



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 25 October 2023
TIME: 10.00am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Chief Operating Officer

MEMBERS:

Chief Constable	J Boutcher
ACC Justice	R Henderson
ACC Local Policing	B Singleton
ACC Operational Support	Representative T/ACC M Jones
ACC Crime	M McEwan
ACO Corporate Services	M McNaughten
ACO People and Organisational Development	Representative
ACO Strategic Planning and Transformation	A Magwood

NON-EXECUTIVE MEMBERS:

Non-Executive Member	
Non-Executive Member	

OTHER ATTENDEES:

Director of Strategic Communications & Engagement	
Director of Legal Services	
Chief Superintendent Executive Support Team (Committee Manager)	
Staff Officer Executive Support Team (Notetaker)	
Senior Legal Assistant (Observer)	
Deputy Principal, Local Policing (Agenda Item Five)	
HR Strategic Lead Local Policing and HQ (Agenda Item Eight Nine & Ten)	
Deputy Principal, HR Reward Policy (Agenda Item Eight, Nine & Ten)	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>146/23 Welcome and Apologies</p> <p>Chief Constable opened the meeting and welcomed all members, before handing over to the Chief Operating Officer to chair the meeting.</p> <p>Apologies received from Deputy Chief Constable, ACC Operational Support and ACO People and Organisational Development.</p>
2.0	<p>147/23 Declaration of Conflict of Interest</p> <p>No Conflicts of Interest were declared.</p>
3.0	<p>148/23 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 13 September 2023 was accepted by all in attendance and approved, with a slight amendment required to agenda items thirteen and fourteen.</p>
4.0	<p>149/23 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 23~04, 23~22, 23~26 and 23~29.</p>
6.0	<p>151/23 APSTRA (Paper Two)</p> <p>T/ACC Operational Support reminded members of the five points returned for further clarification from May's SMB.</p> <p>Members discussed the options for the carriage of carbine weapons during Op Inspire.</p> <p>Members noted that Firearms Command Structures was being progressed as part of the Manchester Arena Inquiry Recommendations.</p> <p>Members discussed the number and distribution of trained officers (G36) across districts. Members compared the benefits of Option B and Option C.</p> <p>Members discussed the potential impact on the Police College.</p> <p>Members were updated on the progress of an ARU base at Maydown. Members noted that there was accommodation available but that a fully operational base at Maydown would be dependent on an ARU uplift to</p>

	<p>establishment. Members discussed how the uplift required, could not progress without decision making as to where the additional posts would come from.</p> <p>Decision (50):</p> <p>It was agreed to approve the recommended Option B for the carriage of carbine weapons during Op Inspire.</p> <p>It was agreed to approve Option B around the number and distribution of G36 weapons across Northern Ireland.</p> <p>It was agreed that Operational Support would progress the operationalisation of the Maydown base whilst recognising that it would not be a 24/7 operational hub.</p>
<p>7.0</p>	<p>152/23 Armoured Landrovers and Water Cannon – Public Order Demand and Options</p> <p>Public Order Public Safety Strategic Risk Assessment</p> <p>T/ACC Operational Support introduced for discussion the options for the number of ALRs required. Members also discussed the make-up of the ALR fleet, including alternative vehicles and the refurbishing of the current fleet. Members discussed possibilities for funding of alternative vehicles.</p> <p>Members noted that water cannon capability is being progressed by a working group.</p> <p>Decision (51)</p> <p>It was agreed that T/ACC Operational Support would discuss with Chief Constable the sustainability of recommended Option B. T/ACC Operational Support would also reassess the numbers required for mobilisation.</p> <p>Members noted the Public Order Public Safety Strategic Risk Assessment.</p>
	<p><i>Deputy Principal, Local Policing joined the meeting at 10.48am.</i></p>
<p>5.0</p>	<p>150/23 Post Incident Peer Support</p> <p>ACC Local Policing introduced the Post Incident Peer Support paper and the benefits of endorsing the four recommendations for peer support and welfare.</p> <p>Deputy Principal, Local Policing briefed members on the training provided, supervision, benefits and roll-out beyond traditional areas.</p> <p>Members discussed the governance currently in place.</p>

