



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 01 July 2022
TIME: 10.00am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Chief Constable

MEMBERS:

Deputy Chief Constable	M Hamilton
ACC Justice	Represented by Deputy
ACC Local Policing	B Singleton (Items 1-10)
ACC Crime	M McEwan
ACC Operational Support	C Todd (Items 1-10)
ACO Corporate Services	M McNaughten
ACO People and Organisational Development	C Duffield
ACO Strategic Planning and Transformation	A Magwood

NON-EXECUTIVE MEMBERS:

Non-Executive Member	
Non-Executive Member	

OTHER ATTENDEES:

Director of Strategic Communications & Engagement	Represented by Deputy
Director of Legal Services	(Items 10 – 16)
Head of Executive Support Team (Committee Manager)	
Head of Public Protection Branch	(Items 1-8)
Staff Officer Executive Support Team (Notetaker)	
Head of Procurement & Logistic Services	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>94/22 Welcome and Apologies</p> <p>Apologies noted from Chief Operating Officer, ACC Justice and Director of Strategic Communications and Engagement.</p>
2.0	<p>95/22 Declaration of Conflict of Interest</p> <p>No Conflicts of Interest were declared.</p>
3.0	<p>96/22 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 08 June 2022 was accepted by all in attendance and approved.</p>
10.0	<p>103/22 Armed Policing Strategic Threats and Risk Assessment 2022</p> <p>ACC Operational Support introduced the APSTRA paper – (part one) and explained to members the purpose of the paper, which is to assess the current threat and risks and outline recommendations to the current licensed Authorised Firearms Officer roles in Police Service Northern Ireland, that align with those in GB and the National Police Firearms Training Curriculum. A further APSTRA submission (part two) will be submitted to include the provision of Less Lethal Options and the arrangements within Northern Ireland for armed officers that are Police Service Northern Ireland specific and do not come within the defined role profiles of the NPFTC.</p> <p>Members discussed the recommendation on data collection. Members also discussed the appropriate national governance.</p> <p>Chair highlighted some inaccuracies within the paper, which were discussed by members.</p> <p>Deputy Chief Constable expressed wish to attend, understand and review stock held at Seapark.</p> <p>Action 22~48</p> <p>Deputy Chief Constable to visit Seapark for a briefing on weapons inventory and to discuss the reasons why stock is held – Deputy Chief Constable.</p> <p>Decision (47)</p> <ul style="list-style-type: none"> The APSTRA (part one) paper was approved in principle, with the agreed amendments to be reflected as discussed. Copy of an amended paper to be provided to Chief Constable and

	<p>Deputy Chief Constable.</p> <ul style="list-style-type: none"> • ACC Operational Support to sign as Authorising Officer. • Deputy Chief Constable will sign the Declaration. • APSTRA (part two) to follow in due course after consultation with appropriate Staff Associations. <p>Action 22~49</p> <p>Amended APSTRA paper (part one) to be provided to Chief Constable and Deputy Chief Constable – ACC Operational Support.</p>
	<p><i>Members availed of a break between 11.00-11.05am.</i></p>
<p>14.0</p>	<p>107/22 Finance Report</p> <p>ACO Corporate Services briefed members on the highlights from the Finance Report.</p> <p>Members discussed the full year pressure and the progress towards achieving the planned reductions to close the funding gap, including new pressures and budget allocations. Members were advised of residual pressures.</p> <p>It was agreed that the planned savings of £3m from Legacy Investigations were unlikely to be deliverable and that this should now be reflected in the full year projections.</p>
<p>4.0</p>	<p>97/22 Actions Arising from Previous Meetings</p> <p>The Committee Manager updated members on the progress of the actions.</p> <p>The following actions were agreed for closure: 21~49, 21~50, 22~45, 22~46 and 22~47.</p> <p>Action 22~ 50</p> <p>Scanning to be a standing item on the monthly agenda for SMB – ACO Strategic Planning and Transformation.</p>
<p>8.0</p>	<p>101/22 Violence Against Women and Girls</p> <p>Head of Public Protection Branch introduced the Tackling Violence Against Women and Girls Strategy and Action Plan paper. The three themes to the paper follow the national framework which will allow data to be fed into and compared against the national framework.</p> <p>Head of Public Protection Branch assured members that all training is</p>

achievable. Members were also assured that all actions are aligned to the SMART principle and can be achieved within current budget. This is underpinned with a background performance monitoring framework.

Members discussed the informal consultation to date and the link to commitment to the Equality Scheme.

Members discussed how to present success and communicate externally against a pre-selected number of the actions.

Deputy Chief Constable provided clarity to members that the Professional Standards Department is not being reviewed but improvement exercises will be ongoing.

Members discussed opportunities for amendments to the strategy.

Decision (48)

It was agreed that amendments to the VAWG Strategy discussed during the meeting, would be made, including a page break between the Strategy and Action Plan. Final draft will then be provided to a Critical Read Group, prior to review at OSET on 15 July 2022.

Action 22~51

Final draft to be reviewed at OSET on 15 July 2022 – ACC Crime

Members discussed the VAWG Overview paper which incorporates learning and development, alongside professional standards. Deputy Chief Constable, Chief Operating Officer, ACO People and Organisational Development and ACC Operational Support will discuss who is to take ownership to progress the overview.

