



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 08 November 2023
TIME: 10.00am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Chief Operating Officer

MEMBERS:

Chief Constable	J Boutcher
Deputy Chief Constable	C Todd
ACC Justice	R Henderson
ACC Local Policing	B Singleton
ACC Operational Support	Representative
ACC Crime	M McEwan
ACO Corporate Services	M McNaughten
ACO People and Organisational Development	C Duffield
ACO Strategic Planning and Transformation	Representative

NON-EXECUTIVE MEMBERS:

Non-Executive Member	
Non-Executive Member	

OTHER ATTENDEES:

Director of Strategic Communications & Engagement (By Webex)	
Director of Legal Services	
Chief Superintendent Executive Support Team (Committee Manager)	
Chief Inspector Executive Support Team (Deputy Committee Manager)	
Staff Officer Executive Support Team (Notetaker)	
Crime Registrar (Agenda Item Five)	
Head of Professional Standards (Agenda Item Five)	
D/Superintendent Crime (Agenda Item Eight)	
C/Inspector Public Order Safety Patrol (Agenda Item Nine)	
Director of OHW (Agenda Item Ten)	
Head of Information Security and Records Management (Agenda Item Twelve)	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>167/23 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 T/ACC Operational Support and ACO Strategic Planning and Transformation.</p>
	<p><i>Chief Constable and Committee Manager left the meeting at 10.22am.</i></p>
2.0	<p>168/23 Declaration of Conflict of Interest</p> <p>No Conflicts of Interest were declared.</p>
3.0	<p>169/23 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 25 October 2023 was accepted by all in attendance and approved.</p>
4.0	<p>170/23 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 23~10, 23~16, 23~19 and 23~30.</p> <p>Decision (64):</p> <p>It was agreed to revert to the Draft Race Action Plan which was agreed in June’s SMB, from which a number of actions are progressing. ACC Crime and ACO People and Organisational Development to consult with Ethnic Minority Police Association on public consultation and whether actions should form a part of the Equality Action Plan.</p> <p>Action 23~20:</p> <p>ACC Crime and ACO People and Organisational Development to consult with EMPA on public consultation and whether actions should form a part of the Equality Action Plan – ACO People and Organisational Development.</p>

5.0

171/23 Corporate Risk Register

As agreed at the last SMB, ACO Corporate Services informed members that a fuller discussion of the Corporate Risk Register would take place quarterly, towards the start of the agenda.

ACO Corporate Services asked members:

- To consider if Re-procurement of Security and Operational Support Services Contract should replace Contract Management on the Corporate Risk Register.
- To consider feedback from ARAC on a deep dive into Attendance Management.
- To provide assurance that data breach risks are being managed locally.
- To consider whether Mental Health emerging risk should be added to Corporate Risk Register.

Members discussed each risk on the CRR in turn.

Future Funding:

ACO Corporate Services provided members with a summary of the risk and projected overspend, describing the risk as 'chronic' with largely effective controls being described as 'partially effective' due to the nature of the risk.

Attendance Management:

ACO People and Organisational Development updated members on the broader risk captured on the Department Risk Register (DRR), which doesn't meet the threshold for the Corporate Risk Register.

Members discussed the upward trend on sickness absence and broader actions required.

Members considered the current need for a deep dive on absence management and whether current CRR risk, which relates to systems and processes, should be reworded to cover the additional broader risks captured on the DRR. Risk should also include the Mental Health Emerging Risk. Members also discussed a preventative approach and narrative on duty adjustments.

Decision (65):

It was agreed that a morning should be set aside for SET to consider the Attendance Management risk strands and to discuss a rewording of the risk. It was also agreed that Staff Associations should be invited to attend. Mental Health Emerging Risk to be reflected within the Attendance Management Risk.

Action 23~31:

Workshop to be arranged for SET members and Staff Associations to discuss rewording of Attendance Management Risk – ACO People and Organisational Development.

Crime Recording:

Crime Registrar updated members on independent overview from HMIC to commence next week.

Justice Healthcare:

ACC Justice updated members on the progress of custody healthcare model implementation.

