



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 08 March 2023
TIME: 10.00am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Deputy Chief Constable

MEMBERS:

Chief Operating Officer	P McCreedy (left after agenda item eight)
ACC Justice	A Todd
ACC Local Policing	B Singleton
ACC Operational Support	C Todd
ACC Crime	M McEwan (By Webex) (left after agenda item eight)
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)	
Head of Justice Operations	(left after agenda item five)
Director of Information and Communication Services	(agenda item five only)

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>29/23 Welcome and Apologies</p> <p>Apologies received from Chief Constable and Director of Legal Services. Chair formally thanked one of the Non-Executive Members for his help and valuable contribution as a Non-Executive Member, as this will be his last SMB meeting in attendance.</p> <p>Chair asked members to note that since the last SMB meeting in February, a serious attempt was made on the life of one of our officers who remains critically ill. Our thoughts remain with John and his family. Thanks were expressed to the Murder Investigation Team, Terrorist Investigation Unit, First Responders and all District Personnel supporting the investigation and family. Members were informed that a threat was made towards police families this week. Members were advised that despite the challenges faced, business will continue.</p>
2.0	<p>30/23 Declaration of Conflict of Interest</p> <p>No Conflicts of Interest were declared.</p>
3.0	<p>31/23 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 08 February 2023 was accepted by all in attendance and approved.</p> <p>Chair, asked members, in his role as Chair of the Health and Safety Board, to note concerns on the acceptance of recommendation sixteen, concerning the safe and secure carriage of carbines in vehicles (Agenda Item 5.0, APSTRA – Part Two, Decision Four).</p> <p>Decision (7):</p> <p>Concerns on the safe and secure carriage of carbines in vehicles was noted. It was agreed that safe and secure carriage of carbines in vehicles would be discussed further when the APSTRA – Part Two paper is presented to SMB again in May 2023.</p>

	<p>Action 23~04:</p> <p>Discussion on recommendation sixteen, concerning the safe and secure carriage of carbines in vehicle, to be included, when paper is presented to SMB again in May 2023 – ACC Operational Support.</p>
4.0	<p>32/23 Actions Arising from Previous Meetings</p> <p>Chair updated members on the progress of actions.</p> <p>The following action was agreed for closure: Action 23~05.</p>
	<p><i>Director of Information and Communication Services joined the meeting.</i></p>
5.0	<p>33/23 Contact Future</p> <p>ACC Justice introduced the framework paper that sets out the vision for the future of Contact Management within the organisation.</p> <p>Head of Justice Operations outlined to members the three key areas for improvement and how we could deliver on these improvements.</p> <p>Members reflected that a large proportion of demand is not captured and therefore unknown. Members contemplated the benefits of voice analysis to understand demand.</p> <p>Members discussed a channel shift to self-service and key enablers required. Members discussed how an end-to-end Crime Recording Model would integrate into this function.</p> <p>Members considered the benefits to consolidating centres and staffing models, including a ‘Digital Desk’ approach.</p> <p>Members discussed resourcing capacity and capability and priorities within Information and Communication Services.</p> <p>Members reflected how contact is a crucial function and the portal within which, the vast majority of the members of the public, access the police service. Contact is critical to the reputation of the organisation and should be strategically a major priority within the Service Management Statement, which allows the relevant degree of prioritisation. Members discussed the complexities and difficulties ahead this year with the</p>

	<p>budget pressures.</p> <p>Decision (8):</p> <p>It was agreed that it was necessary to understand demand and the proposal was approved, to undertake work with a service delivery partner to deliver bulk voice to text automated analysis systems. It was agreed that an options paper to deliver digital services should be presented to SMB for detailed consideration.</p> <p>Action 23~06:</p> <p>Options paper to deliver digital services for Contact to be presented to SMB in April 2023 – ACC Justice.</p>
	<p><i>Head of Justice Operations and Director of Information and Communication Services left the meeting. Members availed of a break between 11.17am – 11.30am.</i></p>
<p>6.0</p>	<p>34/23 Review of Governance Arrangements</p> <p>ACO Corporate Services introduced recommendations and proposed actions following review of governance arrangements. Members noted that ARAC reports are provided to SMB on an annual basis.</p> <p>Decision (9):</p> <p>It was agreed that proposed actions, following the governance review, should be implemented. There will be no further meetings of People and Culture Board (P&CB) and Service Investment Board (SIB). Chairs of P&CB and SIB to develop a pathway to ensure the remaining actions and standing agenda items are taken forward.</p>
<p>9.0</p>	<p>37/23 Draft Budget Paper</p> <p>ACO Corporate Services provided to members details of estimated resource requirement for 2023-24 and highlighted potential funding shortfalls. Members noted in the absence of a budget, a flat budget has been assumed which is consistent with the opening budget allocation of 2022-23. Members discussed internal messaging and external communications required on recruitment campaigns.</p> <p>Decision (10):</p> <p>It was agreed to present to Resources Committee, in the absence of a budget allocation, the resource requirement and likely funding gap (assuming a flat line settlement), to highlight the significant</p>

