England and Wales. Members discussed opportunities for preventative action. Members discussed funding required to meet demand. Members also discussed the benefits of a bespoke blended team.</p> <p>Members noted the paper and update.</p>
<p>12.0</p>	<p>34/24 End Year Stewardship Statement</p> <p>ACO Corporate Services asked members to consider the end year Stewardship Statement for completeness. It is anticipated the final version will be submitted to April SMB before signing by the Chief Constable.</p> <p>Members noted that significant budget pressure during the year is highlighted under exceptions.</p>
<p>14.0</p>	<p>36/24 Any Other Business</p> <p>No further business was raised.</p>
<p>15.0</p>	<p>37/24 Forthcoming Papers (April)</p> <ul style="list-style-type: none"> • Police Treatment Centres (Sponsor: ACO People and Organisational Development) • Police Participation in Events (Sponsor: ACO People and Organisational Development)

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| | <ul style="list-style-type: none">• Scientific Support (Sponsor: ACO People and Organisational Development)• Review of Use of Drones (Sponsor: ACC Crime)• EQIA on the Use of Spit and Bite Guards (Sponsor: ACC Operational Support) |
| | <p><i>No further business was raised and the meeting concluded at 12.45pm.</i></p> |

Date of next meeting: Wednesday 10 April 2024 at 10.00am