



# Police Service of Northern Ireland

## RECORD OF MEETING

**NAME OF COMMITTEE:** Strategic Management Board (SMB)  
**DATE:** 12 June 2024  
**TIME:** 10.00am  
**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	Represented
ACC Local Policing	Represented
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	
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)	
ASO Executive Support Team	
Director of Finance	
Director of Human Resources (from Agenda Item Seven)	
D/C/Superintendent (Agenda Item Seven)	
HR Strategic Lead for External Recruitment (Agenda Item Eight)	
HR Strategic Lead for Internal Resource Solutions (Agenda Item Nine)	
Deputy Principal Biometrics (Agenda Item	

Twelve)	
HR Strategic Lead for Contract Management (Agenda Item Twelve)	
HR Attendance Staff Officer (Agenda Item Thirteen)	
Head of C4 (Agenda Item Seventeen)	
PFNI Secretary (Observer)	
EMPA Chair (Agenda Item Seven)	

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

Item No	
	<i>Meeting commenced at 10.26am.</i>
1.0	<p><b>67/24 Welcome and Apologies</b></p> <p>Chair opened the meeting and welcomed all members. Apologies were received from ACC Local Policing and ACC Justice.</p> <p>Members discussed the added value from inviting Staff Associations to observe the meeting.</p> <p>Members also discussed the socialisation of papers ahead of the meeting and timeframes for distribution of papers.</p> <p><b>Decision (34):</b></p> <p><b>It was agreed to invite PFNI, SANI and NIPSA to attend SMB as observers and that the papers would be circulated to the representative from each of three associations attending ahead of the meeting.</b></p>
2.0	<p><b>68/24 Declaration of Conflict of Interest</b></p> <p>No conflicts of interest were declared.</p>
3.0	<p><b>69/24 Record of Previous Meeting</b></p> <p>The Record of Previous Meeting on 08 May 2024 was accepted by all in attendance and approved.</p>
4.0	<p><b>70/24 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 24~08 and 24~11.</p>
5.0	<p><b>71/24 Corporate Risk Register</b></p> <p>ACO Corporate Services introduced the full Corporate Risk Register and asked members to consider the Cyber Wellbeing Risk for escalation to the Corporate Risk Register.</p> <p>Members discussed the wellbeing concerns and resourcing pressures within the Cyber Crime Centre and the accreditation process. Members discussed how an uplift in resources alone will not mitigate against this risk. Prioritisation is required for ICS to find technical solutions. Members</p>

	<p>noted mitigations already in place for wellbeing.</p> <p><b>Decision (35):</b></p> <p><b>It was agreed to escalate the Cyber Wellbeing Risk for escalation to the Corporate Risk Register.</b></p> <p><b>Action 24~12:</b></p> <p><b>Cyber Wellbeing Risk to be added to Corporate Risk Register – ACO Corporate Services.</b></p> <p>Members also discussed the Inquest Risk and concerns regarding civil cases. Mitigations for this risk need to include a plan to deal with civil cases, to ensure trust, confidence and transparency on how we are dealing with these cases.</p> <p><b>Action 24~13:</b></p> <p><b>Inquest Risk to be updated to reflect civil cases and action plan – ACC Justice.</b></p> <p>Members discussed Temporary Promotions as an emerging risk. It was noted that the majority of temporary promotions are short-term and that temporary promotions are considered at RAM.</p> <p>Members also discussed Wellbeing and Welfare of Officers and Staff as an emerging risk. Members noted that there is a paper currently being drafted on wellbeing and mental health. Members discussed how there is a need to consolidate all the services available both internally and externally. Members agreed that the Attendance Management and Wellbeing and Welfare are two separate risks.</p> <p><b>Decision (36):</b></p> <p><b>It was agreed to escalate Wellbeing and Welfare of Officers and Staff for escalation to the Corporate Risk Register.</b></p> <p><b>Action 24~14:</b></p> <p><b>Wellbeing and Welfare of Officers and Staff to be added to the Corporate Risk Register – ACO Corporate Services.</b></p> <p>Risk Register owners were reminded of the importance of complying with the Service's risk management procedures.</p>
<p><b>6.0</b></p>	<p><b>72/24 Finance Report</b></p> <p>Director of Finance provided a brief update on the financial report at the end of April. Members noted that this is a limited report as the budget allocation received in May has not yet been finalised.</p>
	<p><i>Director of Human Resources, D/C/Supt and EMPA Chair joined the meeting at 11.10am</i></p>

