



# Police Service of Northern Ireland

## RECORD OF MEETING

**NAME OF COMMITTEE:** Strategic Management Board (SMB)  
**DATE:** 13 April 2022  
**TIME:** 10.00am  
**LOCATION:** Webex  
**CHAIRPERSON:** DCC Hamilton

### MEMBERS:

Chief Constable	S Byrne
Chief Operating Officer	P McCreedy
ACC Community Safety Department	A Todd
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	
Head of Executive Support Team (Committee Manager)	
Staff Officer Executive Support Team (Notetaker)	
T/C/Inspector Executive Support Team (From Agenda Item 18 Onwards)	

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

Item No	
1.0	<p><b>44/22 Welcome and Apologies</b></p> <p>No apologies received.</p> <p>Chair welcomed newly-appointed Head of Executive Support Team to the meeting as Committee Manager.</p>
2.0	<p><b>45/22 Declaration of Conflict of Interest</b></p> <p>No Conflicts of Interest were declared.</p>
3.0	<p><b>46/22 Minutes of Previous Meetings</b></p> <p>The minutes from the meeting on 9 March 2022 were accepted by all in attendance and approved.</p>
4.0	<p><b>47/22 Actions Arising from Previous Meetings</b></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: 21~38, 21~71, 21~73, 21~74, 21~80, 22~02, 22~04, 22~12, 22~13, 22~14, 22~15, 22~18, 22~19, 22~20, 22~21, 22~23 and 22~24.</p>
5.0	<p><b>48/22 Governance Boards – Update Reports</b></p> <p>Members noted the summary provided from the most recent Service Performance Board on 23 March 2022.</p>
6.0	<p><b>49/22 Corporate Risk Register</b></p> <p>ACO Corporate Services briefed members on the report highlights.</p> <p><u>Crime Recording</u></p> <p>Members discussed the mitigations in place to address the Crime Recording Risk. Members noted a presentation was delivered to ARAC, which provided assurance of the processes and plan in place.</p>

**Decision (25):**

**Crime Recording Risk to remain on Corporate Risk Register: but review and update of risk levels to be undertaken.**

**Action 22~25:**

**Review and adjust risk rating for Crime Recording Risk, to reflect the ongoing efforts to mitigate this risk – Deputy Chief Constable.**

Terrorist Attack

Members noted that the Terrorist Attack Risk is being formally reviewed through a Gold Group, but should also remain within this governance process.

**Decision (26):**

**Terrorist Attack Risk to remain on Corporate Risk Register for monitoring and review.**

**Action 22~26 :**

**Formally review risk rating for Terrorist Attack Risk – ACC Crime Department.**

Mandatory Training

Members discussed the training licensing risk and capacity for training (mandatory). They were identified as two separate but interlinked risks. Chief Constable highlighted the need to capture the timeline and detailed action plan for training through the Police College.

**Action 22~16:**

**Review the mandatory training risk and consider including a separate training licensing risk. Consider further whether this risk (licensing) should feature on Operational Support Departmental Risk Register or Corporate register– ACC Operational Support Department.**

Custody Healthcare

Members were updated that no assurance has been provided from the Department of Health yet, but a meeting was scheduled for the following day and a more defined update will be available for May SMB.

	<p><b>Action 22~27:</b></p> <p><b>Custody Healthcare risk to be updated for May SMB – ACC Community Safety Department.</b></p> <p><u>Data Quality</u></p> <p>Chief Constable questioned the position of funding for data quality and external trainer- this was to be followed up.</p> <p><b>Action 22~28:</b></p> <p><b>Clarity to be provided on financial approval outstanding for external Merseyside PNC Trainer – ACC Community Safety Department.</b></p>
<p>20.0</p>	<p><b>63/22 Service Policy and Service Instruction on Risk Management Governance</b></p> <p>ACO Corporate Services updated members on the revised Risk Management Service Policy and Service Instruction. Members noted that the Service Policy and Service Instruction have been through consultation across the organisation.</p> <p>NEM advised they have been consulted during a presentation at ARAC and provided positive feedback on the paper.</p> <p><b>Decision (27):</b></p> <p><b>Members approved the Service Policy and Service Instruction on Risk Management Governance. Members agreed that there was merit in including within a Bite-size Forum or similar event.</b></p> <p><b>Action 22~29:</b></p> <p><b>Liaison with Corporate Comms and schedule suitable briefing – ACO Corporate Services.</b></p>
<p>7.0</p>	<p><b>50/22 Overview Report</b></p> <p>ACO Corporate Services briefed members on the highlights from the Overview report. Members noted that no recommendations have been rejected since the last report.</p> <p>All Implementation Officers have been asked to conduct a review of all their current recommendations. An aide memoire along with priority guidelines were attached to assist in the review process. An update on any reprioritisation will be included in the Overview report for SMB in June.</p> <p>Members discussed low and medium priority recommendations and the need to review and action accordingly.</p>

