



Police Service of Northern Ireland

MINUTES OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 13 October 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
A/ACC Operational Support Department	S Donaldson
ACC Crime Department	
A/ACC Community Safety Department	M Jones
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:

Strategic Communications and Engagement	
A/Head of Command Secretariat and Private Office (Committee Manager)	
Head of Legal Services	
Notetaker	
Dfl Observer (Review of Governance)	
Head of Transport	
Head of Police College	
Head of Operational Programmes, Police College	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>137/21 Welcome and Apologies</p> <p>Apologies noted from ACC Crime Department.</p>
2.0	<p>138/21 Declaration of Conflict of Interest</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>Head of Serious Crime raised a COI during agenda item 12.</p>
3.0	<p>139/21 Minutes of Previous meetings</p> <p>The minutes from the meeting on 8 September 2021 were approved.</p>
4.0	<p>140/21 Actions Arising from previous meetings</p> <p>The Committee Manager updated members on the progress of the actions. Members agreed on actions to close including 20~55, 21~29, 21~41 and 21~48.</p>
5.0	<p>141/21 Highlight Reports for Governance Boards</p> <p>The Chief Operating Officer referred to the summary provided from the most recent Service Transformation Board which was previously circulated.</p> <p>The Deputy Chief Constable referred to the summary provided from the most recent Service Performance Board which was previously circulated.</p> <p>Members agreed that more detail could be provided within the Service Performance Board Summary.</p> <p>Members discussed whether VAIWG should be considered as a corporate risk.</p> <p>Action:</p> <p>Assessment of evidence base to support inclusion of VAIWG as a corporate risk (conduct/confidence) – Chief Operating Officer and Deputy Chief Constable.</p>

The Chief Operating Officer referred to the summary provided from the most recent People and Culture Board which was previously circulated.

ACC District Policing Department updated members that ‘bubbles’ would cease from 1 November 2021 as they are no longer required in the workplace.

The update reports were noted.

6.0

142/21 Corporate Risk Register

The T/ACO Corporate Services briefed members on the report highlights.

Future Funding (Beyond 2021/2022)

Members noted the Future Funding Risk.

Mandatory Training

Members noted that there is a paper on Mandatory Training as agenda item 10.

Crime Recording

Members noted that the Crime Recording Risk has been increased.

Action:

Risk Owner for Crime Recording Risk to be changed from Chief Operating Officer to Deputy Chief Constable – T/ACO Corporate Services.

Legacy Discovery and Disclosure

Members noted the Legacy Discovery and Disclosure Risk.

Records Management

Members noted the Records Management Risk.

Terrorist Attack

Members noted the Terrorist Attack risk.

Members considered the escalation of the Corporate Information Risk from Operational Support’s Departmental Risk Register to the Corporate Risk Register. A/ACC Operational Support Department briefed members on the progress made to date mitigating this risk.

Decision:

Members agreed that the Corporate Information Risk should be added to the Corporate Risk Register.

Action:

Corporate Information Risk to be added to Corporate Risk Register – T/ACO Corporate Services.

Members considered the escalation of the Data Quality Risk from Community Safety’s Departmental Risk Register to the Corporate Risk Register. A/ACC Community Safety Department updated members on the challenges of this ongoing issue.

In addition to the requirement for additional technical support to manage this risk, there is also a key organisational decision as to the future alignment of the police service to PNC/NLED which would require specialist project support from the Service Transformation Board and Corporate Development Team (CDT).

Decision:

Members agreed that the Data Quality Risk should be added to the Corporate Risk Register.

Actions:

Data Quality Risk to be added to the Corporate Risk Register – T/ACO Corporate Services.

Scope out CDT support to inform paper development on the future approach to PNC/NLED – A/ACC Community Safety Department, ACC District Policing Command and Chief Operating Officer.

7.0

143/21 Finance Report

T/ACO Corporate Services updated members that a Year to Date small underspend is reported at the end of September. Pressures in police overtime and staff overtime are the most significant to date pressures at the six month point in the year.

T/ACO Corporate Services briefed members that the capital spend in relation to the purchase of land for the College was considered unlikely this financial year which creates an additional easement on the capital side. While work is continuing with DoJ to identify how the funding identified for the College can be aligned to the likely spend timeframe, an easement of £10m has been declared to DoJ.

Members noted the paper.

<p>8.0</p>	<p>144/21 ARAC Terms of Reference</p> <p>T/ACO Corporate Services updated members on the revisions to the Terms of Reference which have been agreed by the NEMs and presented to the September ARAC meeting.</p> <p>Decision:</p> <p>Members approved the updated Terms of Reference.</p>
	<p>Head of Transport joined the meeting for Item 9 at 10.50am.</p>
<p>9.0</p>	<p>145/21 Fleet Strategy</p> <p>Head of Transport updated members on the delivery commitments contained within the draft Fleet Strategy. The Chief Operating Officer assured members of the governance already in place.</p> <p>Members agreed the paper.</p> <p>Action:</p> <p>Strategic Communications and Engagement to ensure all recent strategies including the Fleet Strategy are communicated internally in a bite-size format – Strategic Communications and Engagement.</p>
	<p>Members availed of a break between 11.11am – 11.30am.</p> <p>Head of College and Head of Programmes joined the meeting for Item 10 at 11.30am.</p>
<p>10.0</p>	<p>146/21 Mandatory Training</p> <p>Head of Operational Programmes updated members on the four options to reduce identified Firearms Training Risk. Members agreed that there was a need to define the relevant risk in the current context and to obtain a supporting evidence base. Following discussion, it was agreed that further consultation and advice was required. Head of Operational Programmes briefed members on current short-term mitigations in place to manage risk.</p> <p>Decisions:</p> <p>Members agreed that further information and clarity was required to enable a decision to be made.</p> <p>Members agreed that medium-term measures should be assessed at the Strategic Firearms Board, after consultation with key</p>