Officer/Staff Conduct:

Head of Professional Standards updated members on limited resourcing within Professional Standards to meet the shift in demand, possibly due to better confidence in reporting.

Members considered the need for the right operating model.

Members discussed the progress on preventative matters and the need for reflective learning.

Members also discussed availability to chair hearings and proportionality of hearings.

Members noted that Professional Standards Strategy paper is due to be presented to SMB in January 2024.

Terrorist Attack:

ACC Crime updated members current threat remains severe. Members agreed that risk should be updated to reflect pressures.

Contract Management:

Risk will be discussed during Agenda Item Eleven.

Decisions (66):

Data Breach risk assurance to be managed through Sanukite Gold and Re-procurement risk to be revised as suggested.

	<p><i>Crime Registrar left the meeting at 11.05am.</i></p> <p><i>Head of Professional Standards left the meeting at 11.20am.</i></p> <p><i>Director of OHW joined the meeting at 11.25am.</i></p>
<p>10.0</p>	<p>176/23 Update on 2023/24 People Action Plan</p> <p>ACO People and Organisational Development provided members with the context behind the People Action Plan. Members were asked to note that the paper is a work in progress and marked as a draft.</p> <p>Members discussed how it was a good framework, to include strategic vision from the new Chief Constable. Members discussed that further work is required to provide more meaning and validity. Members discussed communicating progress to NIPB Resources Committee.</p> <p>Director of OHW provided assurance that actions are progressing in all areas of business but the challenge is how this information is formatted, to allow progress to be read and understood.</p> <p>Decision (67):</p> <p>It was agreed that progressing the People Action Plan is service wide and that two ACC’s should accompany Chief Operating Office and ACO People and Organisational Development to November’s Resources Committee, to deliver key messages.</p>
	<p><i>Director of OHW left the meeting at 11.43am.</i></p> <p><i>Members availed of a break between 11.43am – 11.54am.</i></p>
<p>6.0</p>	<p>172/23 Finance Report</p> <p>ACO Corporate Services presented the report and updated members verbally on the financial position at the end of October.</p> <p>Members noted the recently commissioned DoJ Internal In Year Exercise.</p>
<p>7.0</p>	<p>173/23 Assurance Report</p> <p>ACO Corporate Services reminded Accountable Officers of the importance of responding to IA in a timely manner, to appoint a deputy if appropriate and to ensure IA are facilitated with accessing required data to complete an audit.</p> <p>Members considered the volume of recommendations owned by Operational Support.</p> <p>Members discussed and assigned ownership of the HMICFRS Areas of Improvement/Recommendations.</p> <p>Members agreed the importance of input from Deputy Chief Constable, ACCs and ACOs into CJINI, HMICFRS, Internal Audit and external audits to get the rhythm right.</p>

Members discussed that HMICFRS recommendations are added to Overview but don't reflect the totality of the report. Business Areas should also go through the report to identify broader thematic recommendations.

Decision (68):

It was agreed that the SIRO role should move to T/Deputy Chief Constable.

Decision (69):

It was agreed that Strategic Planning and Transformation should liaise with relevant departments to look beyond recommendations for Overview. Reports also contain areas for debrief, lessons learnt and organisational issues.

Action 23~32:

Strategic Planning and Transformation to liaise with all departments to identify recommendations contained within the narrative of the PSNI PEEL report from HMICFRS – ACO Strategic Planning and Transformation.

D/Supt Crime joined the meeting at 12.05pm.

8.0

174/23 Air Support

ACC Crime introduced the Air Support paper and briefed members on the three options.

Members discussed the risks and benefits of the three options which will be reflected in the Business Case.

Members also considered the use of Unmanned Aircraft Systems in a greater range of operations.

D/Supt Crime updated members that the existing fleet is outdated and inefficient in terms of automated safety avionics, role equipment and fuel efficiency. The levels of maintenance, which are now required to keep the aircraft compliant with CAA safety regulations, means that revenue costs have escalated. There have been two safety incidents.

