



# Police Service of Northern Ireland

## MINUTES OF MEETING

**NAME OF COMMITTEE:** Strategic Management Board (SMB)  
**DATE:** 08 September 2021  
**TIME:** 10.00am  
**LOCATION:** Webex  
**CHAIRPERSON:** Chief Constable

### MEMBERS:

Deputy Chief Constable	M Hamilton
Chief Operating Officer	P McCreedy
ACC District Policing Command	A Todd
T/ACC Operational Support Department	J Roberts
ACC Crime Department	
ACC Community Safety Department	
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:

Director of Corporate Communications	
Head of Command Secretariat and Private Office (Committee Manager)	
Head of Legal Services	
Notetaker	

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

Item No	
1.0	<p><b>124/21 Welcome and Apologies</b></p> <p>Apologies noted from T/ACC Community Safety Department and ACC Crime Department.</p>
2.0	<p><b>125/21 Declaration of Conflict of Interest</b></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><b>126/21 Minutes of Previous meetings</b></p> <p>The minutes from the meeting on 11 August 2021 were approved.</p>
4.0	<p><b>127/21 Actions Arising from previous meetings</b></p> <p>The Committee Manager updated members on the progress of the actions. Members agreed on actions to close including Action 21~45.</p>
5.0	<p><b>128/21 Highlight Reports for Governance Boards</b></p> <p>The Deputy Chief Constable referred to the summary provided from the most recent Service Performance Board which was previously circulated.</p> <p><b>The update report was noted.</b></p>
6.0	<p><b>129/21 Corporate Risk Register</b></p> <p>The T/ACO Corporate Services briefed members on the report highlights. Members discussed each risk in turn.</p> <p><u>Future Funding (Beyond 2021/2022)</u></p> <p>Members discussed that considerable uncertainty remains around future funding for public services.</p>

Mandatory Training

Members noted that a paper on Mandatory Training is expected for October SMB and Mandatory Training risk will also form an agenda item on ARAC in September.

Legacy Discovery and Disclosure

Members noted the Legacy Discovery and Disclosure Risk.

Terrorist Attack

Members noted the Terrorist Attack risk.

Records Management

T/ACC Operational Support Department proposed that consideration be given to elevating the risk of FOI and Data Protection to the Corporate Risk Register.

Crime Recording

Members noted the Crime Recording risk.

**Action:**

**T/ACC Operational Support Department to provide a brief to T/ACO Corporate Services on the FOI and Data Protection risk to enable consideration of escalating the departmental risk to Corporate level – T/ACC Operational Support Department.**

7.0

**130/21 Overview Report**

The T/ACO Corporate Services updated members on the highlights from the Overview Report. Members noted the progress in the number of current recommendations. Members discussed the difficulties in compiling benefits realisation. Chief Operating Officer reiterated that South Armagh recommendations would not be added to Overview but managed at District level with oversight by the Deputy Chief Constable and updates provided to the Service Transformation Board.

**Members noted the report.**

<p><b>8.0</b></p>	<p><b>131/21 Finance Report</b></p> <p>T/ACO Corporate Services updated members that the Year to Date easement of £2m at the end of July has been eroded to less than £1m at the end of August.</p> <p>A Full Year Pressure of £8m is currently reported. This is due to the shortfall in EU funding and the additional budget requested for depreciation. Both these issues are reflected in the October Monitoring bid. Members discussed progress in the business case for the Police College and noted the financial risk on capital budgets.</p> <p><b>Members noted the paper.</b></p>
<p><b>9.0</b></p>	<p><b>132/21 Armed Policing Strategic Threat &amp; Risk Assessment (APSTRA) 2021</b></p> <p>T/ACC Operational Support Department updated members of the purpose, aims and objectives of the APSTRA. Members discussed the purpose and deployment of Long Arm weapons.</p> <p><b>Decisions:</b></p> <ul style="list-style-type: none"> <li>• <b>The paper was noted and accepted.</b></li> <li>• <b>PSNI does need to maintain organisational discretion from national guidance when necessary for effective local policing arrangements.</b></li> <li>• <b>Members agreed that further work is required to ensure the safe storage and carriage of long arms in police vehicles.</b></li> <li>• <b>Members agreed that work should continue to audit and decrease the volume of redundant firearms stock which have no forensic requirements remaining.</b></li> <li>• <b>Members agreed with the work that has already started at the behest of the Strategic Firearms and Explosives Board to develop organisational guidance and policy about the issuing and carriage of long arms by patrol officers.</b></li> <li>• <b>Members agreed that the uplift of less lethal options for Authorised Firearms Officers is a separate issue.</b></li> </ul> <p><b>Action:</b></p> <p><b>Update on issuing and carriage of long arms by patrol officers to be provided to SMB in March 2022. – T/ACC Operational Support Department</b></p>

