



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 21 April 2023
TIME: 10.20am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Chief Constable

MEMBERS:

Deputy Chief Constable	M Hamilton
Chief Operating Officer	P McCreedy
ACC Justice	Represented
ACC Local Policing	B Singleton
ACC Operational Support	C Todd
ACC Crime	M McEwan (By Webex)
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	
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OTHER ATTENDEES:

Director of Legal Services	
Director of Strategic Communications & Engagement	
Chief Inspector Executive Support Team	
Staff Officer Executive Support Team (Notetaker)	
Head of Specialist Operations	(left after agenda item five)
Director of Capital Development Including Estates	(agenda item six only)

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>44/23 Welcome and Apologies</p> <p>Apologies received from ACC Justice, Head of Executive Support Team and Non-Executive Members.</p> <p>Chair apologised for the late start and welcomed Head of Justice Operations to the meeting.</p> <p>Members discussed that the Terms of Reference are currently being redrafted for Strategic Management Board, following the recent review of governance. Assurance was provided, that papers which previously would have went to People and Culture Board, will be subject to a mapping process. Members were advised, for diary management, to assume that in future SMB will last the whole day.</p>
2.0	<p>45/23 Declaration of Conflict of Interest</p> <p>No Conflicts of Interest were declared.</p>
3.0	<p>46/23 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 08 March 2023 was accepted by all in attendance and approved.</p>
4.0	<p>47/23 Actions Arising from Previous Meetings</p> <p>Chair updated members on the progress of actions.</p> <p>The following actions were agreed for closure: Action 23~07 and Action 23~09.</p>
5.0	<p>48/23 Air Support</p> <p>Head of Specialist Operations introduced a proposed vision for the future of Air Support capability and options for the modernisation of the present air support fleet to enable the vision to be achieved.</p> <p>Members discussed the five options, including the recommended option of a programme of work for the replacement of two of the Police Service Helicopters and both fixed-wing platforms. Discussions included affordability.</p> <p>Members discussed the requirement for a longer-term strategy to address what a modern air fleet needs to do and what is needed to enable this.</p>

	<p>Members discussed the potential use of drones, governance of drones, requirement for a single purchase point, development of drones and agreed drones are not a replacement for air support.</p> <p>Decision (15) :</p> <p>It was agreed a strategy is required for Air Support, which will provide assurance that the need is understood and allow evidence-based decisions to be made on how to deliver against the Air Support Objectives.</p> <p>Action (23~10):</p> <p>Air Support Paper to be returned to SMB in June 2023, to include Air Support Strategy – ACC Crime.</p>
	<p><i>Head of Specialist Operations left the meeting.</i> <i>Head of Capital Development Including Estates joined the meeting.</i></p>
<p>6.0</p>	<p>49/23 Seapark</p> <p>Head of Capital Development Including Estates outlined to members the background behind the Seapark paper including previous expenditure. Assurance was provided that the plan for demolition is phased and will be conducted under asbestos conditions.</p> <p>Members discussed the progress of the decanting of Murder Archive and Store 28. Members noted that Forensic Science Northern Ireland have received approval for commencement of their new build facilities.</p> <p>Decision (16):</p> <ul style="list-style-type: none"> • The expenditure already incurred on various generally completed projects at Seapark was noted. • The addendum to the original OBC was approved for progressing via Finance. • Funding was approved, in principle, for the demolition and waste material disposal works, subject to business case.
	<p><i>Head of Capital Development Including Estates left the meeting.</i></p>
<p>7.0</p>	<p>50/23 Draft Governance Statement 2022-23</p> <p>ACO Corporate Services introduced the first draft of the Governance Statement 2022-23 for consideration. Comments from members were noted.</p>

