



# Police Service of Northern Ireland

## RECORD OF MEETING

**NAME OF COMMITTEE:** Strategic Management Board (SMB)  
**DATE:** 16 April 2025  
**TIME:** 11.15am  
**LOCATION:** Main Conference Room, Brooklyn  
**CHAIRPERSON:** Chief Constable

### MEMBERS:

Chief Constable	J Boutcher
Deputy Chief Constable	Apologies
Chief Operating Officer	P McCreedy
ACC Justice	A McNally
ACC Local Policing	R Henderson
ACC Operational Support	Represented
ACC Crime	Represented
ACO Corporate Services	M McNaughten
ACO People and Organisational Development	C Duffield
ACO Strategic Planning and Transformation	A Magwood
Director of Strategic Communications & Engagement	Represented
Director of Legal Services	Apologies
Director of Finance	
Director of Information and Communication Services	Apologies
Director of Human Resources	

### NON-EXECUTIVE MEMBERS:

Non-Executive Member: Chair of Audit and Risk Assurance Committee	
Non-Executive Member	

**OTHER ATTENDEES:**

Chief Superintendent Executive Support Team (Committee Manager)	
Head of Governance	
Staff Officer Executive Support Team (Notetaker)	
HR Lead Reward, Relations and Evaluation (Agenda Item 13)	
PSNI Athletic Association Officials (Agenda Item 14)	

**OBSERVERS:**

PFNI Assistant Secretary	
NIPSA Assistant Secretary	
SANI Secretary	

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

Item No	
1.0	<p><b>42/25 Welcome and Apologies</b></p> <p>The Chair opened the meeting and welcomed all members. Apologies were received from the Deputy Chief Constable, ACC Operational Support, ACC Crime, Director of Strategic Communications &amp; Engagement, Director of Legal Services and Director of ICS.</p>
2.0	<p><b>43/25 Declaration of Conflict of Interest</b></p> <p>No conflicts of interest were declared.</p>
3.0	<p><b>44/25 Record of Previous Meeting</b></p> <p>The Record of Previous Meeting on 25 March 2025 was accepted by all in attendance and approved.</p>
4.0	<p><b>45/25 Actions Arising from Previous Meetings</b></p> <p>The Chair led a focused discussion on progress of the actions. The following were agreed for closure: Action 25~01, 25~02 and 25~06.</p>
5.0	<p><b>46/25 Corporate Risk Register</b></p> <p>ACO Corporate Services opened the agenda item welcoming the Head of Governance who took Members through the paper.</p> <p>Members were invited to consider recent updates to the Psychological Wellbeing risk and to determine whether these sufficiently incorporated the Cyber Wellbeing risk. These updates comprised the addition of a new control measure and a new action. It was noted that there has been no change to the overall risk rating. In support of these developments, Crime Department has recorded a corresponding resourcing risk within their Departmental Risk Register.</p> <p>Members were informed that the Audit and Risk Assurance Committee (ARAC) has requested a deep dive into this risk in May, which was welcomed.</p> <p>Attention was drawn to the mapping exercise linking risks from the Corporate Risk Register (CRR) to the Policing Plan and other overarching</p>

challenges. Members welcomed the progress made in assurance mapping.

The Chair reiterated that Legacy remains a cross-cutting issue of critical importance in Northern Ireland. He stressed its significance to community trust and confidence, emphasising that it must be prioritised in the CRR.

Regarding the funding risk, the Chair reminded members that the Board must continue to evaluate this through a strategic lens and advocate for sufficient resourcing at the highest level.

**Decision (21):**

**Members acknowledged that the Psychological Wellbeing risk now partially incorporates Cyber Wellbeing elements; however, further assurance is required regarding sufficiency of controls.**

**Decision (22)**

**The paper was approved for submission to the Audit & Risk Assurance Committee.**

**Decision (23):**

**Members agreed to expand the initial review to consider sources of assurance linked to Policing Plan outcomes, indicators, and wider strategic challenges.**

**Action 25~07:**

**ACC Justice to review the risks relating to Legacy and Inquests and determine whether they can be consolidated, with a focus on victims and communities – ACC Justice.**

**Action 25~08:**

**All risk owners to review departmental risk registers through a victim focused lens to identify emerging risks that may warrant elevation to the CRR – All Risk Owners.**

6.0

47/25 Finance Report

The agenda item was introduced by the ACO Corporate Services, with the Director of Finance presenting the accompanying paper to Members.