	<p>There was further discussion and input from NEMs in terms of the impact of acceptance of actions balanced against the ability to deliver within the context of the current financial situation. NEMs advocate engagement with auditors and regulators to fully discuss and agree necessity for any recommendations.</p> <p>Members noted the report.</p>
<b>8.0</b>	<p><b>51/22 Finance Report</b></p> <p>ACO Corporate Services updated members on provisional outturn 2021-22 and details on the 'Contingency Planning Envelope' for 2022-23. The draft allocation letter from DOJ states there should be no expectation of additional funding. Each organisation must strive to live within the CPE, making reductions where necessary and pay pressures need to be managed internally.</p> <p>SMB and subsequently the Policing Board agreed the first year of the Resource Plan (22-23). A number of new pressures have also emerged in recent weeks including rising fuel costs for both vehicles and premises and rising prices across a range of other areas.</p> <p>Packs containing the details of the Contingency Planning Envelope for each Department are in the process of being issued and will show the impact of the above reductions in each area.</p> <p>Finance Framework to be added to the agenda for the SET Away Day.</p>
<b>9.0</b>	<p><b>52/22 Governance Statement 2021-22</b></p> <p>ACO Corporate Services updated members that the Governance Statement will be included in the draft Annual Report &amp; Accounts and sent to NIAO. Members discussed the existing Governance structure.</p> <p>ACO Corporate Services agreed to reflect the additions/amendments discussed within the living document e.g. reflection of attendance at meeting, detail on lapse of accreditations and impact (pg.9 of document); clarity on SIRO.</p> <p><b>Decision (28):</b></p> <p><b>Paper will not be signed off until addendums have been addressed.</b></p> <p><b>Action 22~30:</b></p> <p><b>Paper to be brought back to May SMB with small changes addressed and made - ACO Corporate Services.</b></p>

Members availed of a break between 11.16am – 11.26 am.

18.0

**61/22 Spit and Bite Guards**

Chair informed members that there is a revised paper which hadn't been circulated to SMB members.

Chief Constable highlighted the importance of having the most relevant and timely information in order to effectively make informed decisions.

NEM agreed that without full sight of all the issues in one place, there is a need for further paper / agenda item.

**Decision (29):**

**It was agreed that a decision could not be made today, until all the documentation on Spit and Bite Guards, has been presented to SMB.**

Chief Constable outlined what was required from the next paper in order to make an effective decision on the matter.

All noted by ACC Operational Support Department. Members discussed the need to ensure de-escalation training features heavily during PSP training and that the NIPB HR report is adequately captured and appropriate links are made.

**Action 21~50:**

**Full revised paper to be presented to May SMB. Additional points raised by Chief Constable to be addressed – ACC Operational Support Department.**

16.0

**59/22 Legacy Investigations Post-McQuillan Judgement**

ACC Community Safety Department briefed members on the McQuillan Judgement and the series of options available to SMB.

There was further discussion on the necessity, timeline, impact on ongoing legal cases and overall legal obligations. The robustness of the Case Sequencing Model utilised by Legacy Investigation Branch was also highlighted.

**Decision (30):**

**Option four was agreed.**

**There is no overriding legal obligation to investigate cases prior to October 1988. Implement an enhanced measure to restructure the CSM, with those underpinned by definitive legal obligation achieving a higher prioritisation within the CSM.**

	<p><b>Action 22~31:</b></p> <p><b>ACC Community Safety Department to develop communications plan – ACC Community Safety Department.</b></p> <p><b>Action 22~32:</b></p> <p><b>LIB to progress resequencing of CSM based on Option 4 and present figures and impact – ACC Community Safety Department.</b></p>
<p>17.0</p>	<p><b>60/22 Serious and Organised Crime Strategy</b></p> <p>This strategy had previously come to and been approved by SMB – awaiting graphics department to finalise. Members discussed that the SOC strategy should align with the Force Management Statement and Strategic Assessment for the Organisation.</p> <p>Members noted the paper.</p> <p><b>Decision (31):</b></p> <p><b>It was agreed that the 4Ps approach would be adopted service-wide for consistency.</b></p> <p><b>Action 22~33:</b></p> <p><b>SOC strategy to be launched – ACC Crime Department.</b></p>
<p>14.0</p>	<p><b>57/22 Here For You – Public Engagement Vision</b></p> <p>ACC District Policing informed members that the Engagement Strategy is still in draft format and further engagement is required both internally and externally.</p> <p>Members discussed the volume and messaging across all strategy documents. The foundations of the document had a solid evidence base and is in keeping with a clear public service model. There is a clear necessity for an engagement strategy – all agreed.</p> <p>Further, separate discussion on the proposal to change the purpose and vision of the organisation.</p> <p><b>Decision (32):</b></p> <p><b>It was agreed further discussion is required on the proposal to change the purpose and vision of the organisation. Discussion of vision and values to be added to the agenda of the SET away day.</b></p> <p><b>Decision (33):</b></p> <p><b>Members agreed the Engagement Strategy, including the five key pillars, in principle. Introduction page to reflect current vision and</b></p>

