



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 5 July 2023
TIME: 10.35am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Chief Constable

MEMBERS:

Deputy Chief Constable	M Hamilton
Chief Operating Officer	P McCreedy
ACC Justice	A Todd
ACC Local Policing	Represented
ACC Operational Support	Represented
ACC Crime	M McEwan
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 Legal Services	
Director of Strategic Communications & Engagement	
Chief Superintendent Executive Support Team	
Chief Inspector Executive Support Team (Notetaker)	
HR Lead Reward, Relations and Evaluation	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>100/23 Welcome and Apologies</p> <p>Apologies received from ACC Local Policing, ACC Operational Support, Director of Legal Services, Director of Strategic Communications and Engagement and Staff Officer Executive Support Team.</p> <p>Chair apologised for the late start and welcomed participants to the meeting. He noted this as the final meeting in which ACC Justice would be in attendance prior to his retirement, acknowledging and thanking him for his professionalism and contribution during his time as a Board Member.</p>
2.0	<p>101/23 Declaration of Conflict of Interest</p> <p>No Conflicts of Interest were declared.</p>
3.0	<p>102/23 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 14 June 2023 was accepted by all in attendance and approved.</p>
4.0	<p>103/23 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 23~21 and Action 23~23.</p>
5.0	<p>104/23 Maternity and Adoption Leave Provisions</p> <p>ACO People and Organisational Development introduced the proposal paper to increase the entitlement period for police officers from 18 to 26 weeks, with the HR Lead for Reward, Relations and Evaluation outlining key considerations.</p> <p>Members discussed the proposal. Factors considered included, legislation, representativeness, affordability and potential repercussive implications.</p> <p>Decision (35) :</p> <p>There was a strong consensus that maternity and adoption provision for police officers should have parity with those in England and Wales.</p>

	<p>Action (23~24):</p> <p>Police Service to write to the Department of Justice advising of the Strategic Management Board’s decision on maternity and adoption provision for police officers and to seek approval to implement – ACO People and Organisational Development.</p>
	<p><i>10:41am Representative from Legal Services joined the meeting. 10:54am HR Lead for Reward, Relations and Evaluation left the meeting.</i></p>
<p>6.0</p>	<p>105/23 Plan on a Page</p> <p>ACO Strategic Planning and Transformation (SP&T) presented the paper, bringing members’ attention to the proposed content and changes to the performance management framework.</p> <p>Members discussed the style and content of the document, along with its purpose and intended audience. Strategic and tactical feedback was provided and welcomed by ACO SP&T.</p> <p>Decision (36):</p> <p>It was agreed, in principle, to approve the Plan on a Page.</p> <p>Action (23~25):</p> <p>Plan on a Page to be finalised, to include its creative look and feel, and identify Service leads for the strategic priorities - ACO Strategic Planning and Transformation.</p>
<p>7.0</p>	<p>106/23 Armoured Landrovers – Public Order Demand and Options for Refurbishment/Investment</p> <p>C/Superintendent Operational Support presented the paper and provided members with information on current fleet numbers, with breakdown against Public Order Units, and learning from the most recent mobilisation exercise.</p> <p>Members discussed the numbers of officers required to police public disorder, the role played by the Armoured Landrover, future policing demand/commitments and day to day usage. Health and Safety implications were also recognised as a key consideration.</p> <p>Decision (37):</p> <p>It was agreed a fleet figure (acknowledging that this is sub-optimal).</p> <p>It was agreed to approve recommendations D and E within the proposal paper, namely, the immediate progression of fleet refurbishment and continued exploration of a replacement for the Armoured Landrover, alongside exploration of those vehicles used</p>

by GB services.

Action (23~26):

Update on the Armoured Landrovers Outline Business Case to be presented to SMB in October – ACC Operational Support.

Public Order Public Safety Strategic Risk Assessment paper to be presented to SMB in September – ACC Operational Support.

