



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 13 September 2023
TIME: 10.00am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Chief Operating Officer

MEMBERS:

ACC Justice	R Henderson
ACC Local Policing	B Singleton
ACC Operational Support	Represented
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	
Non-Executive Member	

OTHER ATTENDEES:

Director of Strategic Communications & Engagement	
Chief Inspector Executive Support Team (Committee Manager)	
Staff Officer Executive Support Team (Notetaker)	
Head of Anti-Corruption and Vetting (Agenda Items Five)	
Deputy Head of Operational Support (Agenda Item Seven)	
Head of Programmes (Agenda Item Eight)	
HR Strategic Lead (Agenda Item Nine)	
Head of Strategic Planning and Performance (Agenda Item Ten)	
Director of Legal	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>129/23 Welcome and Apologies</p> <p>Apologies received from Deputy Chief Constable, ACC Operational Support and Director of Legal Services.</p>
2.0	<p>130/23 Declaration of Conflict of Interest</p> <p>No Conflicts of Interest were declared.</p>
3.0	<p>131/23 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 05 July 2023 was accepted by all in attendance and approved.</p>
4.0	<p>132/23 Actions Arising from Previous Meetings</p> <p>Notetaker updated members on the progress of actions.</p> <p>The following actions were agreed for closure: Action 23~24, 23~25. 23~27 and 23~28.</p> <p>Action 22~83:</p> <p>All ACC/ACOs to provide feedback on Conflict of Interest and Declaration of Notifiable Membership to Professional Standards Department – All ACC/ACOs.</p> <p>Action 23~16:</p> <p>Amalgamation of responses to Baroness Casey Report to be distributed and discussed at SET – Committee Manager.</p>
	<p><i>10.43am Head of Anti-Corruption and Vetting joined the meeting</i></p>
5.0	<p>133/23 Whistleblowing</p> <p>Head of Anti-Corruption and Vetting introduced the Whistleblowing Service Instruction. Members were informed of the definition of whistleblowing and how the decision was made to update the Service Instruction for public interest disclosures.</p> <p>Members discussed Section 13:Reporting outside of the remit of the</p>

	<p>Service Instruction.</p> <p>Members discussed how concerns could be raised including the Integrity Matters app and how these concerns are dealt with.</p> <p>Members discussed the need to articulate how whistleblowers are protected and by whom.</p> <p>Decision (42):</p> <p>It was agreed to approve Service Instruction on Whistleblowing, with amendments as discussed. It was also agreed that communication on the new Service Instruction should also include the wider suite of policies for raising concerns and provide assurance that Whistleblowers will be supported.</p>
	<p><i>Members availed of a break between 11.18am-11.25am. Head of Anti-Corruption and Vetting left the meeting. Deputy Head of Operational Support joined the meeting. ACO People and Organisational Development left the meeting.</i></p>
<p>6.0</p>	<p>134/23 Conflict of Interest and Declaration of Notifiable Membership</p> <p>This agenda item was deferred until October’s SMB.</p>
<p>7.0</p>	<p>135/23 Manchester Arena Inquiry and Command Resilience</p> <p>Deputy Head of Operational Support provided members with an update on the eleven Police Service of Northern Ireland recommendations.</p> <p>Members discussed the oversight and governance arrangements including national boards, Northern Ireland arrangements and local Government and Partners.</p> <p>Members were updated on continuing work with CCGNI and NIEPG, Blue Light Forum, work to address Disaster Victim Identification, Operation Redwave and Firearms Command/Public Order Command Training.</p> <p>Members discussed existing and proposed command resilience including training, experience and capacity of relevant officers.</p> <p>Members discussed the merits of an enhanced ICC with responsibility for major incidents. Members discussed the demands of a developing incident in the first hour.</p> <p>Members discussed centralising event planners.</p> <p>Decision (43):</p> <p>Progress was noted. It was agreed that an exercise is taken forward which reviews the need for on-call per department and function. It was also agreed that Strategic Management Board would be updated again in six months’ time.</p>

	<p>12.15pm Deputy Head of Operation Support left the meeting. Head of Programmes joined the meeting.</p>
<p>8.0</p>	<p>136/23 Basic Driver Category Proposal</p> <p>Head of Programmes introduced the proposal to permanently adopt the Basic Driver Category.</p> <p>Members discussed ‘standard’ driver targets. Members also discussed refresher training.</p> <p>Decision (44):</p> <p>It was agreed to approve the Basic Driver category on a permanent basis.</p>
	<p>12.26pm Head of Programmes left the meeting. HR Strategic Lead joined the meeting.</p>
<p>9.0</p>	<p>137/23 Hybrid Working</p> <p>HR Strategic Lead informed members on the two options presented for Hybrid Working and the recommended option. Members discussed the two options and the benefits and challenges they would present. Members discussed consistency in decision-making. Members discussed the inclusion of individual responsibility for traveling with IT equipment.</p> <p>Decision (45)</p> <p>It was agreed to approve Option Two. Hybrid Working to be returned to October’s SMB with the agreed amendments and accompanied with a communications plan.</p> <p>Action 23~29:</p> <p>Hybrid working to be amended as below and returned to October’s SMB, accompanied with a communications plan:</p> <ul style="list-style-type: none"> • To include governance reasoning • Aspects of 60/40 language • Data reflected • Guidance on clarity of role and other factors. <p>- ACO People and Organisational Development</p>
	<p>Members availed of a break between 12.46pm and 1.19pm. HR Strategic Lead left the meeting. Head of Strategic Planning and Performance joined the meeting.</p>