A provisional year-end financial summary was provided, confirming that the PSNI is projected to close the year £170,000 under budget, with capital expenditure also anticipated to be £150,000 below budget.

Regarding the outlook for the year ahead, Members were advised that the final budget allocation was issued by the Department of Justice on 8 April, confirming an additional £9.7 million in funding for PSNI. As a result, the funding gap has been reduced from £31 million (as presented in the Draft Resource Plan to SMB in March) to £21 million. The Resource Plan has been revised accordingly and resubmitted to the Policing Board for consideration.

ACO Corporate Services drew Members' attention to the previous year's financial outturn summary contained within the paper, highlighting the pressures identified and the wider implications going forward.

Members noted the contents of the report and acknowledged the significant effort demonstrated in achieving a position within budget.

## 7.0

### **48/25 Assurance Report**

The Head of Governance provided an update on progress against the 2024/25 Internal Audit Plan. Since February, five audit reports have been issued. Of these, the Cyber Crime Digital (District) audit received a 'Limited' assurance rating. Members engaged in a discussion around cyber-related processes in light of these findings.

Despite several Limited assurance reports issued this year, the Head of Internal Audit believes that, overall, there are sufficient controls in place to support an annual assurance rating of 'Satisfactory'. Work is currently underway with Assistant Chief Constables and Assistant Chief Officers to develop a new three-year internal audit strategy.

The Head of Governance also highlighted there are 196 open recommendations on Overview originating from reports issued by external oversight bodies. Of these, 37 are high priority, of which 33 are overdue. A significant portion stem from the ICO Data Protection Audit.

Members reviewed and allocated responsibility for eight previously unallocated recommendations.

	<ul style="list-style-type: none"> <li>• Human Rights Review of Children and Young People and Policing (NIPB): Rec No: overall, 1,3,9 - <b>ACC Local Policing to review and allocate</b></li> <li>• Report of the Independent Reviewer Justice and Security (Northern Ireland) Act 2007 Fifteenth Report: Rec No. 2.30 – <b>Justice</b></li> <li>• An Inspection into Activism and Impartiality in Policing (HMICFRS): Rec No.17 – <b>Strategic Planning &amp; Transformation.</b></li> <li>• The Annual Statement – Human Rights in Northern Ireland (Northern Ireland Human Rights Commission): Rec No. 266, 319 – <b>Justice</b></li> </ul>
<p><b>8.0</b></p>	<p><b>49/25 Governance Board Update Reports:</b></p> <p><b>Service Performance Board - 26 March 2025</b></p> <p>The Police Federation representative noted the information contained on the progress of legislation for Barring Lists, expressing surprise as the Federation had previously submitted their concerns. The Chair requested that this be explored outside the meeting.</p> <p>Members noted the SPB Minutes.</p>
<p><b>9.0</b></p>	<p><b>50/25 Student Officer Recruitment Update</b></p> <p>ACO People and Organisational Development introduced the agenda item, with the Director of Human Resources presenting the accompanying paper. A summary was provided on the progress of the 2025 Student Officer Recruitment Campaign, along with an outline of planned next steps.</p> <p>Members engaged in a detailed discussion on the outcomes of the Initial Selection Test (IST) stage, noting both the learning derived and the commitment to reviewing this stage of the recruitment process to ensure it does not present a disproportionate barrier to underrepresented groups.</p> <p>Members were advised that in order to maintain the recruitment pipeline set out in the Recovery Business Case, it is anticipated that a further Student Officer Recruitment Campaign will be required in January 2026.</p> <p><b>Decision (24):</b></p>

	<p><b>Members approved the commencement of planning for the January 2026 Student Officer Recruitment Campaign – subject to approval of the Recovery Business Case.</b></p> <p><b>Decision (25):</b></p> <p><b>Members approved planning for a new Administrative Support Officer (ASO) campaign to launch in January 2026 alongside the Student Officer campaign.</b></p>
<b>10.0</b>	<p><b>51/25 Data Management/Information Update</b></p> <p>Members noted the update provided and linkage with outstanding high priority recommendations discussed at Agenda Item Seven.</p>
<b>11.0</b>	<p><b>52/25 Proposal to Trial a Temporary Cease on the Use of Modified Rest Days across the Organisation</b></p> <p>ACC Local Policing introduced the agenda item and gave an overview of the proposal and dates for a pilot being June to August 2025.</p> <p>Members discussed in detail the risks and benefits, namely the trial period being over summer months and being difficult to accurately evaluate benefits in costing due to this period already being heavily serviced in overtime provision. Members discussed the challenges in accurately recording benefits when MRDs and overtime for backfill can transpire months later within the current model.</p> <p>Members were advised that there would be no greater expectation on serving officers who will largely be working this period already, but that the proposal of paying overtime as opposed to MRDs would be largely welcomed by the workforce. This was supported by PFNI with the caveat that some officers will still prefer time off.</p> <p><b>Decision (26):</b></p> <p><b>Members approved the commencement of a trial period June-August, excluding duty/sport credits, but with the caveat that this was a province wide approach and any pre-detailed MRDs for this period are replaced with overtime to ensure consistency.</b></p> <p><b>Decision (27):</b></p>

