



# Police Service of Northern Ireland

## RECORD OF MEETING

**NAME OF COMMITTEE:** Strategic Management Board (SMB)  
**DATE:** 08 June 2022  
**TIME:** 10.00am  
**LOCATION:** Main Conference Room, Brooklyn  
**CHAIRPERSON:** Chief Constable

### MEMBERS:

Deputy Chief Constable	M Hamilton
Chief Operating Officer	P McCreedy
ACC Justice	A Todd
ACC Local Policing	B Singleton
ACC Crime	Represented by Deputy
ACC Operational Support	C Todd
ACO Corporate Services	M McNaughten
ACO People and Organisational Development	C Duffield
ACO Strategic Planning and Transformation	Represented by Deputy

### NON-EXECUTIVE MEMBERS:

Non-Executive Member	
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### OTHER ATTENDEES:

Director of Strategic Communications	
Director of Legal Services	Represented by Deputy
Head of Executive Support Team (Committee Manager)	
Chief Inspector Executive Support Team	
Staff Officer Executive Support Team (Notetaker)	
Director of Human Resources (Item 6 Only)	
Chief Health & Safety Advisor (Item 8 Only)	

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

Item No	
1.0	<p><b>79/22 Welcome and Apologies</b></p> <p>Apologies noted from ACC Crime, ACO Strategic Planning &amp; Transformation, Director of Legal Services and Non-Executive Member.</p> <p>Chair welcomed and encouraged attendees to provide ideas and critical challenge during the meeting.</p>
2.0	<p><b>80/22 Declaration of Conflict of Interest</b></p> <p>No Conflicts of Interest were declared.</p>
3.0	<p><b>81/22 Record of Previous Meeting</b></p> <p>The Record of Previous Meeting on 11 May 2022 was accepted by all in attendance and approved.</p>
4.0	<p><b>82/22 Actions Arising from Previous Meetings</b></p> <p>The Committee Manager updated members on the progress of the actions.</p> <p>The following actions were agreed for closure: 21~66, 22~35, 22~36, 22~37, 22~38, 22~39, 22~40, 22~41, 22~42, 22~43</p> <p><b>Action 22~45 (Biometrics)</b></p> <p><b>A short briefing paper to be produced for audit purposes and decision making, prior to meeting between Deputy Chief Constable and ACC Operational Support, to clarify risk and position – ACC Operational Support.</b></p>
5.0	<p><b>83/22 Spit and Bite Guards</b></p> <p>Chair informed members that the revised paper presented this morning, provided further clarity in respect of framework and timeframes but has not altered the decision.</p> <p>ACC Operational Support introduced the revised paper and provided clarity on the Performance Accountability Framework proposal.</p> <p>Members discussed how a quarterly report to Service Performance Board would provide assurance on the use of Spit and Bite Guards.</p> <p>ACC Operational Support highlighted that Equality Impact Assessment (EQIA) is ongoing.</p>

	<p><b>Decision (44)</b></p> <p><b>Following the decision made at Strategic Management Board on 11 May 2022 and further discussion on 8 June 2022 to adopt Spit and Bite Guards as a permanent tactic for all frontline officers and custody staff, this decision has now been finalised. The intention will be to ‘go live’ with this position at 00.01 on Monday 13 June 2022</b></p>
	<p><i>Members availed of a break between 10.54am - 11.13am.</i></p>
<p><b>6.0</b></p>	<p><b>84/22 Hybrid Working – Interim Guidance</b></p> <p>ACO People and Organisational Development introduced the four proposed recommendations on Hybrid Working – Interim Guidance, working towards a graduated approach. The proposals are in line with Northern Ireland Civil Service and are based on wider consultation, including a staff survey.</p> <p>Director of Human Resources assured members that Human Resource Advisors would provide support and training to Line Managers.</p> <p>Members were advised that engagement and discussion would continue whilst drafting the Hybrid Working Standard Operating Procedure and that the model would be presented to SMB in September.</p> <p>Members discussed the difference between Flexible Working and Hybrid working and the need for a robust grievance policy. Director of Human Resources provided assurance that Professional Standards have been engaged and consulted.</p> <p>Chair and Deputy Chief Constable noted and thanked the Director of Human Resources for her significant contribution to the organisation.</p> <p><b>Decision (45)</b></p> <p><b>Members agreed the four proposed recommendations on Hybrid Working – Interim Guidance; see document dated 5 June 2022, titled Hybrid Working – Interim Guidance.</b></p>
<p><b>7.0</b></p>	<p><b>85/22 Armed Policing Strategic Threat and Risk Assessment 2022</b></p> <p>A decision to withdraw this paper was made before the meeting.</p> <p>APSTRA paper to be presented to SMB in July to include higher level authorisations, for example Authorised Firearms Officer. Second paper to follow in September.</p>