	<p>Members discussed the importance of building a culture where it is a sign of strength to put your hand up and seek support.</p> <p>Members were also updated on the current awareness campaign.</p> <p>Members thanked Deputy Principal, Local Policing for the peer support provided by all the volunteers.</p> <p>Decision (52):</p> <p>It was agreed to approve all four recommendations for Post Incident Support.</p>
	<p><i>Members availed of a break between 11.07am-11.20am.</i></p> <p><i>Deputy Principal, Local Policing left the meeting.</i></p> <p><i>HR Strategic Lead Local Policing and HQ joined the meeting.</i></p> <p><i>Deputy Principal, HR Reward Policy joined the meeting.</i></p>
<p>8.0</p>	<p>153/23 Police Officer Bereavement Leave</p> <p>Director of Learning and Development introduced the proposal for paid parental bereavement leave for police officers, in line with England and Wales.</p> <p>Members discussed current provision for police staff.</p> <p>Decision (53):</p> <p>It was agreed to approve Option Two, to achieve parity in respect of paid parental bereavement leave provisions offered to Police colleagues in England and Wales.</p>
<p>9.0</p>	<p>154/23 Typing Allowances for Police Staff</p> <p>Deputy Principal, HR Reward Policy briefed members on the recommended option, to remove allowances under the same terms as NICS.</p> <p>Members discussed whether there was a need to retain a capability of traditional typists and assurance was provided that there has been no recruitment of typists since 2008.</p> <p>Members also discussed how marked time for existing Police Staff removes the risk of loss of earnings as a result of removing the allowance.</p> <p>Decision (54):</p> <p>It was agreed to remove typing allowances under the same terms as NICS. Typing allowances are not offered to new entrants. Allowances will be retained by those staff on a non-degressing</p>

	<p>mark-time basis while they remain at their current grade and discipline.</p>
<p>10.0</p>	<p>155/23 Hybrid Working</p> <p>HR Strategic Lead Local Policing and Headquarters presented the updated Hybrid Working paper, with amendments agreed from last month's SMB.</p> <p>Decision (55):</p> <p>It was agreed to approve the updated paper and endorse the Hybrid Working organisational approach.</p>
	<p><i>HR Strategic Lead Local Policing and HQ left the meeting at 11.40am.</i></p> <p><i>Deputy Principal, HR Reward Policy left the meeting at 11.40am.</i></p> <p><i>T/ACC Operational Support left the meeting at 11.40am.</i></p>
<p>11.0</p>	<p>156/23 Cultural Audit – Communications Plan</p> <p>Director of Learning and Development updated members on current position of the Cultural Audit and the next steps within the communications plan.</p> <p>Members discussed the publication of the results. Members discussed the need for chorography to get to the right people first and to work collaboratively with Staff Associations. Members discussed the need to focus on a few priorities with clear intent to launch the results, with longer term actions to follow.</p> <p>Members discussed the value of this constructive criticism as an opportunity to move forward.</p> <p>Decision (56):</p> <p>It was agreed that reflecting the results is the next stage. A prioritised focus should accompany the results. Timings for communication of results to be agreed with Director of Strategic Communications and Engagement.</p>
<p>12.0</p>	<p>157/23 Crime Recording Project Plan</p> <p>ACO Strategic Planning and Transformation updated members on the Crime Recording Project.</p> <p>Members discussed balancing accuracy with timely recording of crimes.</p> <p>Decision (57):</p> <p>It was agreed to approve the Project Plan for Crime Recording.</p>

<p>13.0</p>	<p>158/23 PND Facial Searching</p> <p>Head of Forensic Services updated members on the history of PND Facial Searching and the proposed recommendation for Police usage.</p> <p>Members discussed the retention schedule.</p> <p>Members also discussed stakeholder engagement.</p> <p>Members noted that ACC Operational Support would write to NIPB confirming the recommencement of PND facial searches for intelligence purposes only, with regular reports of usage supplied to the Policing Board Performance Committee.</p> <p>Decision (58):</p> <p>It was agreed to recommence usage of retrospective PND facial searching software with newly proposed guidance, with wider stakeholder engagement.</p>
<p>14.0</p>	<p>159/23 Budget Information Gathering Exercise 2024-25</p> <p>ACO Corporate Services briefed members that DoJ commissioned a Budget 2024-25 Information Gathering Exercise which requires Police to assess its inescapable pressures for 2024-25.</p> <p>Members discussed the pressures and noted the large figures involved and that a lot was outside of Police control.</p> <p>Members noted the Ten Year Capital Plan update.</p> <p>Decision (59):</p> <p>It was agreed to approve the Financial Pressures for 2024-25 and the Ten Year Capital Plan update.</p>
<p>15.0</p>	<p>160/23 Mid-Year Stewardship Statement</p> <p>ACO Corporate Services briefed members on the bi-annual Stewardship Statement for members to approve, prior to Chief Constable signing.</p> <p>ACO Corporate Services highlighted to members the inclusion in the statement that the service continues to project an overspend, the resignation of former Chief Constable Simon Byrne and data breach.</p> <p>Members discussed the addition of further detail to the statement, to show that all responsible steps have been taken to mitigate against an overspend.</p> <p>Decision (60):</p> <p>Mid-Year Stewardship Statement to be updated to reflect the</p>