	<p><b>Members approved the need for an evaluation framework but that this was at discretion of ACC Local Policing to direct upon and bring back to SMB for October.</b></p> <p><b>Action 25~09:</b></p> <p><b>ACC Local Policing to evaluate pilot and report back to SMB October 25 – ACC Local Policing.</b></p>
<b>12.0</b>	<p><b>53/25 Year-end Stewardship Statement</b></p> <p>ACO Corporate Services introduced this agenda item and gave an overview of the bi-annual statement, setting out the control measures in place and steps taken to monitor the effectiveness of the controls. Members discussed the audits and processes in place.</p> <p><b>Decision (28):</b></p> <p><b>Members approved the Stewardship Statement with minor amendments.</b></p>
<b>13.0</b>	<p><b>54/25 Reckonable Service</b></p> <p>ACO People and Organisational Development introduced the agenda item and provided an overview of the requirement to rectify pay award for members affected by the delay in incremental pay awards following a DOJ circular.</p> <p>Members discussed the requirement for DOJ to provide a circular to amend their position, but agreed the need to proceed with rectification for those affected.</p> <p>Members were asked to note the options contained within the paper and consider the most appropriate, proposal being option two – identify those affected by the change in practice and formally remedy these.</p> <p><b>Decision (29):</b></p> <p><b>Members agreed to ratify option two but requested that a business case is prepared to progress the additional projected spend of £5.2m and that DOJ issue an amendment circular.</b></p>

<p>14.0</p>	<p><b>55/25 Athletic Association Core Funding</b></p> <p>This agenda item was introduced by two representatives from the Athletics Association who were invited into the room.</p> <p>They provided an overview of the previous position of funding provided by PSNI and the later withdrawal of this.</p> <p>Members discussed the benefits of partnership with the AA and how PSNI otherwise support them through use of their facilities and sporting clubs. Members discussed the wider budgetary challenges within PSNI and funding allocations for staff associations/sporting associations that is in place.</p> <p>Members agreed that they were keen to support the Athletics Association, recognising the importance of sports and recreation, but felt that any funding would require a business case and SLA, as opposed to being a grant, as they did not consider this proposal meeting the requirements of grant monies.</p> <p><b>Decision (30):</b></p> <p><b>Members agreed that this was not the correct mechanism for funding. Deputy Chief Constable should seek to explore how we can better support AA in addition to the support already provided that was not reflected in the paper. This can come back to SMB as a new proposal should it be required for what services we may wish to purchase from them.</b></p>
<p>15.0</p>	<p><b>56/25 Any Other Business</b></p> <ul style="list-style-type: none"> <li>• <b>Balanced Scorecard</b></li> </ul> <p>Members agreed that this matter was discussed in a workshop immediately prior to the SMB and that it would be brought back to SMB at a later date following amendments being made.</p> <p><b>Decision (31):</b></p> <p><b>Members deferred on this agenda item until SMB in June.</b></p>
<p>16.0</p>	<p><b>57/25 Forthcoming Papers (May)</b></p> <ul style="list-style-type: none"> <li>• Review of People Strategy (Sponsor: ACO People and Organisational Development)</li> </ul>

	<ul style="list-style-type: none"><li>• PSNI Strategic Plan 2025-28 (Sponsor: ACO Strategic Planning and Transformation)</li><li>• Risk Register Working Together Board (Sponsor: ACC Justice)</li></ul> <p><b>Forthcoming Papers (June)</b></p> <ul style="list-style-type: none"><li>• SMB Scorecard</li></ul>
	<p><i>Meeting concluded at 2.00pm.</i></p>

Date of next meeting: Wednesday 14 May 2025 at 10.00am