



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 11 May 2022
TIME: 10.00am
LOCATION: Conference Room 1, Garnerville
CHAIRPERSON: Chief Constable

MEMBERS:

Deputy Chief Constable	M Hamilton
Chief Operating Officer	P McCreedy
ACC Community Safety Department	Represented by Deputy
ACC District Policing Command	B Singleton
ACC Crime Department	M McEwan
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	
Non-Executive Member	

OTHER ATTENDEES:

Director of Strategic Communications & Engagement	
Director of Legal Services	Represented by Deputy
T/Chief Inspector Executive Support Team	
Staff Officer Executive Support Team (Notetaker)	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>66/22 Welcome and Apologies</p> <p>Apologies noted from ACC Community Safety Department, Director of Legal Services and Head of Executive Support Team.</p> <p>Chair welcomed Non-Executive Members to their first virtual meeting.</p> <p>Chair updated members on the NIPB survey results which are now in.</p> <p>Chair discussed that there has been a lot of positive work put in to make this meeting effective and requested that requested papers are submitted in a timely manner to ensure matters do not go out of sync.</p> <p>Some discussion took place around the role of SMB, actions arising from it and the future role/responsibilities of the board.</p> <p>Action 22~36:</p> <p>Chief Constable to have a meeting with Committee Manager reference the findings of the Governance Review, which will facilitate what is then required at SMB – Head of Executive Support Team.</p>
2.0	<p>67/22 Declaration of Conflict of Interest</p> <p>No Conflicts of Interest were declared.</p>
3.0	<p>68/22 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 13 April 2022 was accepted by all in attendance and approved.</p> <p>The Chair formally thanked ACO People and Organisational Development for his role within the organisation, as this was his last meeting. The Chair added that ACO People and Organisational Development had left a favourable impression with people within the organisation, contributed to change and that he wished him well with his job in Health.</p>
4.0	<p>69/22 Actions Arising from Previous Meetings</p> <p>The Chair updated members on the progress of the actions.</p> <p>Members were provided with action updates.</p> <p>The following actions were agreed for closure:</p>

21~68 22~03, 22~16, 22~17, 22~25, 22~26, 22~27, 22~28, 22~29, 22~30, 22~31, 22~32, 22~33 & 22~34.

Members availed of a break between 1100-1120 hours

5.0

70/22 Spit and Bite Guards

ACC Operational Support Department briefed members on the report highlights.

This paper had been brought to two previous SMB's and all previous updates/issues have been addressed including:

- Human Rights issues
- Adult/Stakeholder engagement
- Mandatory Training.

ACC Operational Support Department has chaired the first Police Powers Development Group Meeting and provided an overview of this.

ACC Operational Support Department answered all queries/questions asked by the Board.

It was noted that Federation representatives are supportive.

Those present were supportive of its use also subject to assurance being provided.

The main issues for using the spit and bite guards are:

- Protection Officers
- Protecting the Public.

Discussion also took place and were addressed around:

- Child Safeguarding
- Interim Temporary Deployment Policy
- Assurance around use of force.

Decision (38):

To Adopt option three – this was supported by all present as the agreed approach subject to reassurance being provided.

This should be applied to all officers and staff who undergo PSP Training.

The Go live date is to be agreed later but the decision has been made to adopt option three.

Interim temporary deployment policy will continue at this time.

Legal Services is to send the Chief Constable a form of words re: decision - adopting decision three but being implemented at a later date, subject to resolution.

Clarity required around the performance, accountability framework – for June SMB.

Minutes, framework and Section 75 concerns addressed, need updated to provide assurance – for June SMB.

The assurance around use of force is separate.

PPDG is to be reviewed and re-set – proposal back in July SMB for this framework and the more strategic direction of travel for PPDG.

Action 22~37:

Legal Services are to send the Chief Constable a form of words for Interim Temporary Deployment re: the adoption of option three being implemented at a later date, subject to agreed resolution – Director of Legal Services.

Action 22~38:

Clarity required around performance, accountability framework, for June SMB.

Minutes, framework and Section 75 concerns addressed need updated to provide assurance – for June SMB.