	<p>explicit work which has been done to mitigate against an overspend and include NIPB engagement and support.</p>
<p>16.0</p>	<p>161/23 ARAC Self-Effectiveness Review and Annual Report 2022/23</p> <p>Chair of ARAC updated members that the Annual Report concluded that overall the Police Service has recognised and discharged its responsibilities in respect of Corporate Governance, Risk Management and Internal Control Frameworks in a satisfactory matter. The Self Effectiveness assessment concludes that overall ARAC feels that it is performing effectively in this area.</p> <p>Members discussed the benefits from Non-Executive Members attending SMB.</p> <p>Members noted the papers.</p>
<p>17.0</p>	<p>162/23 Governance Board – Update Reports</p> <p>Service Performance Board – 27 September 2023</p> <p>Members noted the Update Report.</p>
<p>18.0</p>	<p>163/23 Corporate Risk Register Including Mid-Year Management Report</p> <p>ACO Corporate Services asked members to consider the escalation of the Road Traffic Collisions risk to the Corporate Risk Register and approve the Mid-Year Risk Management Report for the information of ARAC.</p> <p>Members discussed the increase in fatal road traffic collisions. Members discussed how fatal RTCs was added as a fourth Service Strategic Priority during June’s SMB. It now features on Plan on a Page as a strategic priority. Members discussed effective partnership working.</p> <p>Decision (61):</p> <p>It was agreed that it was not appropriate for the Road Traffic Collisions Risk to be escalated to the Corporate Risk Register. Fatal RTCs has been identified as a Service Strategic Priority and reflected on Plan on a Page.</p> <p>Decision (62):</p> <p>It was agreed to approve the Mid-Year Risk Management Report.</p> <p>Action 23~30:</p> <p>Corporate Risk Register to be periodically discussed at the start of</p>

	<p>SMB. CRR to be added to the start of November’s agenda – Committee Manager.</p> <p>At November’s SMB, Business Owners are to provide an update on each corporate risk individually – SET members.</p>
19.0	<p>164/23 Finance Report</p> <p>ACO Corporate Services updated members on the financial position and asked members to consider the new pressures and easements.</p> <p>Members discussed appropriate timing for redistribution.</p> <p>Decision (63):</p> <p>It was agreed to note the current financial position, including pressures and easements. It was agreed that now was not the time for redistribution.</p>
20.0	<p>165/23 Any Other Business</p> <p>No further business was raised.</p>
21.0	<p>166/23 Forthcoming Papers (November)</p> <ul style="list-style-type: none">• Conflict of Interest and Declaration of Notifiable Membership (Sponsor: Deputy Chief Constable)• Air Support (Sponsor: ACC Crime)• Professional Standards Strategy (Sponsor: Deputy Chief Constable)• Update on Implementation of Service Integrity Board and Management of In-Service Vetting (Sponsor: Deputy Chief Constable)• Assurance of Accountability Meetings (Operational Inspections 2023) (Sponsor: Deputy Chief Constable)• Cyber Security Risk Deep Dive (Sponsor: ACC Operational Support)• Police Treatment Centres (Sponsor: ACO People and Organisational Development)• EQIA Spit and Bite Guards (Sponsor: ACC Operational Support)• Operational Services Contract Reprocurement (Sponsor: ACO People and Organisational Development)• Update on PAP Objective One – Resourcing (Sponsor: ACO People and Organisational Development)

No further business was raised and the meeting concluded at 1.07pm.

Date of next meeting: Wednesday 08 November 2023 at 10.00am