



# Police Service of Northern Ireland

## RECORD OF MEETING

**NAME OF COMMITTEE:** Strategic Management Board (SMB)  
**DATE:** 09 November 2022  
**TIME:** 10.00am  
**LOCATION:** Main Conference Room, Brooklyn  
**CHAIRPERSON:** Chief Operating Officer

### MEMBERS:

ACC Justice	A Todd
ACC Local Policing	B Singleton
ACC Crime	M McEwan (By Webex)
ACC Operational Support	C Todd
ACO Corporate Services	Representative
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 Legal Services	
Director of Strategic Communications & Engagement	
Chief Inspector Executive Support Team (Committee Manager)	
Staff Officer Executive Support Team (Notetaker)	
ASO Executive Support Team (Observer)	

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

Item No	
1.0	<p><b>163/22 Welcome and Apologies</b></p> <p>Apologies received from Chief Constable, Deputy Chief Constable, ACO Corporate Services and Head of Executive Support Team.</p>
2.0	<p><b>164/22 Declaration of Conflict of Interest</b></p> <p>No Conflicts of Interest were declared.</p>
3.0	<p><b>165/22 Record of Previous Meeting</b></p> <p>The Record of Previous Meeting on 12 October 2022 was accepted by all in attendance and approved.</p>
4.0	<p><b>166/22 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: 22~63, 22~66, 22~67, 22~69, 22~70, 22~71, 22~72, 22~73, 22~74, 22~75 and 22~76.</p>
5.0	<p><b>167/22 Waterside Custody Suite</b></p> <p>ACC Justice provided an update on the plan for Waterside Custody Suite. The decision was made in October 2014 to build a purpose built custody suite at Waterside Station. Since then planning and construction has been underway with the current build time line for the suite opening in April 2023, on a phased opening.</p> <p>Members discussed whether Coleraine Suite should be retained as a contingency suite, including the cost to upgrade the Suite to the current standard.</p> <p>Members discussed resourcing of Waterside Custody Suite including engagement with the current custody staff at Coleraine Suite and the impact the new staffing model may have for individuals and their wellbeing. Human Resources will provide support.</p> <p>Members discussed the wider service impact of the new Custody Suite.</p> <p>ACC Crime provided members with the history behind the decision made in 2014 to build Waterside Custody Suite.</p>

	<p>Updates on the project are to be provided to Service Transformation Board. Section 75 needs analysis to be undertaken by the Strategic Custody Group.</p> <p><b>Decision (65):</b></p> <p><b>Members agreed and approved:</b></p> <ul style="list-style-type: none"> <li>• <b>Decommissioning of Strand Road Suite</b></li> <li>• <b>Decommissioning of Strabane Suite (to be delayed whilst Omagh refurbishment completes)</b></li> <li>• <b>Closure of Coleraine Suite. Retention as a contingency suite to be subject to review of refurbishment costs</b></li> <li>• <b>Option one as the resourcing model for Waterside Custody Suite</b></li> <li>• <b>A targeted North-West CDO recruitment campaign.</b></li> </ul>
<p><b>6.0</b></p>	<p><b>168/22 Establishment of a Forensic Services Programme Board</b></p> <p>ACC Operational Support introduced the Forensic Services Programme Board’s Terms of Reference and explained that the Department of Justice (DoJ) are chairing this Board. ACC Operational Support will take on the responsibility of representing the service as a member.</p> <p>Members discussed that this approach is heavily caveated and is subject to the operational independence of the Chief Constable. All decision making must continue to be made at the Strategic Management Board.</p> <p>Members discussed the advantages of this ‘steering group’ within forensics.</p> <p><b>Decision (66):</b></p> <p><b>Forensic Services Programme Board’s Terms of Reference, as issued by DoJ is noted, with one change required. Deputy Chief Constable is to be removed as a member. ACC Operational Support is to represent the Police Service as a member of the Board. Police Service will participate in the ‘steering group’ but any decisions and governance remains within the service.</b></p>
<p><b>7.0</b></p>	<p><b>169/22 Update on Custody Healthcare Risk</b></p> <p>ACC Justice outlined the challenges in mitigating this risk, including the legislative block. There has been recent progress to begin planning a regional service, to be provided by BHSCCT.</p> <p>Members discussed the role of Forensic Medical Officers (FMOs) and current staffing shortages.</p> <p>Members discussed the specialist training and grading of the nursing</p>

	<p>staff and the blocks to delivering this strategic model of a regional nurse-led custody healthcare model.</p> <p>Members discussed engagement at a strategic level.</p> <p>Members acknowledged the hard work of everyone involved within the team and local custody suites to mitigate against these challenges.</p> <p><b>Decision (67):</b></p> <p><b>Chief Officers to meet with partners and stakeholders to discuss legislation including DFI Road Traffic Legislation, nursing and medical care models (to gain support for BHSC model) and finance.</b></p> <p><b>Action (22~77):</b></p> <p><b>Meeting to be arranged with partners and stakeholders to discuss the regional nurse-led custody healthcare model – Chief Operating Officer.</b></p>
	<p><i>Members availed of a break between 11.04am-11.13am.</i></p>
<p><b>8.0</b></p>	<p><b>170/22 Op Manner Update</b></p> <p>ACC Operational Support presented the updated Op Manner Alternative Active Plan with previously discussed amendments to Action 6, which is under review. Action 11 is also currently under review.</p> <p>Members discussed the pressures within ICS.</p> <p><b>Action (22~78):</b></p> <p><b>Digital Strategy Agenda item at Service Transformation Board on 7 December, to include current asks of ICS, to allow prioritisation – ACO Corporate Services.</b></p> <p>Members noted the updated paper.</p>
<p><b>9.0</b></p>	<p><b>171/22 Scanning Report – MET Misconduct Report</b></p> <p>ACO Strategic Planning and Transformation presented the scanning report on Baroness Casey of Blackstock’s findings on the current misconduct process in the Metropolitan Police Service.</p> <p>Members discussed what appropriate action should be taken from these findings and the benefits of performance analysis. Members discussed the importance to the reputation of the organisation.</p> <p>Members noted that this area is one of the Strategic Priorities for 2022/23, highlighted on the Plan-on-a-Page. Members discussed the</p>