<p><b>7.0</b></p>	<p><b>73/24 Race Action Plan Update</b></p> <p>ACO People and Organisational Development reminded members of the context and purpose of the Race Action Plan.</p> <p>D/C Supt updated members on the plans and timeline for delivery of a Race Action Plan. Members noted that a redraft is required to align with national practice and College of Policing guidance whilst ensuring it is unique to the needs of communities in Northern Ireland and the PSNI workforce. EMPA Chair is supportive of the recommendations.</p> <p>Members discussed merits in an independent scrutiny/oversight board and agreed that this should be revisited.</p> <p><b>Decision (37):</b></p> <p><b>It was agreed to endorse the plan and timeframe for delivery of the Race Action Plan. It was agreed that this should encompass all minority groups. The recommendations were agreed. It was agreed to support the commitment to have the whole organisation trained in EDI module one and two.</b></p>
	<p><i>D/C/Supt and EMPA Chair left the meeting at 11.28am. HR Strategic Lead for External Recruitment joined the meeting.</i></p>
<p><b>8.0</b></p>	<p><b>74/24 External Recruitment</b></p> <p>ACO People and Organisational Development introduced the External Recruitment paper and explained to members the lead-in time required for new Student Officer Recruitment campaigns. Members noted that any decisions made on recruitment during this agenda item are interrelated to the Resource Plan to be considered as agenda item sixteen today.</p> <p>HR Strategic Lead for External Recruitment explained the proposed transferee process to members. Member discussed the benefits and the need to ensure that opportunities for current officers are not being limited.</p> <p>Members discussed the options presented and agreed there is a requirement for option one, in order to maintain a safe level of officers. Members discussed the financial risks and timelines for new Student Officer Campaign and Transferee Campaign, including engagement.</p> <p>Members also discussed the proposal to launch a new Administrative Support Officer Recruitment Campaign at the earlier opportunity. Members noted that this entry level role would be positive from an outreach and engagement perspective and the associated advertising could build interest in a career in policing in advance of the launch of the Student Officer campaign.</p>

	<p><b>Decision (38):</b></p> <p><b>It was agreed to approve option one, recognising the associated financial risk. It was agreed that the Transferee Campaign should launch in the Autumn 2024 and Student Officer Campaign should launch in January 2025. It was also agreed to launch an Administrative Support Officer Recruitment Campaign.</b></p>
	<p><i>HR Strategic Lead for External Recruitment left the meeting at 11.57am. HR Strategic Lead for Internal Resource Solutions joined the meeting.</i></p>
9.0	<p><b>75/24 Service Instruction – Participation in Events</b></p> <p>ACO People and Organisational Development introduced the Service Instruction for Participation in Events.</p> <p>HR Strategic Lead for Internal Resource Solutions updated members that the application form had been used recently and the process followed successfully.</p> <p>Members discussed the request for six weeks notice and the requirement for an exceptional clause to be added.</p> <p><b>Decision (39):</b></p> <p><b>It was agreed to approve the Participation in Events Service Instruction for publication.</b></p>
	<p><i>HR Strategic Lead for Internal Resource Solutions left the meeting at 12.03pm.</i></p>
16.0	<p><b>82/24 Draft Resource Plan 2024-25</b></p> <p>ACO Corporate Services introduced the key highlights from the Draft Resource Plan 2024-25 and explained the current gap of £80m. Members noted that this gap could increase further if some of the key assumptions about other funding are not delivered.</p> <p>Members discussed the Data Breach Claims and Holiday Pay Settlements. Members noted that the resource requirements does not include any funding to settle any legacy compensation, or increases in legal costs, implementation of data breach recommendations or McCloud Pension costs. The costs of these exceptional items are significant and cannot be absorbed by the already inadequate budget allocation, therefore it is assumed separate and additional funding will be provided in full.</p> <p>Members noted that the out-turn from June Monitoring won't be known until the end of June at the earliest.</p> <p>Members also noted that the budget allocation letter from DoJ sets out, the Accounting Officer has a duty not to overspend as per Managing</p>