	<p>Action (23~11):</p> <p>Governance Statement to be refined and returned to SMB in May 2023 – ACO Corporate Services.</p>
<p>8.0</p>	<p>51/23 Internal Audit (IA) Plan 2023-24</p> <p>ACO Corporate Services presented the revised IA Plan for 2023-24, following feedback from SMB in February. Members noted that the Plan will continue to be a living document.</p> <p>Members discussed escalation process to Chief Operating Officer.</p> <p>Decision (17):</p> <p>IA Plan 2023-24 was approved.</p>
<p>9.0</p>	<p>52/23 Annual Stewardship Statement</p> <p>ACO Corporate Services asked members to note the Annual Stewardship Statement for 2022-23.</p> <p>Decision (18):</p> <p>Annual Stewardship Statement for 2022-23 was noted.</p>
<p>10.0</p>	<p>53/23 Update on Implementation Plan for Community Background Monitoring</p> <p>ACC Operational Support asked members to note the interim update paper. Implementation Plan for Community Background Monitoring will be presented to SMB in June 2023.</p> <p>Action (23~02):</p> <p>Interim Update paper was noted by members during April's SMB. Implementation Plan for Community Background Monitoring to be presented to SMB in June 2023 – ACC Operational Support.</p>
<p>11.0</p>	<p>54/23 Governance Boards – Update Reports</p> <ul style="list-style-type: none"> • Service Performance Board – 22 March 2023 <p>Members noted the Service Performance Board update.</p>
	<p><i>Chief Operating Officer and ACO Strategic Planning and Transformation left the meeting at 12.09pm.</i></p>
<p>12.0</p>	<p>55/23 Corporate Risk Register</p> <p>ACO Corporate Services updated members on the key issues for consideration and approval:</p>

- De-escalation of the In Year Funding Risk from the Corporate Risk Register.
- Changes made to the revised Funding risk.
- Increase in the residual risk rating for the Terrorist Attack risk.
- Deep dives.
- Emerging Risk - Attendance Management recommendations (Agenda Item 14 – Assurance).

Action (23~12):

Deep Dives to be implemented as part of assurance process at discussed at SMB – ACO Corporate Services.

Officer and Staff Conduct Risk:

Action (23~13):

Officer and Staff Conduct Risk to be updated to include Counter Corruption Intelligence Board and In Service Vetting – Deputy Chief Constable.

13.0

56/23 Finance Report

ACO Corporate Services provided an update on the financial position at the end of February.

General discussion took place regarding ways of delivering and shaping business in the current uncertain budgetary environment, for example, pausing recruitment.

Action (23~14):

Letter to be drafted to Department of Justice asking for greater clarity on a formal allocated budget and the impact the uncertainty has on services – ACO Corporate Services.

Action (23~15):

Working group to meet on 24 April 2023 to prepare proposals for immediate areas to park or reduce spend, until budget clarity is presented. Proposals to be presented to OSET on 28 April 2023 – ACO Corporate Services.

ACC Crime and Director of Legal Services left the meeting at 12.30pm.

<p>14.0</p>	<p>57/23 Assurance Report</p> <p>ACO Corporate Services updated members on the progress of the Baroness Casey report.</p> <p>Action (23~16):</p> <p>Email to be sent to SET Staff Officers as a reminder to send responses to Baroness Casey Report – Deputy Chief Constable.</p> <p>Members were advised that Attendance Management would be subject to a deep dive at ARAC on 25 April 2023 and is on the agenda for the Service Performance Board on 26 April 2023.</p> <p>Members noted the Assurance Report.</p>
<p>15.0</p>	<p>58/23 Any Other Business</p> <p>No further business was raised.</p>
<p>16.0</p>	<p>59/23 Forthcoming Papers</p> <ul style="list-style-type: none"> • APSTRA (Paper Two) (ACC Operational Support) • Assaults on Officers on Duty (ACC Operational Support/ACC People and Organisational Development) • People Action Plan 23/24 (ACO People and Organisational Development) • Proposed 23/24 Absence Targets (ACO People and Organisational Development) • Cultural Audit Project Plan (ACO People and Organisational Development) • Race Action Plan (ACC Crime) • Chaplaincy (ACO People and Organisational Development) • Proposals for Contact (ACC Justice) • Maternity and Adoption Leave Provisions (ACO People and Organisational Development) • Governance Statement 2022-23 (ACO Corporate Services)
	<p><i>No further business was raised and the meeting concluded at 1.15pm.</i></p>

Date of next meeting: Wednesday 10 May 2023