*Representative for Legal Services left the meeting at 11.43am.
Members availed of a break between 11.43am – 11.53am.*

8.0

107/23 Injury and Assault Reduction Strategy Update

C/Superintendent Operational Support introduced the paper, advising members that there were four recommendations for consideration and highlighted headlines from each.

Members' discussions included the increase in reports of assault on officers and staff and the availability of personal protective equipment, along with its use.

Members also recognised that the use of force leads to enhanced levels of accountability, which can, in turn, lead to increased stress for officers and staff, and that any such use of force is enshrined in law.

Decision (38):

It was agreed to approve Recommendations 1 and 2: Carry out a review of Personal Protective Equipment in custody and the practice of assaults on Custody Detention Officer's being criminally investigated.

It was agreed to approve Recommendation 3: Tactical Training Faculty to review the Personal Safety Programme.

It was agreed to broaden Recommendation 4 to include all use of force.

Action (23~27):

Justice to carry out a review of Personal Protective Equipment in custody and the practice of assaults on Custody Detention Officer's being criminally investigated - ACC Justice.

Review of Personal Safety Programme to be considered as business as usual - ACO People and Organisational Development.

Operational Support to broaden Recommendation 4 to include all use of force – ACC Operational Support.

<p>9.0</p>	<p>108/23 Service Management Statement (SMS)</p> <p>ACO Strategic Planning and Transformation (SP&T) provided members with a synopsis briefing on the paper. This included the results of the Service’s foundation year self-assessment and the associated outputs, which are informing the prioritisation and development of six transformation priority areas.</p> <p>ACO SP&T acknowledged that ‘Our People’ and the People Strategy with its three key deliverables for the year, had not been incorporated into the Executive Summary and proposed that this be rectified.</p> <p>Members discussed the paper and provided some areas of feedback. The Chair thanked ACO SP&T for the considerable effort in preparing the foundation year SMS.</p> <p>Decision (39):</p> <p>Members noted the results of the Service Management Statement (SMS).</p> <p>Action (23~28):</p> <p>‘Our People’ to be incorporated into the SMS Executive Summary – ACO Strategic Planning and Transformation.</p> <p>Paper to be brought to SET prior to publication at the end of July 2023 – ACO Strategic Planning and Transformation.</p>
<p>10.0</p>	<p>109/23 Operational Inspections 2023</p> <p>Paper was withdrawn ahead of the meeting.</p>
<p>11.0</p>	<p>110/23 Governance Boards – Update Reports</p> <p>Service Transformation Board update from 7 June 2023 was noted.</p>
<p>12.0</p>	<p>111/23 Corporate Risk Register (CRR)</p> <p>ACO Corporate Services updated members on the Corporate Risk Register and discussions centred on those risks associated with Attendance Management and Justice Healthcare.</p> <p>Decision (40):</p>

	<p>It was agreed to approve the Attendance Management Controls Risk for escalation to the Corporate Risk Register.</p> <p>Decision (41):</p> <p>It was agreed to approve the rewording of the Justice Healthcare Risk.</p> <p>Members noted the paper.</p>
13.0	<p>112/23 Finance Report</p> <p>ACO Corporate Services provided members with an update on the financial position as at the end of May. Members discussed the full year projection, including the current and projected use of overtime, along with the capital budget.</p> <p>Members noted the paper.</p>
14.0	<p>113/23 Any Other Business</p> <p>No further business was raised.</p>
15.0	<p>114/23 Forthcoming Papers</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)• Update on Hallmarks Review (ACC Local Policing)• Whistleblowing (Deputy Chief Constable)• Manchester Arena Inquiry and Command Resilience (ACC Operational Support)• Police Museum Business Case (ACO Strategic Planning and Transformation)• Operational Inspections 2023 (Deputy Chief Constable)
	<p><i>No further business was raised and the meeting concluded at 12.42pm.</i></p>

Date of next meeting: Wednesday 9 August 2023 at 10:00am