



Police Service of Northern Ireland

RECORD OF MEETING

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

MEMBERS:

Chief Constable	Apologies
Deputy Chief Constable	Apologies
Chief Operating Officer	P McCreedy
ACC Justice	Represented
ACC Local Policing	Apologies
ACC Operational Support	Represented
ACC Crime	D Beck
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	
Director of Legal Services	Represented
Chief Superintendent Executive Support Team (Committee Manager)	Apologies
C/Inspector Executive Support Team (Notetaker)	
Head of Capital Development (Agenda Item Five)	

OBSERVERS:

PFNI Secretary	
NIPSA Secretary (By Webex)	
SANI Secretary	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
	<i>Meeting commenced at 10.06am</i>
1.0	<p>135/24 Welcome and Apologies</p> <p>Chair opened the meeting and welcomed all members. Apologies were received from Chief Constable, Deputy Chief Constable, ACC Local Policing, ACC Justice, ACC Operational Support, Head of Legal Services and SMB Committee Manager.</p>
2.0	<p>136/24 Declaration of Conflict of Interest</p> <p>No conflicts of interest were declared.</p>
3.0	<p>137/24 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 9 October 2024 was accepted by all in attendance and approved.</p>
4.0	<p>138/24 Actions Arising from Previous Meetings</p> <p>The Chair led a focused discussion on progress of the actions. The following actions were agreed for closure: Action 23~33 and Action 24~17.</p>
5.0	<p>139/24 Kinnegar Briefing Paper</p> <p>ACO Strategic Planning and Transformation introduced the paper on plans to acquire and utilise the Kinnegar site.</p> <p>Head of Capital Development provided members with contextual background, including previous costs of the site and business case, along with detail on current competition for this sought after site and the MOD's desire to quickly close the sale. Members were taken through the opportunities presented and timelines for acquiring, utilising and developing the site, with phased plans for years 1 to 8 outlined, along with cost considerations.</p> <p>It was suggested that going forward a two stage approach may be required – purchase and then subsequent use of the site - with individual and specific business cases prepared.</p> <p>The Chair stressed the need to be very clear with NI Policing Board</p>

	<p>regarding risk amid the reality of what is a very ambitious undertaking given the timelines involved.</p>
	<p><i>Head of Capital Development left the meeting at 11:08am</i></p>
6.0	<p>140/24 Mid-Year Risk Management Report</p> <p>ACO Corporate Services introduced the report and highlighted some key issues.</p> <p>Members approved the report for submission to the Audit and Risk Assurance Committee in January 2025.</p>
7.0	<p>141/24 Governance Board Update Reports</p> <ul style="list-style-type: none"> • Service Performance Board – 30 October 2024 <p>Members noted the update paper.</p> <p>ACO Strategic Planning and Transformation tabled the proposal that updates to SMB from aligned Strategic Boards, SPB, STB and SDB, could be by way of sharing the minutes, thereby reducing bureaucracy. Following discussion, and in recognition of SMB's requirement to monitor performance against the Policing Plan, members agreed to include a KPI scorecard.</p> <p>Decision (68): It was agreed that Minutes from SPB, STB and SDB are to be provided to SMB rather than Update Reports. Scorecard to be provided to SMB to enable performance monitoring.</p> <p>Action 24~18: ACO Strategic Planning and Transformation to develop a balanced scorecard for SMB – ACO Strategic Planning and Transformation.</p>
8.0	<p>142/24 Corporate Risk Register</p> <p>Highlighting that there had been no substantive change, ACO Corporate Services introduced the ten corporate risks for individual discussion and outlined some emerging risks for consideration.</p> <p>ACO People and Organisational Development advised Members that a new risk has been drafted on 'deployability', including aspects such as absence management, culture, role adjustments etc. It was agreed that this risk should be further developed with a focus on 'optimising the use of current resources'.</p>

	<p>It was also agreed to retain the SOM risk but keep it under review.</p> <p>The cybercrime risk was discussed and an action was agreed to subsume this aspect within the broader ‘psychological wellbeing risk’.</p> <p>The inclusion of departmental risks in the report was welcomed and it was agreed that this should feature periodically in future risk reports.</p> <p>The level of risk ratings associated with Departmental Risk Registers was discussed and it was suggested that LPC review the risk ratings for NPT/LPT functions.</p> <p>Decision (69): It was agreed that ACO People and Organisational Development will develop the draft risk on ‘deployability’ with a focus on ‘optimising the use of current resources’.</p> <p>Decision (70): It was agreed that ACO People and Organisational Development will subsume the cyber wellbeing risk into the physiological wellbeing risk.</p> <p>Decision (71): It was agreed that ACO Corporate Services will plan to include a review of Departmental Risks periodically going forward.</p> <p>Decision (72): It was agreed that ACC Local Policing will review Departmental Risk ratings for NPT and LPT.</p>
9.0	<p>143/24 Finance Report</p> <p>ACO Corporate Services provided Members with an update on the strategic financial issues at the end of October 2024.</p> <p>A projected over spend of £37m against budget for the full year is currently reported. Members discussed the impact and ongoing uncertainty about the notification of an outcome from the October Monitoring process. It was accepted that the ability to break even relied on additional funding.</p> <p>Members were further briefed on the reallocation internally of easements to meet emerging pressures.</p> <p>ACC Crime highlighted the uncertainty about future funding for EPP activity and this was discussed in connection with the risks associated with other funding strands across the next Spending Review period.</p>

	<p>ACO People & Organisational Development mentioned the potential costs of addressing an historic emerging issue relating to starting salary points for Student Officers. Further detail and costings were being prepared.</p> <p>Members noted the financial position.</p>
10.0	<p>144/24 Assurance Report</p> <p>ACO Corporate Services took members through the report. Key highlights included the fact that five Internal Audit reports have been issued since the last Assurance Report to SMB in August this year. All have received a “Satisfactory” opinion. Work against the current Internal Audit Plan continues but is slow, albeit with assurance from the Head of IA that this will be recovered.</p> <p>Detail was provided on the current HMICFRS Peel Inspection on: <i>‘Preventing and deterring crime and anti-social behaviour and reducing vulnerability: Managing offenders and suspects’</i>, with the report expected in March 2025.</p> <p>Members were provided with information on the current High Priority recommendations that are outstanding with a question mark on whether we are being too ambitious with our estimated completion dates – updates are being provided, so work is clearly being done to progress the recommendations.</p> <p>It was agreed that a report would be prepared for SMB in January, specifically focussing on an update and assessment of outstanding recommendations.</p> <p>Members noted and ratified the report, including the decisions by the COO to reject a number of recommendations.</p> <p>Action 24~19: Owners are to provide assurance on all Outstanding Recommendations, to be reflected in Assurance Report to SMB in January – All Recommendation Owners/ACO Corporate Services.</p>
11.0	<p>145/24 Any Other Business</p> <p>There was no further business raised.</p>
12.0	<p>146/24 Forthcoming Papers (December)</p> <p>The Chair highlighted that SMB this month felt lighter than usual and invited members to consider any requirement for papers ahead of next</p>

	<p>SMB.</p> <ul style="list-style-type: none">Awards – Medals and Commendations – Withholding and Forfeiture Policy (Sponsor: ACO People and Organisational Development)
	<p><i>Meeting concluded at 12.19pm.</i></p>

Date of next meeting: Wednesday 11 December 2024 at 10.00am