This is to assist ACC's going forward with questions for Districts – ACC Operational Support Department.

Action 22~39:

PPDG is to be reviewed and re-set, proposal back in July SMB for this framework, more strategic direction of travel – ACC Operational Support Department.

Members availed of a break between 1230-1315 hours.

6.0

71/22 Governance Effectiveness Review

Chief Operating Officer introduced this item, explaining the requirement to review the arrangements following the structural changes in the Organisation with the appointments of a new COO and 3 new ACO's. The purpose of the review was to provide assurance on SMB performance and to identify any areas for improvement. A briefing on the review was provided previously at a SET Away Day.

ACO Corporate Services provided an overview of the Final Report. The

Report contains eight improvement suggestions which are summarised on page 20. Generally the Report identifies key themes/issues and places an emphasis on senior management designing solutions.

There was a discussion on some key issues including links with NIPB, BAU activity, role of sub-committees, levels of delegation, corporate planning, management of risk, levels of empowerment and trust.

There was general support to progress the Review to the implementation stage, with the assistance of an external facilitator.

Decision (39):

Agreed - ACO Corporate Services to progress to next phase, with external assistance.

[Note – Non-Executive Member stated that Non-Executive Member has a lot of experience in that area and would be happy to assist.]

7.0

72/22 Draft Annual Report and Accounts 2021-22

ACO Corporate Services updated members on Draft Annual Reports and Accounts, which had been submitted to NIAO for audit. In addition, the Pension Accounts have now also been submitted, in line with agreed timelines.

Chief Operating Officer acknowledged good work to date in delivering the Accounts for audit.

ACO Corporate Services highlighted a number of issues from the Draft, including:

- Governance Statement (Page 24)
- SMB attendance (Page 26)
- Narrative around Anti-Corruption Unit (Page 30)
- Remuneration disclosures and pension entitlement (page 37)
- Statement of Net Expenditure (Page 58)
- Statement of Financial Position (Page 59).

There was some interest and discussion around the gender pay ratios and promotion at senior ranks. It was agreed to examine even fuller disclosure on gender pay and to include some context.

It was suggested to review the wording on 'Local Policing and other front line policing' (page 73), as it appeared inaccurate.

	<p>Action 22~40:</p> <p>Draft Accounts to be revised to reflect fuller disclosures on gender pay and wording on page 73 to be updated – ACO Corporate Services.</p>
8.0	<p>73/22 Governance Boards – Update Reports</p> <p><u>People and Culture Update:</u></p> <p>T/Assistant Chief Officer People and Organisational Development updated the board on this paper.</p> <p><u>Strategic Performance Board Update:</u></p> <p>Deputy Chief Constable updated the board on this paper and some of the priorities for the year including Drugs and VAIWG.</p> <p>District Commanders two priorities for their area of business are:</p> <ul style="list-style-type: none">• Anti-Social Behaviour• Driving Offences. <p>Action 22~41</p> <p>DCC to sign off Domestic Violence assigned outcome – Deputy Chief Constable.</p> <p><u>Service Transformation Branch Update:</u></p> <p>Chief Operating Officer updated the board on this paper.</p>
9.0	<p>74/22 Corporate Risk Register</p> <p>ACO Corporate Services briefed members on the report highlights, including no changes to the risks since the last meeting.</p> <p><u>Future Funding:</u></p> <p>This has been separated out into two: Future Funding (Beyond 2023/23 & beyond) and In-Year Funding (2022-23).</p> <p><u>Mandatory Training:</u></p> <p>ACO People and Organisational Development gave an update.</p> <p><u>Crime Recording:</u></p> <p>Revised – score has stayed the same.</p>

A decision needs to be made who records the crime. This is going to Service Transformation Board.

Custody Healthcare:

ACO Strategic Planning & Transformation gave an update, there was a meeting last Friday and Belfast Trust are happy to accept some risk. Discussion around Waterside Custody opening and how we launch this with the community. BAU is functioning re: Custody Healthcare and reports to Service Executive Team.

Data Quality:

Discussion around Merseyside PNC trainer assistance – to be clarified.

Corporate Information:

This is on track. Sustained performance for three months.