<b>8.0</b>	<p><b>86/22 Health and Safety Bi-annual Report</b></p> <p>ACO People and Organisational Development introduced the report for noting by SMB members.</p> <p>Deputy Chief Constable reinforced that attendance at the Health and Safety Committee is essential for the organisation and that all Health and Safety information should be disseminated, monitored and example-driven by Senior Officers.</p> <p>Members discussed the service position that everyone should wear their seatbelts unless exempt and the three exceptions.</p> <p>Members noted the report.</p>
<b>9.0</b>	<p><b>87/22 Governance Boards – Update Reports</b></p> <p><u>People and Culture Update:</u></p> <p>Chief Operating Officer updated members on the main highlights from this update report.</p> <p><u>Strategic Performance Board Update:</u></p> <p>Deputy Chief Constable briefed members on the report highlights. Members noted that Chief Constable has invited all Chief Superintendents to attend the next Service Performance Board on 22 June 2022.</p>
<b>10.0</b>	<p><b>88/22 Corporate Risk Register</b></p> <p>ACO Corporate Services briefed members that papers this month also included the Risk Management Annual Report, before submission to ARAC, and a copy of the detailed Corporate Risk Register.</p> <p>Members discussed the reports, particularly the relationship between residual and tolerable ratings.</p> <p>Each risk was then considered by exception:</p> <p><u>In Year Funding Risk</u></p> <p>Members discussed In Year Funding Risk and how risk the impact on services should be reflected.</p> <p><u>Custody Healthcare Risk</u></p> <p>Members acknowledged the progress on mitigating the Custody Healthcare Risk.</p>

	<p><u>Crime Recording Risk</u></p> <p>Members noted that data accuracy has improved and work is ongoing to improve timeliness.</p> <p><u>Mandatory Training Risk</u></p> <p>APSTRA position should influence firearms policy and training once agreed. A Limited IA report is expected on Mandatory Training.</p> <p>Members approved the Risk Management Annual Report and accepted the proposed risk on Standards/Conduct is included as a Corporate Risk.</p>
<p>11.0</p>	<p><b>89/22 Overview Report</b></p> <p>ACO Corporate Services advised members that there are 23 recommendations waiting to be discharged.</p> <p>ACO Corporate Services updated members from the Annual Report that there has been a general improvement within Overview and that we are in a better position at the end of the year. NEM highlighted that there have been fewer internal audits this year and a larger number did not require recommendations.</p> <p>Members noted the papers including the Annual Overview Status Report.</p>
<p>12.0</p>	<p><b>90/22 Finance Report</b></p> <p>ACO Corporate Services briefed members on the highlights from the Finance Report.</p>
<p>13.0</p>	<p><b>91/22 Scanning Report – HMICFRS Inspection Greater Manchester Police</b></p> <p>Head of Transformation briefed members that there are nine key themes within the HMICFRAS Inspection Greater Manchester Police Report.</p> <p><b>Action 22~46</b></p> <p><b>Report on HMICFRS Inspection Greater Manchester Police to be circulated to all Chief Superintendents – Committee Manager.</b></p>
<p>14.0</p>	<p><b>92/22 Any Other Business</b></p> <ul style="list-style-type: none"> <li>• Discussion re: Resourcing Chief Inspector Roles</li> </ul> <p>ACC Local Policing briefed members that within the South Armagh Review report there is a recommendation for a third Chief Inspector post to oversee the implementation of recommendations.</p>

## Decision (46)

It was agreed that due to current affordability issues, the South Armagh Review Chief Inspector post could not be established. Members were assured that over 50% of the recommendations are complete and were satisfied this would not prevent progression of the outstanding recommendations although realisation may take longer for some.

- Deep Dive Strategies

Deep Dive of Strategies is to be included within Service Performance Board (SPB) agenda. Timeframe to be addressed through SPB. To be reported back to SMB within the Service Performance Board Update Report for SMB members.

- SMB Meeting Location

SMB meeting to be held in different estates across the organisation, once a quarter.

- July SMB Meeting

Date of July SMB meeting to be changed from Wednesday 6 July 2022, due to SET attendance required at Northern Ireland Policing Board Induction Day.

15.0

## 93/22 Forthcoming Papers

- Organisational Plan on a Page (Sponsor: Deputy Chief Constable/Chief Operating Officer)
- APSTRA (ACC Operational Support)
- Equality, Diversity, Inclusion (ACO People and Organisational Development)
- Police Use of Powers/Use of Force (Deputy Chief Constable)
- Male VAWG Overview Paper (Deputy Chief Constable/Chief Operating Officer)
- IA Strategy 2022-25 and IA Plan 2022-23 (ACO Corporate Services)
- SMB Self Effectiveness Review (Chief Constable)

### Action 22~47

**Performance Management Accountability Paper to be added to Forthcoming Papers for July 2022 – Committee Manager.**

*No further business was raised and the meeting concluded at 12.37pm.*

Date of next meeting: Friday 01 July 2022