



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 10 May 2023
TIME: 1.00pm
LOCATION: New Facilities, Newforge
CHAIRPERSON: Chief Constable

MEMBERS:

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

NON-EXECUTIVE MEMBERS:

Non-Executive Member	
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OTHER ATTENDEES:

Director of Legal Services	
Director of Strategic Communications & Engagement	
Chief Superintendent Executive Support Team (Committee Manager)	
Staff Officer Executive Support Team (Notetaker)	
ASO Executive Support Team (Observer)	
HR Strategic Lead Workforce Planning and Relationship Manager Justice Department	
Learning Support Principal	
Director of Information and Communication Services	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>60/23 Welcome and Apologies</p> <p>Apologies received from Deputy Chief Constable, ACC Crime, ACC Operational Support, ACO Strategic Planning and Transformation and Non-Executive Member.</p>
2.0	<p>61/23 Declaration of Conflict of Interest</p> <p>No Conflicts of Interest were declared.</p>
3.0	<p>62/23 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 21 April 2023 was accepted by all in attendance and approved.</p>
4.0	<p>63/23 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 23~08, Action 23~11, Action 23~12, Action 23~13, Action 23~14 and Action 23~15.</p>
5.0	<p>64/23 APSTRA (Part One) and APSTRA (Part Two)</p> <p>Chief Superintendent Operational Support updated members on the main highlights from APSTRA (Part One).</p> <p>Members noted the paper.</p> <p>Chief Superintendent Operational Support summarised for members the key points from APSTRA (Part Two).</p> <p>Members discussed the deployment of and the safe carriage of G36 Carbines in a vehicle. Members also discussed the number of officers trained in G36 Carbine and the frequency of training.</p> <p>Chair and members asked a number of points for clarity. Chief Superintendent Operational Support agreed to take away the points for revision within the APSTRA (Part Two) paper.</p> <p>Decision (19):</p> <p>It was agreed to accept Option B for the carriage of carbines during Op Inspire.</p>

	<p>It was agreed to accept APSTRA (Part Two) in principle, subject to revisions as discussed. Revised paper to be returned to SMB in September.</p> <p>Action 23~04:</p> <p>Revised paper to be presented to SMB in September 2023 – ACC Operational Support.</p>
<p>6.0</p>	<p>65/23 People Strategy Action Plan 2023/24</p> <p>Learning Support Principal updated members on the development of the People Strategy Action Plan 2023/24. Members discussed indicators and measures to assess progress against the eight corporate actions, across the service.</p> <p>Decision (20):</p> <p>It was agreed to approve the People Strategy Action Plan 2023/24 comprising of three priorities and eight corporate actions.</p>
<p>7.0</p>	<p>66/23 Proposed 2023/24 Absence Targets</p> <p>HR Strategic Lead Workforce Planning and Relationship Manager Justice Department informed members of current process for monitoring sickness absence, how sickness absence is measured across other public bodies and proposed a recommended methodology for a new target for AWDL (Average Working Days Lost) for police officers and staff.</p> <p>Members discussed delivery of recommended targets across the service. Members also discussed individual branch/departmental targets rather than an overall corporate target, as a possibility in the longer term.</p> <p>ACO People and Organisational Development assured members of the work that is underway on four of the workstreams within the Attendance Management Group.</p> <p>Decision (21):</p> <p>It was agreed to approve the new absence target for 2023/24, to be monitored through Service Performance Board.</p>
	<p><i>Members availed of a break between 2.25pm–2.37pm. HR Strategic Lead Workforce Planning and Relationship Manager Justice Department and Learning Support Principal left the meeting.</i></p>