<p>10.0</p>	<p>138/23 New Police Museum Update</p> <p>Head of Strategic Planning and Performance updated members of the progress since June SMB. Members noted that the funding is exclusively for capital use and that full accreditation has been awarded to the Museum.</p> <p>Members discussed the risks and issues progressing to a business case without considering future options.</p> <p>Decision (46):</p> <p>It was agreed that further evaluation of all available options for the Police Museum was required.</p>
	<p><i>Head of Strategic Planning and Performance left the meeting.</i></p>
<p>11.0</p>	<p>139/23 Update on Hallmarks of Neighbourhood Policing</p> <p>ACC Local Policing updated members on the Hallmarks of Neighbourhood Policing and that new mechanisms have been developed to tract abstraction from Neighbourhood Policing.</p> <p>Members discussed the reality and difficulties in resources and finance.</p>
<p>12.0</p>	<p>140/23 Governance Boards – Update Reports</p> <p>Members noted the Service Performance Board Update from 28 June 2023.</p>
<p>13.0</p>	<p>141/23 Corporate Risk Register</p> <p>ACO Corporate Services identified to members the three recommendations.</p> <p>Members discussed and agreed the first two recommendations.</p> <p>Members discussed the emerging risk in relation to the data breach and its potential consequences.</p> <p>Members discussed how Gold address the actions to mitigate the emerging risks from Op Sanukite, which is reported on a weekly basis to Platinum.</p> <p>Members discussed Op Saphenal for recovery, rebuilding, resourcing and addressing welfare.</p> <p>Members discussed how further risks are across a range of themes and should be addressed at a branch level.</p>

	<p>Members discussed the emerging risk from the review of leadership and currently not having a Chief Constable. Chair assured that the risk is currently being managed and gaps have been identified. Members discussed a number of service functions requiring the Chief Constable as Authorising Officer. These are currently being reviewed against relevant legislation/regulation. Ongoing engagement with the NIPB on the required arrangements to best manage these risks.</p> <p>Decision (47):</p> <p>It was agreed to approve the escalation of the Contract Management risk to the Corporate Risk Register.</p> <p>Decision (48):</p> <p>It was agreed to approve the summary risk report for ARAC.</p> <p>Decision (49):</p> <p>It was agreed that all risk owners at branch level should consider the potential impact of Op Sanukite. Each risk should be reassessed in light of the data breach.</p>
<p>14.0</p>	<p>142/23 Finance Report</p> <p>ACO Corporate Services updated members on the financial reports at end of Period 4 (July 2023) and provided a verbal update on the position at the end of August.</p> <p>Members discussed retrospective approvals for legal fees.</p> <p>Members noted the paper.</p>
<p>15.0</p>	<p>143/23 Assurance Report</p> <p>ACO Corporate Service updated members on the two recommendations.</p> <p>Members noted the paper.</p>
<p>16.0</p>	<p>144/23 Any Other Business</p> <p>T/ACC Operational Support updated members on the recent positive Audit Report on Firearms Licensing.</p>

17.0

145/23 Forthcoming Papers (October)

- Cyber Security Risk Deep Dive (ACO Corporate Services)
- Post Incident Peer Support (ACC Local Policing and ACO People & Organisational Development)
- APSTRA (Paper Two) (ACC Operational Support)
- Assurance of Accountability Meetings (Operational Inspections 2023) (Deputy Chief Constable)
- Armoured Landrovers – POPSTRA and Update on Outline Business Case (ACC Operational Support)
- Update on Implementation of Service Integrity Board and Management of In-Service Vetting (Deputy Chief Constable)
- Professional Standards Department Strategy (Deputy Chief Constable)
- Air Support (ACC Crime)
- Police Bereavement Leave (ACO People and Organisational Development)
- Typing Allowance for Police Staff (ACO People and Organisational Development)
- Police Treatment Centres (ACO People and Organisational Development)
- Conflict of Interest and Declaration of Notifiable Membership (Deputy Chief Constable)
- Hybrid Working (ACO People and Organisational Development)

No further business was raised and the meeting concluded at 2.34pm.

Date of next meeting: Wednesday 11 October 2023 at 10.00am