



# Police Service of Northern Ireland

## RECORD OF MEETING

**NAME OF COMMITTEE:** Strategic Management Board (SMB)  
**DATE:** 10 April 2024  
**TIME:** 10.00am  
**LOCATION:** Main Conference Room, Brooklyn  
**CHAIRPERSON:** Deputy Chief Constable/Chief Constable

### MEMBERS:

Chief Constable	J Boutcher
Deputy Chief Constable	C Todd
Chief Operating Officer	P McCreedy
ACC Justice	R Henderson
ACC Local Policing	B Singleton
ACC Operational Support	M Jones
ACC Crime	D Beck
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	Apologies
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)	
HR Strategic Lead/Relationship Manager (Agenda Item Five and Six)	

**ACTIONS assigned by the Chair are highlighted in blue text.**

<b>Item No</b>	
	<i>Deputy Chief Constable chaired the meeting.</i>
<b>1.0</b>	<p><b>38/24 Welcome and Apologies</b></p> <p>Chair opened the meeting and welcomed all members. Apologies were received from Non–Executive Member.</p>
<b>2.0</b>	<p><b>39/24 Declaration of Conflict of Interest</b></p> <p>Director of Legal Services declared a Conflict of Interest during Agenda Item 5: Police Staff Attendance at Police Treatment Centres. No further Conflicts of Interest were declared.</p>
<b>3.0</b>	<p><b>40/24 Record of Previous Meeting</b></p> <p>The Record of Previous Meeting on 14 March 2024 was accepted by all in attendance and approved.</p>
	<i>Director of Legal Services joined the meeting at 10.09am.</i>
<b>4.0</b>	<p><b>41/24 Actions Arising from Previous Meetings</b></p> <p>Chair updated members on the progress of actions.</p> <p>The following actions were agreed for closure: Action 23~34, Action 24~02, Action 24~06 and Action 24~07.</p>
<b>5.0</b>	<p><b>42/24 Police Staff Attendance at Police Treatment Centres</b></p> <p>ACO People and Organisational Development introduced the proposal for police staff members to avail of the same benefits as police officers, if attending a Police Treatment Centre (PTC).</p> <p>HR Strategic Lead/Relationship Manager briefed members on the three options and the recommended option to offer the same support to police staff with entitlements of travel costs and duty credits.</p> <p>Members discussed the benefits of facilitating police staff attendance at the Police Treatment Centres and how this would be managed including meeting the criteria.</p> <p>Members discussed internal communications to ensure that police staff</p>

	<p>are aware of this support to attend Police Treatment Centres.</p> <p>ACO Corporate Services highlighted potential implications of a benefit in kind and indicated that the proposals should be assessed against the current HMRC rules.</p> <p><b>Decision (21):</b></p> <p><b>It was agreed to approve recommended Option Two – The Service facilitates attendance at Police Treatment Centres for all Police Staff by implementing parity with Police Officers entitlements of travel costs and duty credits. With additional work on communications and benefit in kind.</b></p>
	<p><i>Committee Manager joined the meeting at 10.21am.</i></p>
<p><b>6.0</b></p>	<p><b>43/24 Police Participation in Events</b></p> <p>ACO People and Organisational Development updated members on the paper presented for decision, including background and details of the work undertaken. She asked members to consider two options – to either formally adopt the framework or to decide that no specific framework was required.</p> <p>HR Strategic Lead/Relationship Manager updated members on consultation with PFNI, NIPSA and Minority Support Associations.</p> <p>Members discussed the need for a service instruction to ensure consistency and corporate memory. Framework provides reassurance of impartiality in decision making and is based on existing policies and statutory requirements. Members also discussed including a timeframe required to make a decision prior to the event.</p> <p><b>Decision (22):</b></p> <p><b>It was agreed that the framework is formally adopted to aid managers in assessing and making decisions on requests for police participation in events.</b></p> <p><b>Action 24~08:</b></p> <p><b>Framework to be finalised as discussed and returned to SMB in May 2024 – ACO People and Organisational Development.</b></p>
	<p><i>HR Strategic Lead/Relationship Manager left the meeting at 10.58am.</i></p>
<p><b>7.0</b></p>	<p><b>44/24 Extending MRD Pilot across the Service</b></p> <p>ACC Local Policing updated members on the MRD pilot and feedback and the recommendation that the number of MRDs that can be banked at any one time will increase from 3 to 5.</p>

Members discussed the benefits of this approach for police officers. Members also considered if there are any implications against the Working Time Directive and Health and Safety at Work Act.

Members considered a change made within the pilot in respect to the condition around having to allocate all the banked MRDs before the end of the financial year. During the pilot there was no requirement to use banked MRDs before the end of the financial year, officers could in fact carry them over.

Members discussed issues around how the organisation will account for unused MRDs and the associated financial implications. Members discussed solutions such as a rule that MRDs accrued during January to March had to be used within six months of the day incurring and all other MRDs had to be used by the end of the financial year or that all MRDs had to be placed within three months of incurring and couldn't be rearranged.

Members agreed that the internal messaging needed to reflect the desire to support officers.

**Decision (23):**

**It was agreed in principle to accept the recommendation that the number of MRDs that can be banked at any one time will increase to five. Further clarity to be provided on how the organisation will account/budget for unused MRDs and that there are no implications against the Working Time Directive or Health and Safety at Work Act.**

**Action 24 ~09:**

**Clarity to be provided on:**

- **How the organisation will account and budget for unused MRDs at year end – ACO Corporate Services.**
- **Compliant with Working Time Directive and Health and Safety at Work Act – ACC Local Policing.**

8.0

**45/24 EQIA on the Use of Spit and Bite Guards**

ACC Operational Support summarised for members the key points and headlines from the EQIA Stage Seven Monitoring Report. Members noted that the report has been shared with External Reference Group members of the Service Accountability Meeting, including ERG members and Policing Board colleagues.