<p>8.0</p>	<p>67/23 Options for Delivery of Digital Citizen Services</p> <p>ACC Justice introduced the recommended approach to accelerate delivery of Digital Citizen Services. Members discussed understanding demand, multi-channel contact, digital engagement and the opportunity to spread demand.</p> <p>Members discussed the upcoming NICHE upgrade and the need for business solutions from across the service.</p> <p>Head of Strategic Planning and Performance provided an update on the Crime Recording Project.</p> <p>ACC Justice proposed:</p> <ul style="list-style-type: none"> • understanding demand by identifying the gaps • liaising with Lancashire • accelerating digital delivery • engagement with supplier and finance department. <p>Members discussed the need to decide priorities for digital policing, in line with the six thematic service transformation areas, at Service Transformation Board. Members agreed to pause decision until agenda item ten, when proposed service transformation priorities for 2023/24 would be discussed.</p>
<p>9.0</p>	<p>68/23 Draft Accounts 2022-23 (inc. Governance Statement)</p> <p>ACO Corporate Services asked members to note the contents of the Draft Accounts, specifically the Annual Report and Governance Statement and to provide any applicable feedback to the Director of Finance.</p> <p>Members noted the paper.</p>
<p>10.0</p>	<p>69/23 Strategic Planning & Transformation 2022-23 and Next Steps 2023-24</p> <p>Head of Strategic Planning and Performance asked members to note the update from the last financial year and introduced the six service transformation areas emerging as key thematic areas for leadership attention. The next steps would be to further ‘scope’ these initial priority areas to provide additional definition and assessment of anticipated benefits to be achieved, which would be governed by Service Transformation Board.</p> <p>Members discussed where the NICHE Project Board would fit within the six areas and the difference between departmental and organisational delivery.</p> <p>Members discussed limited capacity for digital solutions and the need to focus on three or four key priorities to invest in.</p>

	<p>Decision (22):</p> <p>Next Steps 2023-24 were broadly agreed. To be updated as discussed and returned to SMB in June 2023.</p> <p>Action 23~17:</p> <p>Next steps 2023-24 to be updated as discussed and returned to SMB in June 2023 - ACO Strategic Planning and Transformation.</p>
11.0	<p>70/23 Governance Boards – Update Reports</p> <ul style="list-style-type: none">• Service Transformation Board – 05 April 2023• Service Performance Board – 26 April 2023. <p>Members noted the update reports.</p>
12.0	<p>71/23 Corporate Risk Register</p> <p>ACO Corporate Services highlighted to members the two recommended risk rating reductions for approval.</p> <p><u>Mandatory Training:</u></p> <p>Decision (23):</p> <p>It was agreed to accept the recommendation that the residual risk rating be reduced for Mandatory Training and the risk revert to the Departmental Risk Register.</p> <p><u>Records Management:</u></p> <p>Decision (24).</p> <p>It was agreed that the recommendation to reduce the residual risk rating for Records Management would not be approved today. Further detail on mitigations are required to inform decision making.</p> <p>Action 23~18:</p> <p>Further detail on mitigations for Records Management Risk to be provided for June’s SMB, to assist decision making on whether to reduce the Records Management Risk – ACC Operational Support.</p>

	<p><u>Emerging Risks:</u></p> <p>Members discussed emerging risks including attendance management and contract management, that may be escalated to the Corporate Risk Register.</p> <p>Members discussed cybersecurity risk and agreed a deep-dive would be presented to SMB in September 2023.</p> <p>Action 23~19:</p> <p>Deep-Dive of Cybersecurity Risk to be presented to SMB in September 2023 – ACO Corporate Services.</p> <p>Members were asked to note Department of Justice corporate risks.</p>
<p>13.0</p>	<p>72/23 Finance Report</p> <p>ACO Corporate Services updated members on financial position at the end of Period 12 (March 2023).</p>
<p>14.0</p>	<p>73/23 Any Other Business</p> <p>No further business was raised.</p>
<p>15.0</p>	<p>74/23 Forthcoming Papers</p> <p>Members discussed proposed process to use SET away day in June for the purposes of strategic planning.</p> <p>Papers expected for June SMB:</p> <ul style="list-style-type: none"> • Conflict of Interest and Declaration of Notifiable Membership (Deputy Chief Constable) • Air Support (ACC Crime) • PSD Strategy (Deputy Chief Constable) • Update on Implementation of CCIB and Management of In-Service Vetting (Deputy Chief Constable) • Implementation Plan for Community/Stakeholder Reference, Engagement and Listening (REAL) Events (ACC Local Policing) • Implementation Plan for Community Background Monitoring (ACC Operational Support) • Assaults on Officers on Duty (ACC Operational Support/ACO People and Organisational Development) • Chaplaincy (ACC Local Policing) • Race Action Plan (ACC Crime) • Maternity and Adoption Leave Provisions (ACO People and Organisational Development) • Assurance of Assurance Meetings (Deputy Chief Constable)

	<ul style="list-style-type: none">• Next Steps 2023-24 (ACO Strategic Planning and Transformation)• Custody Healthcare Deep Dive Risk (ACC Justice)
	<p><i>No further business was raised and the meeting concluded at 3.33pm.</i></p>

Date of next meeting: Wednesday 14 June 2023