Decision (70):

It was agreed to approve Option One as a direction of travel – to reduce and replace the existing fleet of aircraft, retaining Police Air Operator's Certificate. However, this needed to be demonstrated in a business case which outlines the full range of available options (including outsourcing).

	<p>Action 23~33:</p> <p>Potential operating model and supporting Business Case to be returned to SMB – ACC Crime.</p>
	<p><i>D/Supt Crime left the meeting at 12.24pm. C/Insp Public Order Safety Patrol joined the meeting at 12.24pm.</i></p>
<p>9.0</p>	<p>175/23 Equality Impact Assessment (EQIA) on the Use of Spit and Bite Guards</p> <p>T/Director of Human Resources introduced the paper for approval to publish on external website.</p> <p>C/Insp Public Order Safety Patrol summarised the impact of the use of Spit and Bite Guards on the nine protected groups under Section 75 of the Northern Ireland Act 1998, during the 12-month monitoring period. Members discussed additional messaging which would be required to accompany the report when released including assurance on commitment to understand disproportionality and communicating response and mitigations going forward to any impacts identified.</p> <p>Members discussed the reliability and completeness of the data set.</p> <p>Decision (71):</p> <p>It was agreed a handling plan is required before EQIA on the Use of Spit and Bite Guards is published on the external website, to allow clear messaging. As Operational Support own the paper T/Deputy Chief Constable will take ownership of the publication.</p> <p>Action 23~34:</p> <p>Handling Plan to be developed and presented to SET Meeting before publishing EQIA on the Use of Spit and Bite Guards on the external website – T/Deputy Chief Constable.</p>
	<p><i>C/Insp Public Order Safety Patrol left the meeting at 12.50pm.</i></p>
<p>11.0</p>	<p>177/23 Security and Operational Support Services Contract</p> <p>ACO People and Organisational Development updated members of the context behind the contract. Members noted that it is currently the highest value contract and services include security and operational support services across the Police estates.</p> <p>Members discussed the retendering process and timeline, contingencies, project delivery groups and four work strands, Project Lead and Project Manager and governance through SMB.</p> <p>Decision (72):</p> <p>It was agreed to endorse the approach for retendering of the Security and Operational Support Services Contract and to commit</p>

	<p>all appropriate resources with the right skills to the work strands. Progress to be reported monthly to Project Board. Governance through Strategic Management Board.</p>
	<p><i>Non-Executive Member left the meeting at 1.10pm.</i></p> <p><i>Members availed of a break between 1.10pm – 1.40pm.</i></p> <p><i>Head of Information Security and Records Management joined the meeting at 1.40pm.</i></p>
12.0	<p>178/23 Cyber Security Risk Deep Dive</p> <p>T/Director of Human Resources introduced the Deep Dive of Cybersecurity Risk.</p> <p>Apologies were noted from Information and Communication Services.</p> <p>Head of Information Security and Records Management briefed members on landscape, horizon scanning and threat hunting, baseline, accreditation, data incidents, risk summary, assurance, objectives, Atlas audits and governance.</p> <p>Decision (73):</p> <p>It was agreed that assurance had been provided that Cyber Security Risk was being managed on the Departmental Risk Register. It was agreed that there was no requirement to escalate risk to Corporate Risk Register.</p>
	<p><i>Head of Information Security and Records Management left the meeting at 1.40pm.</i></p>
13.0	<p>179/23 Any Other Business</p> <p>No further business was raised.</p>
14.0	<p>180/23 Forthcoming Papers (December)</p> <ul style="list-style-type: none"> • Conflict of Interest and Declaration of Notifiable Membership (Sponsor: Deputy Chief Constable) • Assurance of Accountability Meetings (Operational Inspections 2023) (Sponsor: Deputy Chief Constable) • Race Action Plan (Sponsor: ACO People and Organisational Development) • Police Participation in Events (Sponsor: ACO People and Organisational Development) • Legacy Transformation (Sponsor: ACC Justice)
	<p><i>No further business was raised and the meeting concluded at 2.25pm.</i></p>

Date of next meeting: Wednesday 13 December 2023 at 10.00am