Records Management:

Need to take to SMB in June.

Terrorist Attack:

To be reviewed but complicated by stakeholder/public expectation.

Emerging Risk:

Officer and Staff Conducted Risk – draft risk is being progressed and will be covered in the next report.

Action 22~42:

ACO Corporate Services to reflect agreed changes and also examine tolerable v residual risk as an area for focus in report for the following month – ACO Corporate Services.

10.0

75/22 Finance Report

ACO Corporate Services briefed members on the highlights from the Finance Report.

After one month, there were two potential pressures to note. Firstly, utility fuel pressures of £0.8m were reported with a fyp pressure of some £6m. In addition, pressures from OT were likely, with annual Main Grant OT now just £10m. Need to feed this back into our teams.

ACO Corporate Services also provided an update on the allocation of ASF budget, together with recent funding for NI Protocol.

	<p>Members noted the report.</p>
<p>11.0</p>	<p>76/22 Scanning Report (Pestelo) – ‘Northern Ireland Assembly Election Party Manifesto Commitments on Policing and Justice. Extracts of policing and justice commitments’</p> <p>Director of Strategic Communications & Engagement briefed members on the highlights from this report.</p> <p>Chair thanked Director of Strategic Communications & Engagement for the good work carried out on the briefing. It was good to have this all condensed and we will see where we go in the next few weeks re: post-election.</p> <p>Members noted the report.</p>
<p>12.0</p>	<p>77/22 Any Other Business</p> <p>Discussion around the Organisation Chart and where we are.</p> <p>Action 22~43:</p> <p>Organisational Chart is to be finalised by Head of Executive Support Team and forwarded out to members – Head of Executive Support Team.</p> <p>This is the first attempt of holding the SMB virtually. The Chair will discuss with Director of Strategic Communications & Engagement a plan next month re: going to other locations from September.</p>
<p>13.0</p>	<p>78/22 Forthcoming Papers</p> <ul style="list-style-type: none"> • Neighbourhood Policing Pilot (Sponsor: ACC District Policing) • Service Strategic Assessment and Operational Priorities for 2022/23 (Sponsor: Deputy Chief Constable) – Plan on a Page is all that is required for June SMB • APSTRA (South Armagh Recommendations)/Carriage of Long Arms Weapons – (Sponsor: ACC Operational Support Department) • Review of PNC Data Quality (Sponsor: ACC Community Safety Development) • Update on Mandatory Training (Sponsor: Head of Learning & Organisational Development Police College) • Male VAIWB Overview Paper (Sponsor: Deputy Chief Constable and Chief Operating Officer) • Working from Home Policy (Sponsor: ACO People and Organisational Development) <p>Decision (40):</p> <p>Service Strategic Assessment and Operational Priorities for 2022/23 (Sponsor: Deputy Chief Constable) – DCC is to send out</p>

Service Strategic Assessment. Chair encourages people to read this before the next meeting. Plan on a Page is all that is required for June SMB. ACC District Policing is to send out Independent Scrutiny Panel Options paper for consideration.

Decision (41):

Police Use of Powers/Use of Force (Sponsor: Deputy Chief Constable), need position from Policing Board, push back to July SMB.

Decision (42):

Biometrics (Sponsor: ACC Operational Support Department), Deputy Chief Constable and ACC Operational Support Department will meet to discuss this paper and if it is required.

Decision (43):

Race Action Plan (Sponsor: ACO POD), First draft is going out for consultation in June/ Implemented in August. This needs to go through the People & Culture Board first.

Action 22~44:

Service Strategic Assessment and Operational Priorities for 2022/23 (Sponsor: Deputy Chief Constable) – DCC is to send out Service Strategic Assessment. ACC District Policing is to send out Independent Scrutiny Panel Options paper for consideration – Deputy Chief Constable/ ACC District Policing.

Action 22~45:

Biometrics (Sponsor: ACC Operational Support Department) – DCC and ACC Operational Support Department will meet to discuss this paper and if it is required – ACC Operational Support Department.

No further business was raised and the meeting concluded at 1500 hours

Date of next meeting: Wednesday 8 June 2022