



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 14 June 2023
TIME: 10.00am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Deputy Chief Constable

MEMBERS:

Chief Constable	S Byrne (Webex)
Chief Operating Officer	P McCreedy
ACC Justice	Represented (Webex)
ACC Local Policing	B Singleton
ACC Operational Support	C Todd
ACC Crime	Represented
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 Superintendent Executive Support Team (Committee Manager)	
Staff Officer Executive Support Team (Notetaker)	
EMPA Chair (Agenda Item Six)	
HR Lead Reward Relations & Evaluation (Agenda Item Seven)	
Senior Police Analyst, Crime (Agenda Item Eight)	
Public Affairs Manager (Agenda Item Nine)	

Deputy Principal, Local Policing (Agenda Item Twelve)	
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ACTIONS assigned by the Chair are highlighted in blue text.

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1.0	<p>75/23 Welcome and Apologies</p> <p>Apologies received from ACC Crime, ACC Justice and Non-Executive Member.</p>
2.0	<p>76/23 Declaration of Conflict of Interest</p> <p>No Conflicts of Interest were declared.</p>
3.0	<p>77/23 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 10 May 2023 was accepted by all in attendance and approved.</p>
4.0	<p>78/23 Actions Arising from Previous Meetings</p> <p>Chair updated members on the progress of actions.</p> <p>The following actions were agreed for closure: 23~01, 23~02, 23~06, 23~17 and 23~18.</p>
5.0	<p>79/23 Maternity and Adoption Leave Provisions</p> <p>Paper was removed from June’s agenda. Paper to be presented to SMB in August 2023.</p>
	<p><i>EMPA Chair Sergeant joined the meeting at 10.19am.</i></p>
6.0	<p>80/23 Race Action Plan</p> <p>Chair welcomed EMPA Chair to the meeting, to help with the decision making process, by providing lived experience.</p> <p>ACO People and Organisational Development updated members on the development of the Race Action Plan for the Police Service of Northern Ireland, following the National Race Action Plan which was launched in May 2022.</p> <p>EMPA Chair informed members that EMPA welcome and support the plan as a living document.</p> <p>Members discussed changes required to the document plan before it would be ready for launching for public consultation. Members discussed the need for a public consultation over an 8-12 week period.</p>

Members discussed how the Audit of Inequalities would direct the organisation on key priorities for continuous improvement for all communities.

Members discussed how the plan addresses zero tolerance both internally and externally. It is important that the organisation understands what is important and not important to the ethnic minority community. Representatives from diverse backgrounds, involved in decision making will ensure a variety of outcomes.

Members discussed the existing framework for actions to be owned, tracked and monitored through Service Accountability Meetings. Delivery will be monitored through the People Action Plan: Priority Two and reported to Resources Committee.

Decision (25):

Race Action Plan was not approved. Race Action Plan is to be updated to reflect the comments discussed today and to be prepared with a plan for public consultation. To be returned to SMB in September 2023, with a view to being finalised, after public consultation by January 2024.

Action 23~20:

Race Action Plan to be updated to reflect the comments discussed. To be returned to SMB in September 2023, with a plan for public consultation – ACO People and Organisational Development.

*EMPA Chair Sergeant left the meeting at 11.05am.
HR Lead Reward Relations & Evaluation joined the meeting at 11.05am.*

7.0

81/23 Police Mileage Allowance

ACO People and Organisational Development introduced the proposed changes to the claiming of Mileage Allowance for Police Officers as outlined in the Memorandum of Understanding (MOU) issued by the Police Consultative Forum. Police Services in England and Wales implemented the MOU effective from 1 June 2020.

The Police Federation of Northern Ireland (PFNI) forwarded this MOU to the Police Service of Northern Ireland for consideration of implementation.

HR Lead Reward Relations and Evaluation provided further detail on the new proposed method of calculation.

Members considered the proposal and discussed the various risks and benefits.