	<p>Public Money Northern Ireland.</p> <p>Members discussed the options contained within the plan that would close the funding gap if implemented.</p> <p>Members considered pension funding, non-pay savings including FSNI and utility costs, closure of enquiry offices and police staff numbers.</p> <p>Members then considered the high service impact options including pro rata reductions, REA and pay awards.</p> <p><b>Decision (40):</b></p> <p><b>It was agreed to accept the low/medium level options to close the funding gap only. It was agreed to <u>not</u> accept the high service impact options.</b></p>
	<p><i>Members availed of a break between 12.30pm – 12.54pm. Head of C4 joined the meeting.</i></p>
<p><b>17.0</b></p>	<p><b>83/24 Air Support</b></p> <p>ACC Crime introduced the Strategic Outline Case (SOC) and explained to members the urgency to move forward with these proposals. Air Support Unit remains on Crime Branch Risk Register. The rating reflects ineffective mitigations around an aging fleet and significantly reduced ability to service demand.</p> <p>Head of C4 updated members on the current fleet of two Fixed Wing (FW) and three Rotary Wing (RW). Members noted ASU aircraft have been offline for more frequent and sustained periods as well as increases in overall revenue operating costs. Members discussed the proposal (option nine) for immediate reduction from three to two RW and replacement of both RW over five to six years. Members also discussed proposal for the prioritised replacement of both FW which will maximise the availability of both ASU overt and covert services whilst reducing operating costs.</p> <p>Members discussed the proposal to establish a PSNI Drone/ Counter Drone Team. Costs, benefits and risks were considered for each proposal. Members discussed how detailed demand needs to be outlined within the business case and planning started for replacement of both FW within Capital Budget.</p> <p>Members noted that an outsourced managed contract (NPAS/private commercial) and/or strategic alliance with Police Scotland/An Garda Síochána were considered and discounted previously at SMB.</p> <p><b>Decision (41):</b></p> <p><b>It was agreed to approve Option Nine in principal, to prioritise the replacement of the two fixed wing aircraft, establish and develop dedicated Drone teams and review future requirements for two</b></p>

	<p>rotary wing aircraft. It was agreed to immediately reduce from three to two rotary wing aircrafts by retirement.</p> <p><b>Action 23~33:</b></p> <p><b>Business case to be written for replacement of two fixed wing aircraft and returned to SMB for approval, to include operational impact – ACC Crime.</b></p>
	<p><i>Director of Strategic Communications and Engagement left the meeting at 12.59pm.</i></p> <p><i>Head of C4 left the meeting at 1.23pm.</i></p>
19.0	<p><b>85/24 PSNI Pilots Contract</b></p> <p>Director of Human Resources informed members that due to a collapsing timescale for negotiations to be completed with NIPSA, the PSNI Pilots Contract was presented to SET on 17 May 2024.</p> <p>Members were asked to note the options and issues considered by SET and ratify the decision taken to progress with Option One.</p> <p><b>Decision (42):</b></p> <p><b>It was agreed to ratify the decision to progress with Option One – ringfencing DP posts for pilots once they reach the appropriate age limit for flying (with a salary reduction to match the DP scale).</b></p>
10.0	<p><b>76/24 Annual Statutory Equality Progress Report</b></p> <p>ACO People and Organisational Development introduced the Equality Scheme Annual Progress Report 2023-24.</p> <p>Director of Human Resources highlighted to members that this is an example of Team PSNI and how we work together to deliver equality.</p> <p><b>Decision (43):</b></p> <p><b>It was agreed to approve the PSNI Statutory Equality Scheme Annual Progress Report 2023/24.</b></p>
11.0	<p><b>77/24 Disability Action Plan 2023-28</b></p> <p>ACO People and Organisational Development introduced the Disability Action Plan 2023 – 2028.</p> <p>Director of Human Resources highlighted to members that this is a living document with seven categories, setting out clearly what we want to do over the next five years.</p> <p>Members discussed adding an introduction to the Action Plan.</p>



