



# Police Service of Northern Ireland

## RECORD OF MEETING

**NAME OF COMMITTEE:** Strategic Management Board (SMB)  
**DATE:** 8 May 2024  
**TIME:** 11.00am  
**LOCATION:** Main Conference Room, Brooklyn  
**CHAIRPERSON:** Chief Constable

### MEMBERS:

Chief Constable	J Boutcher
Deputy Chief Constable	C Todd
Chief Operating Officer	P McCreedy
ACC Justice	R Henderson
ACC Local Policing	Represented
ACC Operational Support	Represented
ACC Crime	D Beck
ACO Corporate Services	M McNaughten
ACO People and Organisational Development	Represented
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)	
Chief Inspector Executive Support Team (Notetaker)	
Superintendent Local Policing (Agenda Item five)	

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

Item No	
1.0	<p><b>52/24 Welcome and Apologies</b></p> <p>The Chair opened the meeting and welcomed all members. Apologies were received from ACC Local Policing, ACC Operational Support and ACO People and Organisational Development.</p> <p>Welcoming the strategic papers and wider governance arrangements in place across the Service, the Chair outlined to members his expectations, specifically, and against the backdrop of significant funding pressures, that greater emphasis is placed on ‘delivery’.</p>
	<p><i>Director of Legal Services joined the meeting at 11:06am.</i></p>
2.0	<p><b>53/24 Declaration of Conflict of Interest</b></p> <p>No conflicts of interest were declared.</p>
3.0	<p><b>54/24 Record of Previous Meeting</b></p> <p>The Record of Previous Meeting on 10 April 2024 was accepted by all in attendance and approved.</p>
4.0	<p><b>55/24 Actions Arising from Previous Meetings</b></p> <p>The Chair led a focused discussion on progress of the actions.</p> <p>The following actions were agreed for closure: Action 24~05 and Action 24~09.</p>
5.0	<p><b>56/24 Reducing Offender Units</b></p> <p>ACC Crime provided members with the background to this paper and supporting rationale for the proposed option. Superintendent Local Policing provided additional strategic context and operational detail. Members discussed the benefits of the proposal and the required divergence from the national ‘Integrated Offender Management (IOM) model’, reflecting on the importance of this paper in any subsequent HMICFRS inspection.</p> <p><b>Decision (29):</b></p> <p><b>It was agreed to approve and support the proposed recommendation: Option three - Refresh the ROU model (hybrid approach).</b></p>

<p><b>6.0</b></p>	<p><b>57/24 Command Resilience / Enhanced ICC / On call / Manchester Arena Inquiry Recommendations</b></p> <p>Chief Superintendent Operational Support provided members with a progress report on these areas of business. In respect of the ‘on call’ aspect, a request was made for the departmental single points of contact (SPOC) to ensure returns were provided in a timely matter.</p> <p>Members noted the update and supported the proposed next steps, including the request made of SPOC’s. The Chair thanked Local Policing for providing four Sergeant posts to the Incident Co-ordination Centre (ICC).</p>
<p><b>7.0</b></p>	<p><b>58/24 Implementation of Governance Framework</b></p> <p>ACO Corporate Services introduced the Final Independent Report and members discussed the design and delivery of administrative support arrangements, proposed Terms of Reference, introduction of a new Governance Committee and considered how a Data Board could be incorporated into the new structures.</p> <p>Members acknowledged the need for lean governance given the current financial environment and were confident that the thrust of the proposals would help to ensure the Service has suitable governance and assurance systems in place.</p> <p><b>Decision (30):</b></p> <p><b>It was agreed to move to a unitary administration structure.</b></p> <p><b>Action 24~10:</b></p> <p><b>Strategic Planning and Transformation to develop an implementation plan – ACO Corporate Services/ACO Strategic Planning and Transformation.</b></p> <p><b>Decision (31):</b></p> <p><b>It was agreed that the revised TORs would be circulated to each Committee to consider and adapt as required.</b></p> <p><b>Action 24~11:</b></p> <p><b>ACO Corporate Services to disseminate TORs to the Chairs – ACO Corporate Services.</b></p>