Members discussed whether the MOU should be applied retrospectively. Members noted that some officers might actually have to pay back

	<p>mileage allowance received, due to the new method of calculation.</p> <p>Decision (26):</p> <p>It was agreed to endorse Option Two: to implement the recommended changes. It was agreed that the changes to claiming of Mileage Allowance for Police Officers would not be applied retrospectively due to the below reasons:</p> <ul style="list-style-type: none">• Some Officers would have to pay mileage allowance already received back.• Affordability as would increase costs.• Administrative burden required to recalculate.
	<p><i>HR Lead Reward Relations and Evaluation left the meeting at 11.37am.</i></p> <p><i>Members availed of a break between 11.37am – 11.50am.</i></p> <p><i>Senior Police Analyst Crime joined the meeting at 11.50am.</i></p>
<p>8.0</p>	<p>82/23 Service Strategic Assessment</p> <p>ACC Local Policing introduced the recommended Service Strategic Priorities for 2023/24.</p> <p>Members discussed the recommended priorities. Members discussed the rationale for removal of fraud as a service strategic priority.</p> <p>Members discussed whether Fatal RTCs should remain an issue to be monitored or whether Fatal RTCs should be added as a fourth service strategic priority.</p> <p>Decision (27):</p> <p>It was agreed that Fatal RTCs should be added as a fourth service strategic priority.</p>
	<p><i>Senior Police Analyst Crime left the meeting at 12.14pm.</i></p> <p><i>Public Affairs Manager joined the meeting.</i></p>

<p>9.0</p>	<p>83/23 Community/Stakeholder Reference, Engagement and Listening (REaL) Events Implementation Plan</p> <p>ACC Local Policing introduced the Implementation plan for Community/Stakeholder REaL events. This details a communications and resource plan to assist teams across district and neighbourhood levels within Local Policing to run events as well as in other Departments and Branches.</p> <p>ACC Local Policing updated members that although the launch was planned for 26 June 2023, it would be beneficial to postpone until late summer.</p> <p>Public Affairs Manager briefed members on the positive feedback from the communities of REaL events which have already been hosted. The Strategic Community Engagement Team can support any district/department to run a REaL event.</p> <p>Decision (28):</p> <p>It was agreed to support the Implementation Plan for the launch of REaL events.</p>
	<p><i>Chief Constable left the meeting (by Webex) at 12.18pm. Public Affairs Manager left the meeting at 12.25pm.</i></p>
<p>10.0</p>	<p>84/23 Annual Risk Report</p> <p>ACO Corporate Services highlighted to members the key points to note from the Annual Risk Report.</p> <p>Decision (29)</p> <p>It was agreed to approve the Annual Risk Report for submission to the Audit and Risk Assurance Committee later in June 2023.</p>
<p>11.0</p>	<p>85/23 Annual Overview Report</p> <p>ACO Corporate Services updated members on the end of year position of the work carried out on overview during 2022/23.</p> <p>Decision (30):</p> <p>It was agreed to approve the Annual Overview Report for submission to the Audit and Risk Assurance Committee later in June 2023.</p>

	<i>Deputy Principal, Local Policing joined the meeting at 12.30pm</i>
12.0	<p>86/23 Chaplaincy Service</p> <p>Deputy Principal Local Policing outlined to members the pilot Chaplaincy Service provided to date and the recommended option that the Chaplaincy Service is moved forward with a volunteer as the co-ordinator, who would co-ordinate all aspects of the provision of the Chaplaincy Service, through a series of volunteer Chaplains.</p> <p>Members discussed the risks, benefits and demand for a Chaplaincy Service.</p> <p>Decision (31):</p> <p>There was not a consensus to support the proposed option of a volunteer coordinator Chaplaincy Service.</p>
	<i>Members availed of a break between 1.10pm – 2.00pm.</i>
13.0	<p>87/23 Accounts (Including Governance Statement)(Including End of Year Performance against the Policing Plan)</p> <p>ACO Corporate Services briefed members that the Annual Report and Accounts for the year ended 31 March 2023 (which includes performance data which was released mid-May) was in its final stages.</p> <p>Members discussed the order within the Accounts Report and positioning of Non-Executive Members Report.</p> <p>Members discussed how hard 2022-23 was and the need to reflect on the impacts of the reductions.</p> <p>Members discussed a dashboard/infographic to capture the year's performance visually on a page.</p> <p>ACO Corporate Services updated members on the highlights from the Police Pension Accounts for the year ended 31 March 2023.</p> <p>Chair thanked ACO Corporate Services and his team for their diligent work preparing the accounts.</p> <p>Members noted both reports.</p> <p>Action 23~21:</p> <p>Any feedback on Accounts Reports to be provided, in the next week, to Corporate Services, prior to sign off last week of June – All SMB Members.</p>

