



Police Service of Northern Ireland

MINUTES OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 09 March 2022
TIME: 10.00am
LOCATION: Webex
CHAIRPERSON: ACC A Todd

MEMBERS:

Chief Constable	S Byrne
ACC District Policing Command	B Singleton
ACC Crime Department	
ACC Operational Support Department	C Todd
ACO Corporate Services	M McNaughten
T/ACO People and Organisational Development	W Young
ACO Strategic Planning and Transformation	A Magwood

NON-EXECUTIVE MEMBERS:

Non-Executive Member	
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OTHER ATTENDEES:

Head of Learning and Organisational Development Police College/ Head of Professional Standards	
Director of Strategic Communications & Engagement	
T/Head of Executive Support Team (Committee Manager)	
Director of Legal Services	
Staff Officer Executive Support Team (Notetaker)	
Head of Capital Development including Estates (Items 8-10 Only)	
T/C/Inspector Executive Support Team (Items 1-6 Only)	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>28/22 Welcome and Apologies</p> <p>Chair welcomed ACO Strategic Planning and Transformation and ACC Operational Support Department to their first SMB Meeting.</p> <p>Apologies noted from Deputy Chief Constable and Chief Operating Officer. Apologies also noted from Director of Legal Services, Non-Executive Member and ACC Crime Department.</p>
2.0	<p>29/22 Declaration of Conflict of Interest</p> <p>No Conflicts of Interest were declared.</p>
3.0	<p>30/22 Minutes of Previous Meetings</p> <p>The minutes from the meeting on 9 February 2022 were approved.</p>
4.0	<p>31/22 Actions Arising from Previous Meetings</p> <p>The Chair updated members on the progress of the actions.</p> <p>Members agreed on previous action updates, provided updates and agreed for actions to close including: Action 21~58, Action 22~05, Action 22~08, Action 22~09, Action 22~10 and Action 22~11.</p>
5.0	<p>32/22 Highlight Reports for Governance Boards</p> <p>Members noted the summary provided from the most recent Service Transformation Board on 2 February 2022. Members discussed ongoing challenges in filling the vacancies in the Crime Recording function, with all internal options confirmed as exhausted.</p> <p>Action (22~15):</p> <p>External campaign to be progressed to fill Crime Recording vacancies – T/ACO People and Organisational Development.</p> <p>Members noted the summary provided from the most recent Service Performance Board on 23 February 2022. It was agreed that current format of the Service Performance Board Update Paper requires development to provide necessary assurance to SMB members. This review should seek to align Service Performance Board update with PULSE and Balanced Score Card.</p>

Decision (18):

ACO Strategic Planning and Transformation to engage with Deputy Chief Constable and other relevant stakeholders to develop reporting from Service Performance Board (PULSE and Balanced Score Card).

It was confirmed that progress would be reviewed under standing agenda item 5 – Governance Board Update Reports.

Members noted the update papers provided.

6.0

33/22 Corporate Risk Register

ACO Corporate Services briefed members on the report highlights.

Members then discussed each risk in turn.

Future Funding (Beyond 2021/2022)

To be discussed further during Item 7. ACO Corporate Services provided assurance that emerging financial pressures such as energy/fuel costs, semi-conductors (fleet, electric products) and general price inflation would be reflected in next month's assessment of risk.

Mandatory Training

Head of Learning and Organisational Development Police College updated members on early indicators of firearms licensing developments and personal safety programme by the College of Policing. ACO People and Organisational Development advised that Firearms Policy was developing with ongoing identification of demand verses capacity. Engagement with the College Of Policing is planned.

Action (22~16) :

Head of Learning and Organisational Development Police College to review Departmental Risk Register and provide an update to SMB in May 2022.

Crime Recording

Crime Recording Paper to be presented during Item 15.

Custody Healthcare

ACC District Policing advised members that the Minister of Health is conducting a visit to Musgrave Custody Suite which will provide an opportunity to highlight issues directly.

	<p><u>Data Quality</u></p> <p>Review of PNC Data Quality is expected to be presented to SMB in April 2022.</p> <p><u>Corporate Information</u></p> <p>Significant progress noted.</p> <p><u>Records Management</u></p> <p>Members noted the Records Management Risk.</p> <p><u>Terrorist Attack</u></p> <p>Members acknowledged ongoing developments in this area.</p> <p><u>Emerging Risk – Conduct of Officers and Staff</u></p> <p>Decision (19):</p> <p>Members agreed that formal consideration should be given, initially at Departmental level to the emerging risk of officer and staff conduct.</p> <p>Action (22~17):</p> <p>Potential emerging risk of the conduct of officers and staff to be considered at a Departmental level. Update to be provided to SMB in May 2022, including recommendation as to whether risk should be escalated to Corporate Risk Register - Head of Professional Standards.</p>
7.0	<p>34/22 Finance Report</p> <p>ACO Corporate Services updated members on the current budget status, including resource, capital and next year's budget. It was agreed that future funding is the highest rating risk facing the Police Service at present. Emerging resourcing issues across the business areas were acknowledged.</p> <p>Members discussed the impacts and consequences of the one-year rollover budget.</p> <p>Decision (20):</p> <p>SET/SMB to provide support to ACO Corporate Services on, identifying the principles and assumptions to inform financial decision making. Timescales acknowledged.</p>