	<p>Members discussed that on examination of the data the use of Spit and Bite Guards from March 2020 to June 2023, a potential adverse impact may arise for five equality groups. Members noted the significant steps taken to mitigate against any adverse effect of the use on all equality groups which is detailed within the report.</p> <p>Members agreed that there was a need to anticipate responses to the publishing of the report and mitigate proactively against highlights, by communicating context - for example comparisons against other forces, explaining the difference between urban and rural, proportionality comparative to arrests.</p> <p>Members noted the figure for police officers and staff who have reported spitting or biting. Members discussed the reluctance of officers to apply a spit and bite guard.</p> <p>Members considered how we collect data and the numbers classed as unknown for community background.</p> <p><b>Decision (24):</b></p> <p><b>It was agreed to grant approval for the publication of the Equality Impact Assessment (EQIA) on the use of Spit and Bite Guards – Stage 7 Monitoring Report on the external website.</b></p>
<p>11.0</p>	<p><b>48/24 Corporate Risk Register – Information Management Risk</b></p> <p>Deputy Chief Constable introduced new risk for Corporate Risk Register on Information Management developed by Data Board.</p> <p><b>Decision (25):</b></p> <p><b>It was agreed to accept the new risk on Information Management for addition to the Corporate Risk Register.</b></p>
	<p><i>Members availed of a break between 11.56am and 12.36pm. Deputy Chief Constable left the meeting. Chief Constable took over as Chair.</i></p>
<p>9.0</p>	<p><b>46/24 Accountability Report (Including Governance Statement)</b></p> <p>ACO Corporate Services asked members to consider the extract of the Draft Accountability Report to ensure it reflects the dynamics and control structure of the organisation.</p> <p>Members noted the paper.</p> <ul style="list-style-type: none"> <li>• <b>Annual Assurance Statement to the Northern Ireland Policing Board</b></li> </ul> <p>Chair asked members to consider the Annual Assurance Statement to the Northern Ireland Policing Board, for which he is required to certify</p>

	<p>that the delegated functions and responsibilities as outlined in the statement have been completed for the financial year, in the name of and behalf of the Northern Ireland Policing Board.</p> <p>Members discussed the delegated functions and responsibilities and agreed that greater clarity was required on directing and controlling senior and other employees, and all other powers and duties of the Board as an employer, other than the power to appoint and dismiss senior officers.</p>
<p><b>10.0</b></p>	<p><b>47/24 Governance Boards – Update Reports</b></p> <p><b>Service Performance Board – 11 March 2024</b></p> <p>Members noted the update report.</p>
<p><b>11.0</b></p>	<p><b>48/24 Corporate Risk Register</b></p> <p>ACO Corporate Service asked members to consider the two recommendations:</p> <ul style="list-style-type: none"> <li>• That the detailed Service Operating Model (SOM) is reviewed and ownership assigned.</li> <li>• Residual Risk Rating for Terrorist Attack be reduced to 12 (Major/Possible).</li> </ul> <p>ACO People and Organisational Development briefed members of a risk on Attendance Management which is currently being developed on attendance and wellbeing within the organisation.</p> <p>Members discussed overall ownership of the collaborative SOM Risk. ACO Strategic Planning and Transformation agreed to coordinate mitigations and control actions with departments. Service Transformation Board will govern progress on SOM. SOM will be discussed at upcoming SET away day.</p> <p><b>Decision (26):</b></p> <p><b>It was agreed that ACO Strategic Planning and Transformation would assume ownership of the Service Operating Model Risk.</b></p> <p>Members discussed the current terrorist risk.</p> <p><b>Decision (27):</b></p> <p><b>It was agreed that now was not the right time to reduce the residual risk rating for Terrorist Attack and this would be reviewed in six months time.</b></p>

<b>12.0</b>	<p><b>49/24 Finance Report</b></p> <p>ACO Corporate Services verbally updated members on the financial position. A provisional non ring-fenced easement of 0.09% of resource budget is reported at the end of March which was only possible due to the additional funding received from the DOJ in February. An easement of 0.25% is reported at year end against capital budget.</p> <p>ACO Corporate Services updated members on uptake of Universal Offer.</p> <p>ACO Corporate Services reported to members that there is little evidence of any progress since last meeting in relation to a budget for for 2024/25.</p> <p>Chair thanked ACO Corporate Services and his team for an excellent outturn at the end of the financial year.</p>
<b>13.0</b>	<p><b>50/24 Any Other Business</b></p> <ul style="list-style-type: none"><li>• <b>End Year Stewardship Statement</b></li></ul> <p>ACO Corporate Services asked members to consider and approve the Stewardship Statement, prior to signing by Chief Constable.</p> <p>The draft Stewardship Statement was considered during March’s SMB. This is the final version with some updates following year end.</p> <p><b>Decision (28):</b></p> <p><b>It was agreed to approve the End Year Stewardship Statement.</b></p>
<b>14.0</b>	<p><b>51/24 Forthcoming Papers (May)</b></p> <ul style="list-style-type: none"><li>• Air Support (Sponsor: ACC Crime)</li><li>• Service On Call – Manchester Arena Inquiry and Command Resilience (Sponsor: ACC Operational Support)</li><li>• Scientific Support Allowance (Sponsor: ACO People and Organisational Development)</li><li>• SMB Terms of Reference (Sponsor: ACO Corporate Services)</li><li>• Police Participation in Events Framework (Sponsor: ACO People and Organisational Development)</li></ul>

No further business was raised and the meeting concluded at 1.26pm

Date of next meeting: Wednesday 8 May 2024 at 10.00am