<p>14.0</p>	<p>88/23 Draft Resource Plan 2023</p> <p>ACO Corporate Services asked members to consider the Resource Plan and approve the contents, before discussion with the NIPB Resources Committee.</p> <p>ACO Corporate Service highlighted to members the key points from the plan.</p> <p>Members discussed the complexities of providing a resources plan, when it won't be possible to cut costs quickly enough to balance against the budget set for 2023-24.</p> <p>Decision (32):</p> <p>It was agreed Resource Plan 2023 was approved in principal, subject to changes discussed and that Chief Constable has had sight.</p>
<p><i>Members availed of a break between 2.56pm – 3.06pm.</i></p>	
<p>15.0</p>	<p>89/23 Implementation Plan for Community Background Monitoring</p> <p>ACC Operational Support updated members on the Implementation Plan for Community Background Monitoring.</p> <p>Members discussed the timeframe required to go live. Members also discussed the EQUIA assessment required.</p> <p>Members were informed first SMB Gate Review will be at eleven weeks.</p> <p>Decision (33):</p> <p>Implementation Plan for Community Background Monitoring was agreed.</p>
<p>16.0</p>	<p>90/23 Custody Healthcare Deep Dive</p> <p>Head of Criminal Justice updated members of the progress and roll-out of the nurse-led model.</p> <p>Members discussed the delay in implementing a full regional rollout.</p> <p>Custody Healthcare Deep Dive was noted.</p> <p>Action 23~22:</p> <p>Letter to be drafted for Deputy Chief Constable, to Department of Health, asking for confirmation of their current position in progressing a full regional rollout of an HSCT led model – ACC Justice.</p>

17.0	91/23 Next Steps 2023-24 ACO Strategic Planning and Transformation updated members that Next Steps for 2023-24 are a work in progress and not completed pieces. Opportunities for decreasing spend will be explored over the 90-day review period, from July to September. Members discussed transformational objectives within the budget context. Members noted the Strategic Planning Framework and Service Operating Model.
18.0	92/23 Police Museum ACO Strategic Planning and Transformation highlighted to members the key points for discussion. Members discussed curator post, project management, accreditation, opportunities for external funding and the role of the Police Service. Members discussed previous commitment to assist with the building of the Police Museum. Decision (34): It was agreed that: <ul style="list-style-type: none">• the Police Service would continue to support the curator post to keep accreditation on track• business case to be developed for both capital and revenue to include an exit strategy to remove the Police Service• Exit role exception to be the costs of the curator• ACO Strategic Planning and Transformation to sit on the Board to provide assurance for external funding opportunities. Action 23~23: Business case to be developed for both capital and revenue to include an exit strategy to remove the Police Service – ACO Strategic Planning and Transformation.
19.0	93/23 Health and Safety Six-Monthly Update Health and Safety Six-Monthly Update was noted.

<p>20.0</p>	<p>94/23 Governance Board – Update Reports</p> <p>Service Performance Board update from 23 May 2023 was noted.</p>
<p>21.0</p>	<p>95/23 Corporate Risk Register</p> <p>ACO Corporate Services updated members on emerging risks:</p> <ul style="list-style-type: none"> • Increase in road deaths • Increase in online CSAE • Increase in mental health absences and IOD • Difficult recruiting police staff. <p>Members discussed emerging risks and how they should be considered at a departmental level first and elevated to Corporate Risk Register if appropriate.</p> <p>Members noted the paper.</p>
<p>22.0</p>	<p>96/23 Finance Report</p> <p>ACO Corporate Services briefed members on the highlights from the finance report at the end of period one.</p> <p>Members noted the paper.</p>
<p>23.0</p>	<p>97/23 Assurance Report</p> <p>ACO Corporate Services updated members on the key points from the Assurance Report.</p> <p>Members noted the paper.</p>
<p>24.0</p>	<p>98/23 Any Other Business</p> <p>HMICFRS Report - State of Policing - The Annual Assessment of Policing in England and Wales 2022</p> <p>Members discussed a corporate response.</p>
<p>25.0</p>	<p>99/23 Forthcoming Papers</p> <p>Papers expected for July SMB:</p> <ul style="list-style-type: none"> • Service Management Statement (Sponsor: ACO Strategic Planning and Transformation) • Plan on a Page (Sponsor: ACO Strategic Planning and Transformation) • Assurance of Accountability Meetings (Sponsor: Deputy Chief Constable)

	<ul style="list-style-type: none">• Assaults on Officers on Duty (ACC Operational Support/ACO People and Organisational Development.
	<p><i>No further business was raised and the meeting concluded at 4.50pm.</i></p>

Date of next meeting: Wednesday 05 July 2023 at 9.30am