	<p>need for oversight and planning within this priority.</p> <p><b>Action (22~79 ):</b></p> <p><b>Assessment to be made of what data and information is available on employee relations and misconduct. Clarity to be provided to allow a performance dashboard to be developed – Deputy Chief Constable.</b></p> <p><b>Action (22~80):</b></p> <p><b>Chief Operating Officer, Deputy Chief Constable and Head of Professional Standards Department to discuss the recommendations made within this report for assurance whether a programme of work is needed to commence – Deputy Chief Constable.</b></p>
<p><b>10.0</b></p>	<p><b>172/22 Crime Recording Risk Review</b></p> <p>ACO Strategic Planning and Transformation introduced the review paper of the crime recording risk currently included in the corporate risk register.</p> <p>Members discussed the importance of ensuring that the quality and accuracy of crime recording does not suffer to improve timeliness. Members discussed how there could be opportunities to improve timeliness, as access to digital equipment has improved. Capabilities on the front line are being explored with ICS.</p> <p>Members discussed how a pilot would ensure control and allow an evidence-base to be gathered as to whether there is an impact on accuracy.</p> <p>Members noted the review paper.</p>
<p><b>11.0</b></p>	<p><b>173/22 Digital Citizen Services</b></p> <p>ACC Justice updated members to the development plans for future Citizen Services. There has been an increase in costs since the original business case which will enable the establishment of an enterprise cloud platform.</p> <p>Members discussed the benefits of the digital services the cloud will allow, such as direct payments, online vetting, online firearms licensing</p>

	<p>and reporting road traffic accidents, during a time of headcount reduction.</p> <p>Members noted the update report.</p>
<b>12.0</b>	<p><b>174/22 Governance Boards – Update Reports</b></p> <p>Members noted the Service Performance Board update from 26 October 2022.</p>
<b>13.0</b>	<p><b>175/22 Corporate Risk Register</b></p> <p><u>Crime Recording Risk:</u></p> <p>Crime Recording Risk was discussed during agenda item 10.</p> <p><u>In Year Funding and Future Funding Risk:</u></p> <p>Director of Financial Services introduced the In Year Funding and Future Funding Risk. Members noted that consideration will be given to increasing the Future Funding Risk in December. Members discussed the impact of this risk to resource allocation and the Force Management Statement. Members agreed that third party evidence from external reports should be included within the impacts of this risk.</p> <p><u>Mandatory Training Risk:</u></p> <p>Members noted the significant work ongoing.</p> <p><u>Custody Healthcare Risk:</u></p> <p>Custody Healthcare Risk was discussed during agenda item 7.</p> <p><u>Records Management Risk:</u></p> <p>Records Management Risk was noted and will be kept under review at the Service Transformation Board.</p> <p><u>Officer and Staff Conduct Risk:</u></p> <p>Members discussed the tolerable risk rating.</p>

	<p><u>Terrorist Attack Risk:</u></p> <p>ACC Crime updated members on the reasoning behind the Terrorist Attack Risk remaining on the Corporate Risk Register.</p> <p><u>Emerging Risks:</u></p> <p>Members discussed the Cost of Living and impact on workforce as an emerging risk. People and Organisational Development will consider this risk and escalate if necessary.</p> <p><b>Decision (68):</b></p> <p><b>It was agreed that all risk owners will consider timescales and milestones towards mitigating their risks when providing updates.</b></p> <p><b>Decision (69):</b></p> <p><b>It was agreed that all Accountable and Implementation Officers of recommendations made by HMICFRS will ensure they are being progressed expeditiously and in advance of HMICFRS fieldwork.</b></p>
<p><b>14.0</b></p>	<p><b>176/22 Finance Report</b></p> <p>Director of Financial Services briefed members of the highlights from the Finance Report.</p>
<p><b>15.0</b></p>	<p><b>177/22 Any Other Business</b></p> <p>Terms of Reference for Strategic Management Board will be reviewed once the corporate governance review has been completed.</p>
<p><b>16.0</b></p>	<p><b>178/22 Forthcoming Papers</b></p> <p>Forthcoming papers were reviewed and updated accordingly.</p> <p>Papers expected for December SMB are:</p> <ul style="list-style-type: none"> <li>• Status Paper on Force Management Statement – ACO Strategic Planning and Transformation</li> <li>• Police Use of Powers/Use of Force – ACC Operational Support</li> </ul>

	<ul style="list-style-type: none"><li>• IPCO Recommendations – ACC Crime</li><li>• In Service Vetting &amp; Counter Corruption Intelligence Board – Deputy Chief Constable</li><li>• Notifiable Membership – Deputy Chief Constable</li><li>• Update on HMICFRS Vetting and Misogyny Review – Deputy Chief Constable</li></ul>
	<p><i>No further business was raised and the meeting concluded at 12.20pm.</i></p>

Date of next meeting: Wednesday 14 December 2022.