	<p><b>Members availed of a break between 11.20am - 11.30am.</b></p>
<p><b>10.0</b></p>	<p><b>133/21 The Use of Spit and Bite Guards in a Post Coronavirus Environment</b></p> <p>T/ACC Operational Support Department briefed members on the options paper. Members discussed the mitigations for disproportionality. Members discussed the increasing number of assaults on police officers and staff and the positive obligation to take reasonable steps to protect them as outlined in Health and Safety legislation. They also confirmed once again that the current temporary issuing of Spit and Bite Guards was undertaken against the specific risk of the Covid environment and that this paper was designed to address the question of issue on a permanent basis. Whilst the two issues are separate the timeframe for the Covid risk was unknown at this time.</p> <p><b>Decision:</b></p> <p><b>Members noted the paper and agreed that they are currently unable to reach a final decision until the following matters are given further thought and clarification:</b></p> <ul style="list-style-type: none"> <li>• <b>The need for an updated and in person training package to be developed.</b></li> <li>• <b>Use of other mitigations such as cell vans.</b></li> <li>• <b>Compliance with current policy and guidance to be reinforced.</b></li> <li>• <b>There should be a specific presumption about not using Spit and Bite Guards on a child or young person.</b></li> <li>• <b>The paper should contain more detail about alternative protective measures and why they have been deemed less effective or suitable.</b></li> </ul> <p><b>Action:</b></p> <p><b>Members agreed to review the recommendations again once these matters have been given further consideration. T/ACC OSD to provide an update paper to the January SMB</b></p>
<p><b>11.0</b></p>	<p><b>134/21 Suspension of Criminal Justice Act (CJA) Project</b></p> <p>T/ACC Operational Support Department updated members on the recommendation that the CJA Project be suspended due to the lack of clarity around a commencement date and uncertainty around the</p>

	<p>content of any future provisions relating to the lawful retention of biometric material.</p> <p><b>Members agreed and noted the paper.</b></p> <p><b>Action:</b></p> <p><b>T/ACC Operational Support Department to draft a letter to the Justice Minister, Secretary of State, NIHRC and Policing Board explaining the PSNI position and how we intend to proceed in light of the delay in legislative commencement of CJA – T/ACC Operational Support Department.</b></p>
<p>12.0</p>	<p><b>135/21 Any Other Business</b></p> <p>Covid-19</p> <p>ACC District Policing updated members on the recent decisions of the Executive on Covid-19 and that the Executive would soon consider the status of the work from home guidance.</p> <p><b>Decision:</b></p> <p><b>Members agreed that the issue of hybrid in a post-covid environment should sit with the People Strategy action plan delivery group, 'Resourcing for the Future.'</b></p> <p><b>Action:</b></p> <p><b>T/ACO People &amp; Organisational Development to lead this work and bring proposals to People and Culture Board – T/ACO People &amp; Organisational Development.</b></p>
<p>13.0</p>	<p><b>136/21 Forthcoming Papers</b></p> <p>October</p> <ul style="list-style-type: none"><li>• Fleet Strategy – COO</li><li>• Refresh of Horizon Strategy - COO</li><li>• Mandatory Training - COO</li><li>• Neighbourhood Policing (arising from SET away day) – ACC DPC</li></ul> <p>November</p> <ul style="list-style-type: none"><li>• Violence Against Women and Girls Strategy – ACC CSD</li><li>• Serious and Organised Crime Strategy – ACC Crime</li><li>• Service Policy Review Process – ACC OSD</li></ul>

	December
	<ul style="list-style-type: none"><li>• Beating Crime Plan (T/ACC CSD)</li><li>• Audit of Service Accountability Meetings – DCC</li></ul>
	January
	<ul style="list-style-type: none"><li>• Spit and Bite Guards – ACC OSD</li></ul>
	February
	<ul style="list-style-type: none"><li>• Strategic Assessment and Operational Priorities – DCC</li><li>• Force Management Statement - COO</li></ul>
	March
	<ul style="list-style-type: none"><li>• Carriage of Long Arm Weapons – ACC OSD</li></ul>
	No further business was raised and the meeting concluded at 12.40pm.

Date of next meeting: Wednesday 13 October 2021