



# Police Service of Northern Ireland

## RECORD OF MEETING

**NAME OF COMMITTEE:** Strategic Management Board (SMB)  
**DATE:** 12 October 2022  
**TIME:** 2.00pm  
**LOCATION:** Causeway Coast Vineyard Church  
**CHAIRPERSON:** Chief Constable

### MEMBERS:

Deputy Chief Constable	M Hamilton
ACC Justice	Representative
ACC Local Policing	B Singleton
ACC Crime	M McEwan
ACC Operational Support	C Todd
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	
Chief Inspector Executive Support Team	
Staff Officer Executive Support Team (Notetaker)	
ASO Executive Support Team (Observer)	
Chief Inspector, Engagement Lead (Observer)	
Inspector Local Policing (Observer)	
Sergeant Neighbourhood Policing (Observer)	
Constable Reducing Offender Unit (Observer)	

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

Item No	
1.0	<p><b>143/22 Welcome and Apologies</b></p> <p>Apologies received from Chief Operating Officer, ACC Justice, Head of Executive Support Team and Legal Services.</p> <p>Chair welcomed those observing SMB and encouraged them to provide feedback which would benefit colleagues observing in the future.</p>
2.0	<p><b>144/22 Declaration of Conflict of Interest</b></p> <p>No Conflicts of Interest were declared.</p>
3.0	<p><b>145/22 Record of Previous Meeting</b></p> <p>The Record of Previous Meeting on 10 August 2022 was accepted by all in attendance and approved.</p>
4.0	<p><b>146/22 Actions Arising from Previous Meetings</b></p> <p>Chief Inspector Executive Support Team updated members on the progress of actions.</p> <p>The following actions were agreed for closure: 22~44, 22~55, 22~57, 22~59, 22~61, 22~62, 22~64 and 22~65.</p>
5.0	<p><b>147/22 Strategic Outline Business Case – Records Management</b></p> <p>ACC Operational Support provided a summary of key points, including four strategic options and the potential cost of each option. Deputy Chief Constable provided members with the history behind this business case including legacy disclosure. Members discussed the advantages to deciding a date from which all records should be digitised going forward. Members discussed the legal challenges with Biometrics. Members also discussed the scale of storage required for physical records.</p> <p><b>Decision (58):</b></p> <p><b>It was agreed that Option four was not within the scope of investment but that a phased program of transformation was necessary. Members agreed that ACC Operational Support should lead on this project, which should be governed through the Service Transformation Board. It was agreed a go forward date for digitisation should be progressed, once assurance has been provided that this it is happening within legacy disclosure.</b></p>

	<p><b>Archivist is to be included within revised business case.</b></p> <p><b>Action 22~66:</b></p> <p><b>Governance oversight for Records Management will sit with STB as the governing Board going forward – ACO Strategic Planning and Transformation.</b></p>
	<p><i>Deputy Chief Constable and Director of Strategic Communications &amp; Engagement left the meeting at 3.05pm.</i></p>
<p><b>6.0</b></p>	<p><b>148/22 Firearms and Explosive Branch – Op Mannering</b></p> <p>ACC Operational Support briefed members on the revised options outlined in the Appendix in order to eradicate the Firearms Branch service queue and achieve a sustainable business-as-usual status quo. Members discussed the options including how the Force Management Statement might leverage demand going forward and the challenges and opportunities provided by Adjusted Duty Officers.</p> <p><b>Decision (59):</b></p> <p><b>The paper was agreed in principle with some minor changes required. Actions 1-11 to be implemented.</b></p> <p><b>Action 22~67:</b></p> <p><b>Paper to be amended as discussed – ACC Operational Support.</b></p>
<p><b>7.0</b></p>	<p><b>149/22 Mid-Year Stewardship Statement</b></p> <p>ACO Corporate Services updated members that the Mid Year Stewardship Statement has previously been agreed at SET on 30 September 2022, due to the cancellation of SMB meeting in September.</p> <p>Paper was noted.</p>
	<p><i>Members availed of a break between 3.25-3.35pm.</i></p>
<p><b>8.0</b></p>	<p><b>150/22 APSTRA Part Two – Interim Update</b></p> <p>ACC Operational Support summarised the structure of the APSTRA Part Two paper.</p> <p><b>Decision (60):</b></p> <p><b>It was agreed that APSTRA Part Two should be presented to SMB in January 2023.</b></p>

	<p><b>Action 22~68:</b></p> <p><b>APSTRA Part Two to be presented to SMB in January 2023 – ACC Operational Support.</b></p>
<p><b>9.0</b></p>	<p><b>151/22 Update on Force Management Statement</b></p> <p>ACO Strategic Planning and Transformation provided members with an update on the progress of the Force Management Statement. Members discussed resourcing and introducing a mechanism for secondments.</p> <p>Members noted the update paper.</p>
<p><b>10.0</b></p>	<p><b>152/22 Scanning Report – Policing 2040</b></p> <p>ACO Strategic Planning and Transformation introduced the briefing document provided to increase understanding of the future environment and associated challenges that policing is and will likely face over the next 18 years, as highlighted in the College of Policing report. ACO Strategic Planning and Transformation asked members to note her thanks to Inspector Francey for the detailed summary. Assurance was provided that changes to Crime raised by ACC Crime, would be addressed during workshops.</p> <p><b>Action 22~69:</b></p> <p><b>Weekly bulletins from HMIC to be circulated to SET – ACO Strategic Planning and Transformation.</b></p>
<p><b>11.0</b></p>	<p><b>153/22 Hybrid Working – Interim Guidance</b></p> <p>ACO People and Organisational Development updated members that Option Two was approved at People and Culture Board and provided assurance that plans are already in place to ensure consistency and communication, before it is rolled out in the new year.</p> <p>ACO People and Organisational Development advised that the Hybrid Agreement is specific to the role and team and not the individual. The difference between flexible working and hybrid agreement was discussed. Members also discussed the benefits of hybrid working.</p> <p>Members noted the paper.</p>
<p><b>12.0</b></p>	<p><b>154/22 People and Culture Update</b></p> <p>ACO People and Organisational Development introduced the high level</p>