	<p>Action (22~18):</p> <p>ACO Corporate Services to draft a letter to the Chair of the Policing Board to seek support for Police Service bid to access funding from £300million allocation next year– ACO Corporate Services.</p> <p>Action (22~19)</p> <p>ACO Corporate Services to draft a letter to Department Of Justice Permanent Secretary to highlight consequences of budgetary decisions, particularly in the areas of recruitment and legacy and seek support – ACO Corporate Services.</p> <p>Members noted the report.</p>
	<p><i>Members availed of a break between 10.55am-11.05am.</i></p>
<p>8.0</p>	<p>35/22 Sustainability Strategy</p> <p>Head of Capital Development including Estates briefed members on the current draft version of the Sustainability Strategy. It was agreed that there was merit to revising the eight prioritised goals within the strategy, particularly around the need to ensure gender equality was included. The need to increase dedicated resource to deliver this strategy was agreed, with a full-time post holder considered appropriate.</p> <p>Decision (21):</p> <p>A revised version of the Sustainability Strategy to be progressed to include gender equality as a defined goal.</p>
<p>9.0</p>	<p>36/22 Seapark Estate – Recommended Way Forward</p> <p>ACO Corporate Services provided assurance to SMB members that a clear plan is in place to manage the Seapark Estate. Members highlighted that there were no costs contained within current version of the report.</p> <p>Decision (22):</p> <p>ACO Corporate Services will include costs in the next update report on the Seapark Estate.</p> <p>Members noted the report.</p>
<p>10.0</p>	<p>37/22 Stewardship Statement</p> <p>Members discussed the one outstanding priority 1 recommendation from Internal Audit which refers to the IA Review of Records Management and the target date. Members discussed whether contract management should be added as an exception.</p>

	<p>Action (22~20):</p> <p>ACO Corporate Services to edit the Stewardship Statement as discussed and return to Chief Constables’s Office – ACO Corporate Services.</p>
<p>11.0</p>	<p>38/22 The Use of Spit and Bite Guards in a Post-Coronavirus Environment</p> <p>Head of Learning and Organisational Development Police College (former T/ACC Operational Support Department) provided an overview of the paper which was noted by members.</p> <p>Decision (23):</p> <p>Members agreed on Option 1, (Option 1: Continue with the status quo-temporary use of the guard and review in 12 months) based on the current Coronavirus situation, in the interim. Infection rates and relevant incidents to inform decision making. 28 day reviews to continue. The requirement to review and discuss paper content in further detail was confirmed with return to SMB in June 2022 with necessary updates.</p> <p>Action (21~50) :</p> <p>The use of Spit and Bite Guards to be presented to SMB members again in June 2022 – ACC Operational Support Department.</p>
<p>12.0</p>	<p>39/22 Policing Plan 2022-23</p> <p>Members noted the paper. Discussions centred on capacity to measure impact and the difficulty of implementing data development with a one-year rollover budget.</p> <p>Action (22~21):</p> <p>ACO Strategic Planning and Transformation to reflect on comments and provide update at April SMB – ACO Strategic Planning and Transformation.</p>
<p>13.0</p>	<p>40/22 Male VAIWG</p> <p>Members noted the paper. There was specific discussion concerning the suitability of the current name.</p> <p>A concern was raised that it is documented that there are no financial implications. This does not take into account opportunity costs and resourcing requirements associated with delivery and implementation of the strategy.</p> <p>Members were advised that the Cross-Governmental Strategy is not expected until the end of 2022.</p> <p>Decision (24):</p> <p>It was agreed that the inclusion of ‘male’ should be retained. Whilst this differs from the national approach it has been subject to</p>

	<p>positive comments and has been included based on direct consultation feedback.</p> <p>Action (22~22):</p> <p>An overarching paper to be produced which joins culture, conduct and crime prevention aspects of this work in one document and in one place – Deputy Chief Constable/Chief Operating Officer.</p> <p>ACC District Policing proposed that both vulnerability and Male VAIWG should be recorded as distinct strategic priorities going forward.</p> <p>The communications plan was approved.</p>
14.0	<p>41/22 Submission to the Police Remuneration Review Body</p> <p>T/ACO People and Organisational Development provided an update to members.</p> <p>Paper was approved, to be submitted to PRRB.</p>
15.0	<p>42/22 Any Other Business</p> <ul style="list-style-type: none">• Crime Recording Update Members noted the paper. Action (21~74): ACO Strategic Planning and Transformation to provide assurance, through an audit plan, that measures are having the desired effect on crime recording accuracy – ACO Strategic Planning and Transformation.• Central Disclosure Unit Members discussed the need for an Options Paper. Action (22-23): Paper to be presented to SMB in April 2022 – ACC Community Safety Department.• Update on Serious and Organised Crime Strategy Strategy is complete and with ACC Crime Department and Graphics Team. Final version will be presented to SMB in April 2022.• 2021 PFNI Workforce Survey Members were strictly advised that this paper is embargoed until further notice. ACO People and Organisational Development

	<p>confirmed that engagement with the Police Federation is ongoing.</p> <p>Action (22~24)</p> <p>Start to analyse the findings within the survey and produce a matrix to inform corporate response and communications plan – T/ACO People and Organisational Development.</p>
16.0	<p>43/22 Forthcoming Papers</p> <p><u>April</u></p> <ul style="list-style-type: none">• Serious & Organised Crime Strategy – ACC Crime (March)• Operational Priorities 2022/23 – DCC (March)• Organisational Plan on a Page – DCC (March)• Audit of Service Accountability Meetings – DCC• Force Management Statement & Strategic Assessment – COO/DCC• Review of PNC Data Quality – ACC CSD• Race Action Plan – ACO POD• Neighbourhood Policing Hallmarks – ACC DPC• Central Disclosure Unit – ACC CSD• Crime Recording Audit Plan – ACO SP&T• Male VAIWG Overview Paper - DCC/COO• Policing Plan 2022-23 – ACO SP&T
	<p><i>No further business was raised and the meeting concluded at 12.35pm.</i></p>

Date of next meeting: Wednesday 13 April 2022