



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 14 February 2024
TIME: 10.00am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Chief Constable

MEMBERS:

Deputy Chief Constable	C Todd
Chief Operating Officer	P McCreedy
ACC Justice	Apologies
ACC Local Policing	B Singleton
ACC Operational Support	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)	
Deputy Head of Operational Support (Agenda Item Five and Six)	
HR Strategic Lead for Attendance Management (Agenda Item Eight)	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>10/24 Welcome and Apologies</p> <p>Chair opened the meeting and welcomed all members. Apologies were received from ACC Justice and ACO People and Organisational Development.</p>
2.0	<p>11/24 Declaration of Conflict of Interest</p> <p>Chair declared a Conflict of Interest for Agenda Item 12. During Any Other Business, Op Kenova – Publication of Interim Report will be discussed. Chair will recuse himself for this agenda item. No further Conflicts of Interest were declared.</p>
	<p><i>Deputy Chief Constable joined the meeting at 10.18am.</i></p>
3.0	<p>12/24 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 10 January 2024 was accepted by all in attendance and approved.</p>
4.0	<p>13/24 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 22~81, Action 23~31, Action 23~35, Action 23~36, Action 23~40, Action 24~03 and Action 24~04.</p> <p>Action 23~20 (Race Action Plan):</p> <p>Committee Manager to email EMPA Chair requesting further detail on current issues felt by EMPA members - Committee Manager.</p>
5.0	<p>14/24 Business Continuity Management</p> <p>Deputy Head of Operational Support introduced the new Business Continuity Management approach.</p>

	<p>Members welcomed the proposal and the additional assurance provided from the restructuring plans and noted the minor training costs.</p> <p>Decision (6):</p> <p>It was agreed to approve and support the new Business Continuity Management approach.</p>
6.0	<p>15/24 Response to Manchester Arena Inquiry: Enhanced ICC – Command Resilience</p> <p>ACC Operational Support provided members with the background to this paper.</p> <p>Deputy Head of Operational Support explained the proposals relating to Command Resilience and enhanced ICC to members.</p> <p>Members noted that a separate piece of work relating to Service On Call is currently being progressed and a further paper will be presented to SMB in May /June 2024.</p> <p>Members discussed current and proposed training for Duty Officers. Members also discussed clarity and responsibility of ICC role and resources required for resilience and assurance.</p> <p>Members considered current access to intelligence and ANPR. Members discussed the benefits of a real time intelligence centre as a supporting function.</p> <p>Members reflected on the current situation should a major incident occur and how our response would be disappointing as a consequence of current resourcing pressures.</p> <p>Members discussed the benefits of a national review of the current situation.</p> <p>Members discussed exercises which have taken place in the past. Members considered how many days the current workforce could sustain a period of public disorder.</p> <p>Decision (7):</p> <p>It was agreed to approve training for “duty officers” in ICC.</p> <p>Decision (8):</p> <p>It was agreed to proceed with the enhancement of ICC with an increase of four Sergeants from Local Policing.</p>

	<i>Deputy Head of Operational Support left the meeting at 11.15am.</i>
7.0	<p>16/24 Enquiry Office Restructuring</p> <p>ACC Local Policing informed members of the context behind the review and the four options as presented. ACC Local Policing updated members on the recommended options, benefits and next steps if approved.</p> <p>Members discussed the increasing online reporting demand. Recent Footfall analysis of Enquiry Offices showed that 8% related to a report of a crime. This analysis indicated that a significant element of Enquiry Office functionality relates to internal demand, which could be minimised or redirected without significant adverse impact on communities.</p> <p>Members discussed how the capacity no longer exists to replace G4S personnel with police offers without detracting from already stretched resource levels.</p> <p>Members also discussed communication plan and agreed details would be included within Chief Constable's foreword in the NIPB Accountability Report ahead of March's Board.</p> <p>Members discussed how Option Two should feature in Critical Care plan unless reassurances are received on budget reduction.</p> <p>Decision (9):</p> <p>It was agreed to approve Option One with a reduction in 17 Enquiry Offices with a move to Option Two, as a start of Critical Care Plan, unless reassurances on budget reduction are received.</p>
8.0	<p>17/24 Revision of Attendance Management Triggers</p> <p>Director of OHW introduced the paper on Attendance Management Triggers.</p> <p>HR Strategic Lead for Attendance Management updated members on the benchmarking which has been carried out. Members were asked to consider a hybrid approach of Option One (Doing Nothing) while training, preventative plan and support plan were developed, with a new Standard Operating Procedure going live in September 2024. The new SOP would be operational for one year when a review of absence rates would be conducted. If a review of triggers points is required, follow-up training in January – March 2025 would prepare for triggers to reduce to 14 calendar days as per Option Three.</p>

