



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 19 February 2025
TIME: 10.00am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Chief Constable

MEMBERS:

Chief Constable	J Boutcher
Deputy Chief Constable	B Singleton
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: Chair of Audit and Risk Assurance Committee	
Non-Executive Member	

OTHER ATTENDEES:

Director of Strategic Communications & Engagement	
Director of Legal Services	
Chief Inspector Executive Support Team (Committee Manager)	
Staff Officer Executive Support Team (Notetaker)	
Deputy Head of Operational Support (Agenda Item Five)	
Director of Human Resources (Agenda Item Seven)	
Head of Strategic Planning and Performance (Agenda Items Eight & Nine)	

OBSERVERS:

PFNI Assistant Secretary	
NIPSA Assistant Secretary	
SANI Secretary	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
	<i>Meeting commenced at 10.20am</i>
1.0	<p>14/25 Welcome and Apologies</p> <p>Chair opened the meeting and welcomed all members. Apologies were received from ACC Operational Support.</p>
2.0	<p>15/25 Declaration of Conflict of Interest</p> <p>No conflicts of interest were declared.</p>
3.0	<p>16/25 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 15 January 2025 was accepted by all in attendance and approved.</p>
4.0	<p>17/25 Actions Arising from Previous Meetings</p> <p>The Chair led a focused discussion on progress of the actions.</p>
6.0	<p>19/25 Revised Terms of Reference</p> <p>ACO Corporate Services reminded members of the history behind the revised Terms of Reference.</p> <p>Members considered each Revised Terms of Reference in turn.</p> <p><u>Strategic Management Board:</u></p> <p>Members noted the increase in membership proposed for SMB, generation of requests for new information as standing agenda items and that the work of the proposed ‘Governance Committee’ has now been absorbed into the SMB ToR.</p> <p>Members discussed the strategic focus of the proposed balanced scorecard.</p> <p>Members agreed that SMB proposed standing agenda items should be synergised with NIPB committee reporting to ensure prior oversight by SMB members and reduce bureaucracy.</p>

Members reflected on strategic values and principles to be victim focused, community focused and workforce focused and transparency of decision making.

Members discussed and agreed that each Board should have sight and approval of the ToR/Scope of any supporting Delivery Groups or Committees.

Service Performance Board:

Members noted revised ToR is still primarily focussed on operational performance but it is accepted that the focus will broaden over time with greater attention given to performance in other areas such as finance, HR, workforce performance etc.

Members also noted monthly and quarterly membership. Members agreed that Chief Operating Officer should chair the meeting in Deputy Chief Constable's absence.

Service Transformation Board:

Members agreed the context of STB ToR with some amendments required to the wording within the ToR.

Service Data Board:

Members noted that this is a new Committee not included in the BTMM report and that the membership reflects the current position. Committee Manager is to be identified. Members agreed Director of Human Resources should be added as a member.

Members discussed whether SDB should be a governance board and agreed current position but that this would be reviewed going forward into the next few months. Members also agreed purpose of SDB should be to provide assurance and opportunities to widen the agenda. Members discussed scope of decision making.

Audit and Risk Assurance Committee:

Members noted that ToR for ARAC is included for completeness. This is a long established Committee and differs from the others as it is a Non-Executive Committee.

Members noted ToR conforms to best practice for Audit Committees.

Members discussed the progress of the establishment of a unitary administrative function, in line with the BTMM Report. The Chief Operating Officer advised that a meeting was scheduled to conclude this issue.

Decision (3):

It was agreed to approve revised Terms of Reference for the key Governance Boards, with minor amendments as discussed during the meeting. Chairs/Committee Managers to arrange for the relevant ToR to be brought into use from 1 April 2025. It was also agreed that each Board should have sight and approval of the ToR/Scope of any supporting Delivery Groups or Committees.

Action 24~16:

Terms of Reference to be circulated to Chairs/Committee Managers for use from 1 April 2025. All Committee Managers to confirm that they have approved ToR/Scope of any supporting Delivery Groups or Committees – ACO Corporate Services/All Committee Managers.

Director of Human Resources and Head of Strategic Planning and Performance joined the meeting at 10.49am.

7.0

20/25 Awards – Medals and Commendations – Withholding and Forfeiture Policy

ACO People and Organisational Development introduced the Awards – Medals and Commendations – Withholding and Forfeiture Policy.

Director of Human Resources summarised the key points for members including compliance with relevant command papers, appeals mechanism, separation between conduct element and service requirement only and definitions of disciplinary actions.

Members welcomed the clarity provided within the policy.

Members discussed how suspension is not an outcome and policy should reflect that award will be paused awaiting the outcome of the investigation.

	<p>Decision (4):</p> <p>It was agreed to approve the Awards – Medals and Commendations – Withholding and Forfeiture Policy with a slight amendment concerning suspension.</p>
	<p><i>Director of Human Resources left the meeting at 10.58am.</i></p>
<p>8.0</p>	<p>21/25 Police Museum</p> <p>Head of Strategic Planning and Performance updated members on progress of the new Police Museum including Charitable Company Status and Board of Trustees.</p> <p>Members noted and discussed how current proposed working assumption is contrary to a previous decision taken by the SMB in June 2023, where it was agreed that in respect of business case development, an exit strategy to remove the PSNI would also be considered. Current direction is to maintain the existing PSNI contribution (as per the MoU) but to supplement this with external funding and an enhanced role for key stakeholders in the running of the Museum.</p> <p>Members noted that detail will be in the business case. Members are being asked today for a strategic direction and business case will be returned to SMB for consideration.</p> <p>Members discussed timelines including internal communications which is timetabled for June.</p> <p>Decision (5):</p> <p>It was agreed to approve the initiation of a new Police Museum as a formal project and the new governance model.</p>
<p>9.0</p>	<p>22/25 PSNI Response to NIPB Corporate Plan</p> <p>Head of Strategic Planning and Performance updated members on PSNI response to NIPB Corporate Plan. Members noted that all departments were approached and fed into the response.</p> <p>Members discussed the important role for the Board to perform in</p>

advocating for legislative change in Northern Ireland.