	<p><b>Decision (32):</b></p> <p><b>Members did not accept the proposal of a new Governance Committee, but rather agreed to reflect the requirements within the scope of SMB.</b></p> <p><b>Decision (33):</b></p> <p><b>Members agreed that similar to the Service Performance and Service Transformation Board’s, the Data Board would report into the Strategic Management Board</b></p>
<b>8.0</b>	<p><b>59/24 Annual Report and Accounts 2023-24</b></p> <p>Publication of the PSNI Annual Report and Accounts is a legislative requirement. Members noted the update provided by ACO Corporate Services, including the request for feedback.</p>
<b>9.0</b>	<p><b>60/24 Annual Risk Management Report</b></p> <p>ACO Corporate Services invited members to note the Annual Risk Management Report and approve for submission to the Audit, Risk &amp; Assurance Committee.</p> <p>The adequacy and effectiveness of risk management during the reporting period was evidenced through a number of factors including: the identification and escalation of emerging risks such as the increasing number of road deaths and the introduction of the Northern Ireland Legacy &amp; Reconciliation Act, together with the escalation of seven risks to the corporate risk register and de-escalation of seven more.</p>
	<p><i>Members availed of a break between 12:35pm and 1:10pm. ACO Strategic Planning and Transformation and C/Superintendent Operational Support left the meeting.</i></p>
<b>10.0</b>	<p><b>61/24 Governance Boards – Update Reports</b></p> <ul style="list-style-type: none"> <li>• <b>Service Performance Board – 24 April 2024</b></li> <li>• <b>Service Transformation Board – 3 April 2024</b></li> </ul> <p>Members noted the update reports provided by the Deputy Chief Constable and Chief Operating officer.</p>
<b>11.0</b>	<p><b>62/24 Corporate Risk Register</b></p> <p>ACO Corporate Services introduced the paper and members discussed</p>

	<p>a number of key areas of focus, including the Service Operating Model (SOM) and how it should be victim, workforce and community focused and that it should inform the Resource Allocation Model (RAM).</p> <p>ACO Corporate Services provided members with the current position on funding, notably that the Service has yet to be allocated a budget for 2024/25 and emphasis is already being placed on living within budget for the year ahead.</p> <p>Director of Human Resources advised members that the Service Operating Procedure for Attendance Management has been finalised and will be presented to the Service Executive Team for review.</p> <p>ACC Justice led discussion on legacy risk and how it interconnects with the implementation of the ICRIR.</p>
	<p><i>Deputy Chief Constable left the meeting at 1:29pm.</i>  <i>Director of Legal Services re-joined the meeting at 1:43pm.</i></p>
12.0	<p><b>63/24 Finance Report</b></p> <p>ACO Corporate Services provided members with a summary of the Services' financial performance for 2023-24, observing the £650m was spent on pay compared with £611m in the previous year. No savings were made in overtime during the last financial year and it is considered that the year ahead will prove very challenging.</p>
	<p><i>ACO Strategic Planning and Transformation rejoined the meeting at 1:57pm.</i></p>
13.0	<p><b>64/24 Assurance Report</b></p> <p>Members noted the update provided by ACO Corporate Services.</p>
14.0	<p><b>65/24 Any Other Business</b></p> <p>ACC Crime updated members on crime priority areas identified at May's Service TTCG. A briefing paper will be brought to an upcoming SET meeting.</p>
15.0	<p><b>66/24 Forthcoming Papers (June)</b></p> <ul style="list-style-type: none"> <li>• Scientific Support Allowance (Sponsor: ACO People and Organisational Development)</li> <li>• Race Action Plan (Sponsor: ACO People and Organisational Development)</li> <li>• Holiday Pay (Sponsor: ACO People and Organisational Development)</li> <li>• Health and Safety Six Month Update (Sponsor: ACO People and Organisational Development)</li> </ul>

	<ul style="list-style-type: none"><li>• Police Participation in Events Framework (Sponsor: ACO People and Organisational Development)</li><li>• Air Support (Sponsor: ACC Crime)</li><li>• Corporate Risk Register (Sponsor: ACO Corporate Services)</li></ul>
	<i>Meeting terminated at 2:08pm.</i>

Date of next meeting: Wednesday 12 June 2024 at 10.00am