	<p>Members discussed the role of the Line Manager and HR support including case management. Members also discussed capabilities and confidence of Line Managers to make decisions.</p> <p>Members raised their concerns with the lengthy timeframes involved and the current sickness absence levels. Members noted that levels are still raising but that figures are now being provided with and without Ill Health Retirement figures included.</p> <p>Members discussed whether there was the evidence that the trigger point impacts level of absenteeism. Members considered the benchmarking undertaken and noted that Northern Ireland is a unique policing environment.</p> <p>HR Strategic Lead for Attendance Management updated members on current policy. Members considered current compliance and discussed the need to evidence early intervention and support.</p> <p>Members discussed timings proposed for reviewing trigger point. It was felt that 18 months was too long. Members considered how more appropriate timing might be once headcount has stabilised.</p> <p>Members discussed small minority who misuse sickness absence.</p> <p>Decision (10):</p> <p>It was agreed that further consultation was required before a decision could be made on Attendance Management Triggers.</p>
9.0	<p>18/24 Immigration Status of Victims, Witnesses and Suspects</p> <p>ACC Local Policing provided members with context behind the Immigration Status of Victims, Witnesses and Suspects paper.</p> <p>Decision (11):</p> <p>It was agreed that ACC Justice would assume ownership of overseeing the development of service policy/procedure and further operational instruction and guidance for officers.</p>
	<p><i>Members availed of a break between 12.40pm-1.15pm. Chief Constable left the meeting at 12.40pm.</i></p>
	<p><i>Deputy Chief Constable took over as Chair.</i></p>
10.0	<p>19/24 Corporate Risk Register</p> <p>ACO Corporate Services informed members that new risks are currently being drafted in relation to Legacy and Reconciliation, Service Operating Model and Data Leak and will be included in the CRR for March for</p>

	<p>consideration.</p> <p>Members noted that a broader risk management paper will be prepared on a quarterly basis in order that SMB may consider matters such as emerging risks and Departmental Risk Registers.</p> <p>Members discussed two potential risks for removal from Corporate Risk Register. Members agreed to consider Crime Recording next month for de-escalation. Officer Staff Conduct risk was discussed and viewed as being managed as business as usual.</p> <p>Decision (12):</p> <p>It was agreed to de-escalate Officer and Staff Conduct Risk back to the Professional Standards Departmental Risk Register.</p>
11.0	<p>20/24 Finance Report</p> <p>ACO Corporate Services updated members on financial position at end of Period 10 (January 2024). Members noted Additional Security Funding and Close Protection Unit pressure. Members were informed that Close Protection Unit now features on Operational Support's Departmental Risk Register.</p>
	<p><i>Media Centre Manager joined the meeting at 1.26pm.</i></p>
12.0	<p>21/24 Any Other Business</p> <ul style="list-style-type: none"> Op Kenova – Publication of Interim Report <p>Chair updated members on progress since the last meeting. Chair explained the rationale for the quick decision required to announce a date for publication of the Interim Report at February's Policing Board Meeting, given the prior notice of an intended question and the need to give clarity in the interests of maintaining public trust and confidence. Chair apologised that there was no time to call an Extraordinary SMB meeting to discuss the decision prior to announcement. Chair believed that committing to the date of 08 March 2024 allows time to manage consequences. Chair consulted Terms of Reference for SMB and considered the decision to be virtually quorate as only one objection was raised.</p> <p>Members discussed the governance of the decision made. Chair acknowledged member's concerns. It was accepted on reflection that a Webex meeting could be arranged if similar circumstances arise again.</p> <p>Members discussed the Terms of Reference for SMB and noted that these are currently being updated. They will be presented to SMB for discussion and will be a good opportunity to ensure that these circumstances are reflected. Members agreed that decisions made are stronger when collective in principle.</p> <p>Chair asked members if they would be willing to ratify the decision made</p>

	<p>to publish the Interim Report on 08 March 2024.</p> <p>Decision (13):</p> <p>It was agreed to ratify the decision made to publish the Op Kenova Interim Report on 08 March 2024.</p> <p>Members discussed the launch of the Interim Report and the combined role of the Chief Constable in the publication process. Members discussed key messaging required, handling plan and internal/external engagement.</p> <p>Members agreed to come together as a group for a discussion with the Chief Constable.</p> <ul style="list-style-type: none">• Staff Association Representation at SMB <p>Members discussed Staff Association Representatives attending SMB for transparency and openness, in a non-member role. Members agreed as Terms of Reference are currently being refreshed, attendance by Staff Associations could be included for discussion.</p> <p>Action 24~05:</p> <p>Update on SMB Terms of reference to be presented to SMB in March 2024. Terms of Reference to include Staff Association Representativeness for discussion – ACO Corporate Services.</p>
13.0	<p>22/24 Forthcoming Papers (March)</p> <ul style="list-style-type: none">• Police Participation in Events (Sponsor: ACO People and Organisational Development)• Pronouns on Name Badges (Sponsor: ACC Operational Support)• Domestic Abuse Protection Orders and Notices – Demand Impacts (ACC Local Policing/ACC Crime)• Air Support (ACC Crime)
	<p><i>No further business was raised and the meeting concluded at 2.22pm.</i></p>

Date of next meeting: Wednesday 13 March 2024 at 10.00am