Members also discussed Ill Health Retirement review. Members noted that ACO Corporate Services has included IHR costs within this month's Finance Report.

Decision (6):

It was agreed to approve the draft PSNI Response to the NIPB Corporate Plan Consultation.

Head of Strategic Planning and Performance left the meeting at 11.19am.

10.0

23/25 Corporate Risk Register

ACO Corporate Services summarised the key updates for members. At the most recent Audit, Risk & Assurance Committee meeting ratings of the corporate risks were discussed and it was suggested that it might be timely for SMB to ask Risk Owners to review the risk ratings and amend as appropriate as we go into the new business year.

Action 25~01:

All Risk Owners to reflect on Risk Ratings and amend as appropriate – All Risk Owners.

Members discussed the difficulties and challenges being faced in order to mitigate and reduce the Information Management Risk including resourcing.

Members considered newly drafted Deployability of Resources Risk. Members discussed the importance of not losing sight of the sub-categories contained within this risk.

Decision (7):

It was agreed to escalate the Deployability of Resources Risk to the Corporate Risk Register while de-escalating the current corporate Attendance Management Controls Risk to People and Organisational Development's Departmental Risk Register.

Members discussed the previously agreed restructuring of the Psychological Wellbeing and Cyber Crime risks. ACO People and Organisational Development and ACC Crime agreed that they would progress into one wellbeing risk.

Action 25~02:

ACO People and Organisational Development and ACC Crime to progress consolidated Wellbeing Risk – ACO POD and ACC Crime.

Members noted that Justice currently has a risk register Working Together Board, under the Service First Programme and intention to bring these risks forward to SMB in April for discussion. There are several highly scored risks on this risk register and it is important, that members are aware of these Programme risks which we share with external stakeholders.

Action 25~03:

Risk Register from Working Together Board to be shared with SMB members for discussion during April's meeting – ACC Justice.

*Deputy Head of Operational Support joined the meeting at 11.22am.
Head of Forensic Services left the meeting at 11.39am.*

11.0

24/25 Finance Report

ACO Corporate Services updated members that a year-to-date non ring-fenced break even position is reported at the end of January. Members noted that the additional budget received in the outcome of January monitoring has now resulted in a projected break even position at year end for depreciation and impairment. Members also noted projected capital easement is dependent on progress with the purchase of land for the new college site and the potential sale of land at Desertcreat.

Members discussed funding gap for next year.

Members reflected on rising IHR and IOD costs.

Members also discussed management of overtime including use of MRDs and abstractions. Members noted that the Overtime Steering Group has not been convened recently. Assurances were provided that scrutiny is carried out at departmental level. Members considered how overtime budgets would be allocated this year. Members also discussed how the treatment of MRDs impacts on OT costs and asked that information on this issue is included at SMB in March.

	<p>Members noted assurance that Capital Plan Paper would be produced this year again.</p>
<p>12.0</p>	<p>25/25 Overview Report</p> <p>ACO Corporate Services updated members on Internal Audit Reports, Inspections and Overview.</p> <p>Members noted decrease of 15% from February 2024 for open recommendations originating from reports issued by external oversight bodies.</p> <p>Members discussed difficulty progressing recommendations without investment.</p> <p>Decision (8):</p> <p>It was agreed to ratify the decision made by the Chief Operating Officer not to accept the recommendation made to PSNI by CJINI in their Transforming the Criminal Justice System in NI report.</p>
<p>5.0</p>	<p>18/25 Purchase of a New Water Cannon</p> <p>Deputy Head of Operational Support asked members to consider strategic direction of water cannons to enable preparation of a business case.</p> <p>Members were updated on current context and national and AGS position.</p> <p>Members were presented with five options including recommended option to purchase four water cannons and retention of the best two current water cannons.</p> <p>Members discussed necessity for armoured water cannons, costs, deployable locations, capacity, crew and training, benefits, opportunities and affordability.</p> <p>Decision (9):</p> <p>It was agreed to approve Option 5 (a) – to purchase two water cannons only and retain two existing vehicles. Other vehicles to be disposed. A business case should now be prepared addressing other issues such as specification and level of armouring etc. To be kept under review and revisit purchase of an additional two in the longer-term.</p>

13.0	26/25 Any Other Business No further business was raised.
14.0	27/25 Forthcoming Papers (March) <ul style="list-style-type: none">• Pilots Pay Scales (Sponsor: ACC Crime)• Overview Report – High Priority Recommendations (Sponsor: Deputy Chief Constable)• Reckonable Service (Sponsor: ACO People and Organisational Development)• Race and Ethnicity Action Plan (Sponsor: ACO People and Organisational Development)
	<i>Meeting concluded at 12.22pm.</i>

Date of next meeting: Tuesday 25 March 2025 at 9.00am