Action 22~22

Deputy Chief Constable and Chief Operating Officer to table separate meeting regarding the overview paper to ensure all different areas of work are aligned – Deputy Chief Constable and Chief Operating Officer.

5.0

98/22 Five Year Review of the Operation of Police Service Northern Ireland Equality Scheme

ACO People and Organisational Development provided a summary of the papers presented to SMB and the purpose of the review.

Members discussed the paper in detail and identified possible additions/further details which should be included in the paper, as well as several inaccuracies.

	<p>Decision (49)</p> <p>It was agreed that the Police Service Northern Ireland Equality Scheme was not approved and was not currently ready for submission to ECNI. Further review required. More detailed report to be redrafted. Amended paper to be returned to SMB in August 2022.</p> <p>Action 22~52</p> <p>Amended paper to be returned to SMB in August 2022 – ACO People & Organisational Development</p>
<p>6.0</p>	<p>99/22 Draft Internal Audit Strategy 2022-2025</p> <p>ACO Corporate Services introduced the Draft Internal Audit Strategy which sets out the framework for the next three years. It has been previously circulated to Chief Officers and discussed at ARAC on 29 June 2022.</p> <p>NEM advised that ARAC had two concerns: the audits which were postponed last year and resources across the internal audit team. NEM also advised that there are challenges to ensure delivery on the draft audit plan. NEM recognised the improvements made within the service over the last six years.</p> <p>Members discussed several audits included on the plan individually and the necessity to ensure the planned audits are where the Police Service want to be focusing over the next few years.</p> <p>Decision (50)</p> <p>A number of changes to the strategy were agreed: the inclusion of Crime Recording, rewording of Legacy Disclosure & downgrading of risk relating to Vetting.</p> <p>Action 22~53</p> <p>Draft Internal Audit Strategy to be amended as discussed during the meeting and finalised – ACO Corporate Services.</p>
<p>7.0</p>	<p>100/22 Strategic Management Board Self-Effectiveness Review</p> <p>Chair advised members that this paper could not be considered today at SMB due to a return rate of 40%.</p> <p>Action 22~54</p> <p>All SMB members to ensure that they comply with the request to return the Self-Effectiveness Review. Update of returns to be provided ahead of August SMB by Corporate Services. – All SMB</p>

	members/ACO Corporate Services.
	<i>Members availed of a break between 1.00-1.30pm.</i>
11.0	<p>104/22 Annual Report and Accounts Update</p> <p>Members noted the paper.</p>
12.0	<p>105/22 Governance Boards – Update Reports</p> <p>ACO Strategic Planning and Transformation signposted members to the Service Transformation Board Update Report from 01 June 2022.</p> <p>Members discussed and agreed that reviewing strategy is within the function of the Service Performance Board.</p> <p>Members discussed health and safety considerations for estate signage.</p> <p>Members noted the paper.</p>
13.0	<p>106/22 Corporate Risk Register</p> <p>ACO Corporate Service updated members on the increased number of corporate risks</p> <p>Members discussed the Corporate Information Risk.</p> <p>Decision (51)</p> <p>To reduce the residual risk rating of the Corporate Information risk from 15 to 12 based on the rationale outlined in the proposal contained within the paper.</p>
9.0	<p>102/22 Review of Service Accountability Meetings</p> <p>Deputy Chief Constable apologised for the delay in presenting this paper to SMB, as was commissioned in July 2021. Deputy Chief Constable highlighted to members that PULSE is not being used as effectively as it could be.</p> <p>Members welcomed the review as a helpful assessment to allow continuous improvements to be made, including development of an aggregated dashboard which supports operational, training and overall awareness of the use of PULSE.</p> <p>Members discussed the expectation that monthly performance meetings are held within each branch/department, where tier two measures are discussed.</p>

	<p>Action 22~55</p> <p>All Chief Officers are to provide assurance on compliance to the direction that accountability meetings are taking place, as directed when the PULSE framework was agreed two years ago – All Chief Officers.</p>
<p>15.0</p>	<p>108/22 Any Other Business</p> <p><u>ARAC Annual Report</u></p> <p>NEM briefed members that ARAC Annual Report was discussed at ARAC meeting on 29 June 2022.</p> <p>Members noted the paper and thanked NEMS for their work.</p> <p><u>ARAC Self-Effectiveness Review</u></p> <p>NEM highlighted to members the ARAC Self-Effectiveness Review and thanked members for their cooperation and help across the year.</p> <p>Members noted the paper.</p>
<p>16.0</p>	<p>109/22 Forthcoming Papers</p> <ul style="list-style-type: none">• Police Use of Powers/Use of Force (Sponsor: Deputy Chief Constable) - September• Race Action Plan (Sponsor: ACO People and Organisational Development)• Five Year Review of the Operation of Police Service Northern Ireland Equality Scheme (ACO People and Organisational Development) <p>Action 22 ~56</p> <p>All papers presented for SMB meetings should have the correct and consistent protective marking. All papers should be presented on the correct corporate template and appropriately be reviewed by the SET member – All SMB members.</p>
	<p><i>No further business was raised and the meeting concluded at 2.30pm.</i></p>

Date of next meeting: Wednesday 10 August 2022