	<p>summary of People and Culture Board on 21 September 2022. Members' attention was drawn to the Update on Pulse Survey results on People Strategy. Members discussed their concerns over survey fatigue and the Cultural Audit. Members discussed the benefits to breaking down results by department.</p> <p>Members noted the update paper.</p>
13.0	<p><b>155/22 In Year Financial Pressures</b></p> <p>ACO Corporate Services advised members that In Year Financial Pressures has been previously discussed at the SET Away Day on 10 October 2022. ACO Corporate Services updated members on a number of options which have been identified which could result in cost reductions in year and help address the residual gap. Members discussed the three categories.</p> <p><b>Decision 61:</b></p> <p><b>Members accepted and agreed category one and category two proposals (excluding Non-Pay Crime), releasing £11.5m. A range of other reductions were considered under Category three, including further cuts to Overtime and reductions to the Air Support. However, further work would be required to better understand the impact and deliverability of these decisions.</b></p> <p><b>Action 22~70:</b></p> <p><b>ACO Corporate Services to inform Resources Committee of the decision to accept category one and category two (excluding Non-Pay Crime) proposals, prior to drafting a letter to the Department of Justice – ACO Corporate Services.</b></p> <p>Members discussed the four strategic principles which have already been signed off. These strategic principles were previously discussed and agreed at RAM.</p> <p><b>Decision 62:</b></p> <p><b>It was agreed due to the absence of several Senior Officers at RAM that these four strategic principles would be discussed again at RAM on 14 October 2022.</b></p>

	<p><b>Action 22~71:</b></p> <p><b>Four Agreed Strategic Principles to be added to the agenda for RAM on 14 October 2022 – ACO Corporate Services.</b></p>
<p><b>14.0</b></p>	<p><b>156/22 Update on Fixed Penalty Processing Centre</b></p> <p>ACC Operational Support updated members on the progress within the Fixed Penalty Processing Centre including contract management.</p> <p>Members noted the update paper.</p>
<p><b>15.0</b></p>	<p><b>157/22 Governance Boards – Update Reports</b></p> <p>Members noted the update papers from Service Performance Board on 24 August 2022, Service Performance Board on 28 September 2022 and Service Transformation Board on 3 August 2022.</p>
<p><b>16.0</b></p>	<p><b>158/22 Corporate Risk Register</b></p> <p><u>Crime Recording Risk:</u></p> <p>Members discussed the wording within the Crime Recording Risk.</p> <p><b>Action 22~72:</b></p> <p><b>Crime Recording Risk to be reviewed and discussed at November SMB Meeting – ACO Strategic Planning and Transformation</b></p> <p><u>Mandatory Training Risk:</u></p> <p>Members discussed the residual risk rating.</p> <p><b>Decision 63:</b></p> <p><b>It was agreed, based on the progress of the action plan, to reduce the residual risk rating for the Mandatory Training Risk to 16.</b></p> <p><u>In Year Funding Risk:</u></p> <p>Members discussed during agenda item 13.</p> <p><b>Decision 64:</b></p> <p><b>It was agreed to approve the escalation of the residual risk rating for the In Year Funding Risk to 25.</b></p>

Custody Healthcare Risk:

Members discussed the progress against this risk.

**Action 22~73:**

**In-depth update on Custody Healthcare Risk to be provided to SMB in November – ACC Justice.**

Officer and Staff Conduct Risk:

Risk remains the same.

Records Management Risk:

Members discussed during agenda item 5.

**Action 22~74:**

**Records Management Risk to be reviewed, to reflect mitigations – ACC Operational Support.**

Terrorist Attack Risk:

ACC Crime will provide an update for November SMB.

**Action 22~75:**

**Terrorist Attack Risk to be updated for November SMB – ACC Crime.**

Members discussed that the Cost of Living Crisis could be noted as an emerging risk. A Gold Group has been set up to ensure a robust response to this crisis and measures are already in place.

17.0

**159/22 Finance Report**

Members noted the papers.

18.0

**160/22 Overview Report**

ACO Corporate Services highlighted to members that there are currently five high priority external recommendations.

ACC Crime provided rationale on two recommendations from the

	<p>Northern Ireland Policing Board’s Human Rights report which have been rejected. This proposal was ratified.</p> <p>Members discussed recommendation one which is awaiting allocation from a report published by Criminal Justice Inspection Northern Ireland (CJINI) entitled ‘How the Criminal Justice System in Northern Ireland treats females in conflict with the law’.</p> <p><b>Action 22~76:</b></p> <p><b>ACC Crime to write to DOJ regarding recommendation one from CJINI report entitled ‘How the Criminal Justice System in Northern Ireland treats females in conflict with the law’. Recommendation to be rejected – ACC Crime.</b></p> <p>Members discussed Appendix B and agreed Service Leads to replace Community Safety.</p>
<p><b>19.0</b></p>	<p><b>161/22 Any Other Business</b></p> <p>No other business was raised.</p>
<p><b>20.0</b></p>	<p><b>162/22 Forthcoming Papers</b></p> <p>Forthcoming papers were reviewed and updated accordingly.</p> <p>Papers expected for November SMB are:</p> <p>In Service Vetting – DCC/PSD Counter Corruption Intelligence Board – DCC/PSD</p>
	<p><i>No further business was raised and the meeting concluded at 5.03pm.</i></p>

Date of next meeting: Wednesday 9 November 2022.