	<p>financial issues facing policing. It was agreed that any decisions to address the funding gap would not be approved until a formal budget was allocated.</p> <p>Action 23~07:</p> <p>Budget Paper to be returned to SMB when a formal budget is allocated – ACO Corporate Services.</p>
10.0	<p>38/23 Data Assurance – Review, Retain and Disposal Process of Covert Data</p> <p>ACO Crime provided an update on review, retention and disposal processes of covert data.</p> <p>Members noted the update paper.</p>
8.0	<p>36/23 FSNI Finance 2023/24</p> <p>ACC Operational Support briefed members that there are four options for consideration within the paper.</p> <p>Members discussed whether SMB members were in a position to make a decision today, without a formal budget allocated.</p> <p>Decision (11):</p> <p>It was agreed without a formal budget allocated, a decision could not be made today at SMB, concerning main grant funding to Forensic Science Northern Ireland.</p> <p>Action 23~08:</p> <p>Letter to be drafted to Forensic Science Northern Ireland (FSNI), informing them in the absence of a formal budget allocated to the Police Service of Northern Ireland, all that could currently be provided is the main grant funding at the same level as last year – Deputy Chief Constable.</p>

	<p><i>Chief Operating Officer and ACC Crime left the meeting. Members availed of a break between 12.36pm – 1.15pm.</i></p>
<p>7.0</p>	<p>35/23 Conflict of Interest Update</p> <p>ACO Corporate Services updated members on the interim solution in order to satisfy the NIAO recommendation.</p> <p>Decision (12):</p> <p>The establishment of an interim register was agreed, for Conflict of Interest. Work is to continue to progress paper on Conflict of Interest and Declaration of Notifiable Membership, which is due to be presented to SMB in June 2023.</p>
<p>11.0</p>	<p>39/23 Governance Boards – Update Reports</p> <ul style="list-style-type: none"> <p>• Service Performance Board – 22 February 2023</p> <p>Members discussed SMB’s role in monitoring performance against the Northern Ireland Policing Plan objectives.</p> <p>Decision (13):</p> <p>Policing Plan objectives are monitored at the quarterly Service Performance Board (SPB). It was agreed copy of the quarterly report on Policing Plan objectives from SPB to be provided to SMB.</p> <p>• Service Transformation Board – 15 February 2023</p> <p>Members noted the closure reports to be provided.</p> <p>Members noted the update reports.</p>
<p>12.0</p>	<p>40/23 Corporate Risk Register</p> <p><u>Terrorist Attack Risk</u></p> <p>Members discussed the recommendation to raise the residual risk rating on the Terrorist Attack risk. Members also discussed the tolerable risk rating. Members discussed how the risk has changed from last month’s SMB meeting.</p>

	<p>Decision (14):</p> <p>It was agreed that Terrorist Attack Risk should be rewritten and scores adjusted accordingly.</p> <p>Action 23~09:</p> <p>Terrorist Attack Risk to be rewritten and scores to be adjusted accordingly, for the Corporate Risk Register which is to be presented to April's SMB meeting – ACC Corporate Services.</p> <p><u>Future Funding Risk</u></p> <p>Members discussed the Future Funding Risk and the impact to decision making.</p> <p><u>Custody Healthcare Risk</u></p> <p>Members discussed the Custody Healthcare Risk and when it would be appropriate to de-escalate the risk to the Departmental Risk Register.</p>
13.0	<p>41/23 Finance Report</p> <p>ACO Corporate Services asked members to note the financial position at the end of January and provided a verbal update of February figures.</p> <p>Members noted the financial report.</p>
14.0	<p>41/23 Any Other Business</p> <p>No further business was raised.</p>
15.0	<p>43/23 Forthcoming Papers</p> <ul style="list-style-type: none">• Implementation Plan for Community/Stakeholder Reference, Engagement and Listening (REAL) Events (ACC Local Policing)• Implementation Plan for Community Background Monitoring (ACC Operational Support)

	<ul style="list-style-type: none">• Air Support (ACC Crime)• Proposals for Contact (ACC Justice)
	<p><i>No further business was raised and the meeting concluded at 1.59pm.</i></p>

Date of next meeting: Wednesday 12 April 2023