	<p>values.</p>
<p>15.0</p>	<p><b>58/22 Neighbourhood Policing Hallmarks</b></p> <p>ACC District Policing introduced the eight hallmarks for Neighbourhood Policing. He outlined it is further envisaged as an accountability tool and provides a degree of commonality for neighbourhood policing. There is a clear evidence base for the Hallmarks.</p> <p>Members discussed whether the hierarchy of hallmarks (what, why, how). Members also discussed whether the hallmarks should be service-wide and it was agreed to retain focus on neighbourhood teams.</p> <p><b>Decision (34):</b></p> <p><b>It was agreed that further information should be added as to the role of Neighbourhood Policing in decreasing crime in communities. Order of Hallmarks will be reviewed in liaison with Graphics Department. Neighbourhood Policing Hallmarks noted and not required to be returned to SMB.</b></p> <p><b>Action 22~34:</b></p> <p><b>Updated version to be circulated to SET – ACC District Policing.</b></p>
	<p><i>Members availed of a break between 1.02pm – 1.10pm</i></p>
<p>22.0</p>	<p><b>65/22 Forthcoming Papers</b></p> <ul style="list-style-type: none"> <li>• Operational Priorities 2022/23 – DCC (March)</li> <li>• Organisational Plan on a Page – DCC (March)</li> <li>• Audit of Service Accountability Meetings (April) – DCC</li> <li>• Force Management Statement &amp; Strategic Assessment (April) – COO/DCC</li> <li>• Review of PNC Data Quality (April) – ACC CSD</li> <li>• Race Action Plan (April) – ACO POD</li> <li>• APSTRA (South Armagh Recommendations)/Carriage of Long Arms Weapons – ACC OSD</li> <li>• Update on Mandatory Training (Head of Learning &amp; Organisational Development Police College)</li> <li>• Emerging Risk of Conduct of Officers and Staff (Head of Professional Standards)</li> <li>• Working from Home Policy – ACO POD</li> <li>• NI Safe Community Telephone Survey – ACO SP&amp;T</li> <li>• Spit and Bite Guards – ACC OSD</li> <li>• Governance Statement 2021-22 – ACO Corporate Services</li> <li>• Custody Healthcare – ACC CSD</li> </ul>



<b>19.0</b>	<p><b>62/22 Working from Home Policy</b></p> <p>ACO People and Organisational Development updated members that the draft Hybrid working – Interim Guidance paper has not yet been through the consultation process.</p> <p>ACC Community Safety Department briefed members that current Public Health guidance is to work from home when you can.</p> <p><b>Decision (35):</b></p> <p><b>The paper will be brought back to SMB when consultation is completed and the guidance is in a state of readiness.</b></p> <p><b>As an interim measure, communication is to be sent service wide providing an update on the current guidance for all personnel, including the anticipated consultation process.</b></p> <p><b>ACO People and Organisational Development and ACC Community Safety Department to liaise on the wording of the email. To be returned to SMB in May 2022.</b></p> <p><b>Action 22~35:</b></p> <p><b>Communication to be sent service wide, as a framework to all officers and staff on Hybrid-working – ACO People and Organisational Development.</b></p>
<b>10.0</b>	<p><b>53/22 Scanning Report (PESTELO)</b></p> <p>ACO Strategic Planning and Transformation updated members that this will be a standing item on the monthly SMB agenda. Purpose is primarily to inform and where relevant, implement and track actions from key practice areas.</p>
<b>11.0</b>	<p><b>54/22 Policing Plan 2022-23</b></p> <p>ACO Strategic Planning and Transformation updated members on the progress of this Policing Plan paper.</p> <p>Members approved the paper.</p>
<b>12.0</b>	<p><b>55/22 Draft Balanced Scorecard</b></p> <p>ACO Strategic Planning and Transformation introduced the draft Balanced Scorecard.</p> <p><b>Decision (36):</b></p> <p><b>Balanced Scorecard to be added to the monthly SMB agenda.</b></p>

<b>13.0</b>	<b>56/22 Central Disclosure Unit</b>  ACC Community Safety Department outlined proposals for a delivery plan for Central Disclosure Unit. There was discussion on impact of funding around the options proposed and further outline and discussion of the risk vs finance balance.  Option one was recommended.  <b>Decision (37):</b>  <b>Option one was agreed - The service can accept the current CDU model and monitor progress of the unit through the CJ performance board and the PPS Disclosure Improvement forum.</b>
<b>21.0</b>	<b>64/22 Any Other Business</b>  No other business raised.
	<i>No further business was raised and the meeting concluded at 2.00pm.</i>

Date of next meeting: Wednesday 11 May 2022