



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 09 October 2024
TIME: 10.00am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Deputy Chief Constable

MEMBERS:

Chief Constable	Apologies
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	C Duffield
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	Apologies
Chief Superintendent Executive Support Team (Committee Manager)	
Staff Officer Executive Support Team (Notetaker)	
Head of Strategic Planning and Performance (Agenda Item Eight)	
Head of Specialist Operations Branch (Agenda Item Nine)	

OBSERVERS:

PFNI Secretary	
NIPSA Secretary (By Webex)	
SANI Secretary	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
	<i>Meeting commenced at 10.26am.</i>
1.0	<p>123/24 Welcome and Apologies</p> <p>Chair opened the meeting and welcomed all members. Apologies were received from Chief Constable, ACC Local Policing, ACC Operational Support and Head of Legal Services.</p>
2.0	<p>124/24 Declaration of Conflict of Interest</p> <p>No conflicts of interest were declared.</p>
3.0	<p>125/24 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 11 September 2024 was accepted by all in attendance and approved.</p>
4.0	<p>126/24 Actions Arising from Previous Meetings</p> <p>The Chair led a focused discussion on progress of the actions. The following action was agreed for closure: Action 23~20.</p>
5.0	<p>127/24 Corporate Risk Register</p> <p>ACO Corporate Services introduced the ten corporate risks for individual discussion and reminded Risk Owners of the importance of providing succinct, strategic updates on their corporate risks.</p> <p><u>Attendance Management Controls & Psychological Wellbeing</u></p> <p>Members noted a potential emerging risk on capacity and capability. Members considered and discussed whether Attendance Management Controls and Psychological Wellbeing should be merged into one risk to include broader links to resourcing or remain as two separate risks.</p> <p>Decision (65):</p> <p>It was agreed that Attendance Management Controls and Psychological Wellbeing should remain as two separate risks. It was also agreed that Attendance Management Controls Risk</p>

should be broadened to available and deployable resources to deliver, including attendance management as one key control, recruitment and service operating model being other examples of key controls.

Action 24~17:

Attendance Management Controls Risk to be rewritten and broadened to include all key controls for resourcing. Attendance Management being one of the key controls – ACO People and Organisational Development.

Funding

Members were updated on the significant funding gap.

Information Management

Members noted upcoming deep-dive.

Cyber Wellbeing

Members discussed and agreed that Cyber Wellbeing is a separate risk to the psychological wellbeing of the workforce.

Inquests

Members noted the demand within civil litigation. Members also noted the different responsibilities between this risk and Legacy Risk.

Service Operating Model

Members noted the progress to optimise the resources that we do have.

Terrorist Attack

Members noted update on ASF Bid.

Legacy

Members noted the current uncertainties on research and disclosure demand.

Re-procurement of Security & Operational Support Services Contract

Members noted update on progress.

Chair of ARAC and Non-Executive Member welcomed the agenda management which facilitates quarterly in-depth discussions on each corporate risk.

6.0	<p>128/24 Finance Report</p> <p>ACO Corporate Services provided members with an update on strategic financial issues at the end of August including projected gap and pressures, three year budget planning exercise, overtime, ASF bid and business cases.</p> <p>Members discussed current pressures within Crime.</p> <p>Members noted update on Revised Environmental Allowance for Police Staff.</p>
	<p><i>Head of Specialist Operations Branch joined the meeting at 11.22am.</i></p>
9.0	<p>131/24 Air Support</p> <p>ACC Crime introduced the draft Business Case for the replacement of two fixed wing aircrafts, as previously discussed at SMB.</p> <p>Head of Specialist Operations Branch updated members on delivery times, pilot contracts and observer requirements, and succession planning. Members were also updated on timeline for advancement of drones and complexities with decommissioning the agreed rotary wing aircraft.</p> <p>Members discussed capital planning and requirements, including strategic perspective and conflicting priorities.</p> <p>Decision (66):</p> <p>It was agreed to endorse in principle only the Outline Business Case for the purchase of the two fixed wing aircrafts. Further due diligence is required to articulate the requirement and justify the necessary purchase, including deliberate desegregation from drones and rotary wing aircrafts. The OBC therefore requires full review by EAT and Finance in line with the guidance before being issued to DOJ for approval. It was also agreed there was no requirement for the OBC to come back to SMB.</p>
	<p><i>Head of Specialist Operations Branch left the meeting at 11.38am. ACC Crime was excused from the meeting.</i></p>
7.0	<p>129/24 Governance Board Update Reports</p> <ul style="list-style-type: none"> Service Transformation Board – 04 September 2024

	<p>Members noted the update paper.</p> <ul style="list-style-type: none"> • Service Performance Board – 25 September 2024 <p>Members noted the update paper and focus on Hate Crimes.</p>
	<p><i>Head of Strategic Planning and Performance joined the meeting at 11.42am.</i></p>
8.0	<p>130/24 Draft PSNI Response to the Draft Programme for Government 2024-2027</p> <p>ACO Strategic Planning and Transformation introduced Draft PSNI Response to the Draft Programme for Government 2024-2027.</p> <p>Head of Strategic Planning and Transformation informed members of PSNI's intended contribution to five of the nine priorities within the consultation document. Members discussed and agreed additions to the draft response. Members also discussed addition of our requirements from the government which will be included in the covering letter.</p> <p>Members noted that Head of Strategic Planning and Transformation was happy to receive any further additions for the response and noted quick timeframe.</p> <p>Members discussed sharing a final response internally and with partner organisations and other stakeholders, including the PSNI's Staff Associations.</p>
	<p><i>Head of Strategic Planning and Performance left the meeting at 11.58am. ACC Crime rejoined the meeting.</i></p>
10.0	<p>132/24 Six-Month Stewardship Statement</p> <p>ACO Corporate Services highlighted to members that the only exemptions identified within the Six-Month Stewardship Statement are three Priority one recommendations from Internal Audit relating to Attendance Management 2022/23.</p> <p>Decision (67):</p> <p>It was agreed to approve Six-Month Stewardship Statement, prior to sign-off by the Chief Constable and submission to Department of Justice.</p>

11.0	133/24 Any Other Business There was no further business raised.
12.0	134/24 Forthcoming Papers (November) Members discussed progression of Workforce Recovery Business Case. Members agreed that Manchester Arena Inquiry and Command Resilience could be removed from the list of forthcoming papers and would be returned to SMB by exception.
	<i>Meeting concluded at 12.04pm.</i>

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