	<p><b>Decision (44):</b></p> <p><b>It was agreed to approve the Disability Action Plan 2023-28, with the addition of an introduction.</b></p>
	<p><i>Deputy Principal Biometrics (Project Manager) and HR Strategic Lead for Contract Management joined the meeting at 1.34pm.</i></p>
<p><b>12.0</b></p>	<p><b>78/24 Security and Operational Support – Services Procurement Project – Options for Delivery</b></p> <p>ACO People and Organisational Development introduced the options paper.</p> <p>Project Manager updated members on the preferred option for procurement of these services while safeguarding service continuity.</p> <p>Members discussed excluding Fixed Penalty Processing Centre (FPPC)/Northern Ireland Road Safety Partnerships (NIRSP) and Transport Co-ordinator from the current procurement process. CPD have advised that as business requirements for FPPC/NIRSP and Transport Coordinators are not sufficiently developed and are not in a ready state to go to market, then this would justify a modification to the contract.</p> <p><b>Decision (45):</b></p> <p><b>It was agreed to approve the Project’s preferred option for delivery – to deliver re-procurement of all service function, except FPPF/NIRSP and the Transport Co-ordinator roles by when the current contract is due to end. Service continuity of the FPPC/NIRSP and the Transport Assistant functions is to be delivered by an extension of the current contract provision in the interim for FPPC/NIRSP function while the business model is developed to a stage when it is ready to go to market and for the Transport Co-ordinator role, (if required), pending being brought ‘in-house’ as the preferred option. It was also agreed to keep workforce appraised of all decisions.</b></p>
	<p><i>Deputy Principal Biometrics (Project Manager) and HR Strategic Lead for Contract Management left the meeting at 1.48pm. HR Attendance Staff Officer joined the meeting.</i></p>
<p><b>13.0</b></p>	<p><b>79/24 Attendance Management Standard Operating Procedure</b></p> <p>ACO People and Organisational Development introduced the Standard Operating Procedure (SOP) for Attendance Management and updated members that ‘trigger points’ has been removed.</p> <p>HR Attendance Staff Officer provided assurances that Bitesize Briefings and online training for line managers would accompany the SOP, to ensure effective communication, training and education within the workforce.</p>

	<p><b>Decision (46):</b></p> <p><b>It was agreed to approve the Standard Operating Procedure for Attendance Management.</b></p>
	<p><i>HR Attendance Staff Officer left the meeting at 2.00pm.</i></p>
14.0	<p><b>80/24 Annual Report and Accounts 2023-24</b></p> <p>Director of Finance highlighted to members key points from the Annual Report and Accounts 2023-24. Members noted that the Annual Report and Accounts will also be presented to Audit and Risk Assurance Committee before signing by the Chief Constable.</p> <p><b>Action 24~15:</b></p> <p><b>All members to feed-back any comments/considerations on Annual Report and Accounts 2023-24 to ACO Corporate Services – All SMB Members/ACO Corporate Services.</b></p>
15.0	<p><b>81/24 Overview Annual Report for 2023-24</b></p> <p>ACO Corporate Services asked members to approve the Overview Annual Report for 2023-24 which provides detail on the reports added over the year, highlights key reports and provides some detail on the high priority recommendations.</p> <p><b>Decision (47):</b></p> <p><b>It was agreed to approve the Overview Annual Report for 2023-24, for submission to the Audit and Risk Assurance Committee in June 2024.</b></p>
18.0	<p><b>84/24 Health and Safety Six Month Update</b></p> <p>ACO People and Organisational Development asked members to note the Health and Safety Six Month Update.</p> <p>Members noted the paper.</p>
20.0	<p><b>86/24 Any Other Business</b></p> <p><b>Decision (48):</b></p> <p><b>It was agreed to cancel SMB on 10 July 2024. Next SMB meeting to be held on 14 August 2024.</b></p>

21.0	<b>87/24 Forthcoming Papers (August)</b> <ul style="list-style-type: none"><li>• Business Case for Police College (Sponsor: ACO Strategic Planning and Transformation)</li><li>• SMB Terms of Reference</li><li>• Community Resolution Notice (CRN) Expansion (Sponsor: ACC Justice)</li></ul> <b>Action 24~16:</b> <p><b>Members to provide views and comments on SMB meeting and papers, for consideration, ahead of revision of SMB Terms of Reference. What is SMB? And only SMB can so? How ensure transparency and cascading to the workforce? – All SMB Members.</b></p>
	<i>Meeting concluded at 2.20pm.</i>

Date of next meeting: Wednesday 14 August 2024 at 10.00am