	<p>stakeholders.</p> <p>Members agreed the need to assess current firearms training policy as the basis for understanding and quantifying risk.</p> <p>Actions:</p> <p>Commitment to form an appropriate group, including representatives from the Police College and Operational Support Department, to review the Operational and Training Policy on Firearms – A/ACC Operational Support Department and T/ACO People & Organisational Development.</p> <p>Imminent short-term measures to reduce Firearms Training Risk and progress to be discussed at November SMB – T/ACO People & Organisational Development.</p> <p>Head of Operational Programmes updated members on the three options to reduce the PSP Training Risk. Members agreed the importance of this issue in terms of human rights impacts when using force. Head of Operational Programmes provided assurance on content of the training provided. Members discussed options for possible locations with increased capacity for PSP training.</p> <p>Decision:</p> <p>Members agreed on recommended option 3 – increasing the capacity to align demand by adjusting training ratios 1:8.</p> <p>Action:</p> <p>Wider review of PSP training programme to be progressed – T/ACO People & Organisational Development.</p> <p>Head of Programmes updated members on the preferred option for First Aid Training.</p> <p>Decision:</p> <p>Members agreed to an increase in class sizes for First Aid Training as restrictions lift.</p>
<p>11.0</p>	<p>147/21 Review of Human Resources</p> <p>T/ACO People and Organisational Development summarised for members the key points of the review. T/ACO People and Organisational Development assured members that recommendations would be explored in more detail internally.</p> <p>Members noted the report and agreed that the implementation of the HR Review is reported through the Transformation Board.</p>

<p>12.0</p>	<p>148/21 Student Officer Pay Award 2021/21</p> <p>T/ACO People and Organisational Development updated members on the recommended option for implementing the higher pay scale point for Student Officers. Members discussed ongoing campaigns and the best options for ensuring the least number of candidates on differing pay scales. T/ACO Corporate Services reminded members that the rationale to increase the pay scale point for Student Officers was to address barriers to recruitment.</p> <p>Decision:</p> <p>Members agreed in principle that the higher pay scale point should be advertised and applied to the forthcoming 2021 campaign.</p>
<p>13.0</p>	<p>149/21 Refresh of Horizon Strategy</p> <p>The Chief Operating Officer updated members on progress in refreshing the five-year Service Modernisation Plan.</p> <p>Members agreed the refresh, subject to minor changes to branding and terminology by the Chief Operating Officer.</p>
	<p>Members availed of a break from 1.03pm – 1.30pm</p>
<p>14.0</p>	<p>150/21 Corporate Review Policy</p> <p>A/ACC Operational Support Department updated members on a number of recommendations aimed at improving document quality, working practices and collaboration between Corporate Policy, Heads of Departments and Authors.</p> <p>Members noted the paper.</p> <p>Action:</p> <p>Equality, Diversity and Inclusion Policy to be added to the Appendix – A/ACC Operational Support Department</p>
<p>15.0</p>	<p>151/21 Retention Rules To Be Applied By The Biometric Ratification Committee</p> <p>A/ACC Operational Support Department briefed members on three options for consideration and recommended option 1.</p> <p>Decision:</p> <p>Members agreed recommended option 1 – to assess applications for full compliance with current live legislation i.e. PACE (NI) 1989</p>

	<p>provisions. All PACE material currently legally held to be retained indefinitely unless strict criteria is met (as per national ACRO policy)</p> <p>Action:</p> <p>A/ACC Operational Support Department to write to Minister of Justice, the Northern Ireland Human Rights Advisor and the Human Rights Commissioner for Northern Ireland informing them of the retention rules to be applied to early deletion applications (every quarter) – A/ACC Operational Support Department.</p>
16.0	<p>152/21 Any Other Business</p> <ul style="list-style-type: none">• Mid Year Stewardship Statement <p>Chief Operating Officer advised members of the content of the mid-year Stewardship Statement.</p> <p>Members noted the paper.</p>
17.0	<p>153/21 Forthcoming Papers</p> <p>November</p> <ul style="list-style-type: none">• Serious and Organised Crime Strategy• Neighbourhood Policing (arising from SET away day)• PSNI response to Violence and Intimidation Against Women (December)• Community Engagement Strategy (Update Plan in December, Final ready in March)
	<p>No further business was raised and the meeting concluded at 1.40pm.</p>

Date of next meeting: Wednesday 10 November 2021