



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 25 March 2025
TIME: 9.00am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Chief Operating Officer

MEMBERS:

Chief Constable	Apologies
Deputy Chief Constable	B Singleton
Chief Operating Officer	P McCreedy
ACC Justice	A McNally
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 Superintendent Executive Support Team (Committee Manager)	
Staff Officer Executive Support Team (Notetaker)	
REAP Lead, Head of Public Protection Branch (Agenda Item Five)	
Director of Human Resources (Agenda Item Five)	
EMPA Representative (Agenda Item Five)	
Head of Strategic Planning and Performance (Agenda Item Eight)	

OBSERVERS:

PFNI Assistant Secretary	
NIPSA Assistant Secretary	
SANI Secretary	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>28/25 Welcome and Apologies</p> <p>Chair opened the meeting and welcomed all members. Apologies were received from Chief Constable, ACC Local Policing and ACC Operational Support.</p>
2.0	<p>29/25 Declaration of Conflict of Interest</p> <p>No conflicts of interest were declared.</p>
3.0	<p>30/25 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 19 February 2025 was accepted by all in attendance and approved, with one amendment required for Decision Nine. Decision Nine to reflect that it was agreed to approve Option 5 (a) – to purchase two water cannons in the short-term. To be kept under review and revisit purchase of an additional two in the longer-term.</p>
4.0	<p>31/25 Actions Arising from Previous Meetings</p> <p>The Chair led a focused discussion on progress of the actions. The following actions were agreed for closure: Action 24~16 and 24~19.</p>
5.0	<p>32/25 Race and Ethnicity Action Plan</p> <p>ACO People and Organisational Development introduced the draft PSNI Response to the Public Consultation Feedback and revised draft PSNI Race and Ethnicity Action Plan. Members were updated on the consultation process including a visit from National Race Action Plan Lead.</p> <p>REAP Lead updated members on the extensive analytical work undertaken, key themes of the feedback received, key changes and response to consultation including slight revision of planned commitments.</p>

Members noted EMPA Representative thanks to REAP Lead and her team, acknowledging their dedication, time, effort and willingness to understand from a EMPA viewpoint. Members also noted EMPA support as we work towards implementation and accountability.

Head of Human Resources updated members on proposed reporting structures including annual reporting through Equality Scheme.

Members discussed role and purpose of PSNI both internally and externally to address racial and ethnic issues.

Members agreed that responses received during consultation process that showcased blatant racism should be recorded as hate incidents.

Members discussed establishing an evidence base for racial disparities in misconduct, grievance, disciplinary, promotion and complaints processes.

Members also discussed level of support that can be provided to young people's lives and noted workstream leads will develop action plans in more detail which will provide further clarity.

Members noted the few minor changes discussed.

Members reflected on trauma and distrust of policing worldwide, including countries of origin.

Members considered quantity of KPIs, tracking and delivery to show impact, responsibility of whole organisation, interlinkage with Cultural Audit, VAWG etc. Members noted that timeframe has been extended from two years to five years.

Members noted statutory responsibilities.

Members received an update on next phase of Cultural Audit which will feed into REAP measures.

Members discussed the development of an independent external advisory forum including role, benefits, lessons learnt from previous forums, mechanisms for accountability (SMB and NIPB) and national forums.

Decision (10):

It was agreed to approve the proposed content of the Response to Public Consultation Document and its public publication.

Decision (11):

It was agreed to approve the content of the revised version of the Race and Ethnicity Action Plan, including the specific

commitments, with a few agreed minor adjustments.

Decision (12):

It was agreed to recognise that dedicated resources will be required but level is currently unknown. REAP Implementation Plan is to be returned to SMB to include resourcing plans for approval.

Decision (13):

It was agreed to approve a formal launch date for REAP of May 2025.

Decision (14):

It was agreed to scope a potential independent external advisory forum (or similar) and bring back proposal to SMB as part of the REAP Implementation Plan.

Decision (15):

It was agreed to commit to annual reporting against the plan.

Members noted the significant commitment to date from all involved.

EMPA Lead, Head of Human Resources and EMPA Representative left the meeting at 9.46am.

6.0

33/25 Draft Resource Plan 2025/26

ACO Corporate Services introduced the Draft Resource Plan 2025/26 and highlighted some key points to members, including the ongoing dependency on in-year funding over the last five years, the underlying assumptions and the treatment of both holiday pay and data breach claims.

Members were updated on residual funding gap, despite an increase in funding for 2025/26.

Members discussed a range of options to reduce the funding gap but concluded that there is no capacity or capability to implement cuts in a way which would not damage the Service.

Members noted that payroll costs will increase going forward, once the Holiday Pay claims are settled and agreed rate implemented.

Decision (16):

It was acknowledged that the Service faces a residual Resource funding gap. However, it was agreed to address the gap by pressing for further funding, including funding for the increase in NIC and the Recovery Business Case, rather than implement damaging cuts.

As a result, it was also agreed that the draft Resource Plan should be presented to the Northern Ireland Policing Board Resources Committee, reflecting the residual funding gap.

7.0

34/25 Pilots Pay Scale

ACC Crime updated members on current and future pilot vacancies and challenges of previous recruitment campaigns.

ACC Crime introduced recommended option four - PSNI remuneration is increased to match NPAS, our closest comparator, together with an additional relocation allowance to attract pilots to settle in Northern Ireland.

Members noted that PSNI Pilots are currently graded at Grade 7 and DP within the Police Service of Northern Ireland Police Staff to provide a suitable pay grade. They already have an addition to their pay that when awarded gave the pilots a salary that was comparable at the time. There is no Pilot grade in the civil service.

Members noted that NIPSA have been consulted and have concerns that there could be equal pay risks with other Deputy Principles and Grade 7 Civil Servants however they appreciate that a pilot Captain is a different skill set to other roles at those grades. Members discussed other areas where there is also in existence a different skill set eg. OHW. Members reflected on various departments currently seeking uplifts for retention eg. transport, forensics. Members discussed repercussiveness effect. Members agreed this is a bigger issue across the organisation.

Members were updated on financial benefits from selling oldest helicopter and current operating model efficiencies including drone usage.

Member discussed terms and conditions required with creating a brand new pay band, including learning from OHW. Members noted a Business Case would be required, if deviating from NICS, including a

mechanism for yearly uplift.

Decision (17):

It was agreed that a decision could not be made today by members to approve recommended option four. An internal group will be required to progress an uplift in the longer term, with a regrading for Civil Aviation and a business case returned to SMB. In the shorter-term allowances to be reviewed and progressed by ACC Crime and ACO People and Organisational Development.

Head of Strategic Planning and Performance joined the meeting at 10.37am.

8.0

35/25 SMB Scorecard

Chair introduced the concept of a balanced scorecard to show cause and effect and provide an early alert for risks and management of risks.

Head of Strategic Planning and Performance updated members on the development of the scorecard including primary purpose of strategic oversight of performance and an assurance of strategic delivery.

Members discussed and agreed the four quadrants.

Members noted the aim to reduce the performance measure across the four quadrants to 10-12 and discussed value of measures. Scorecard should not be a repeat of Service Performance Board. Suggestions for measures included: should be of a high-level, show the journey to recovery, mapped over time, figures could be over a five-year period. Members discussed for the victims/communities quadrants, thinking from their perspectives what matters to them.

Members considered reporting frequency and agreed an aspiration that there are indicators for every SMB but could be slightly different every quarter or bi-yearly with additional indicators.

Members discussed how the scorecard would best be presented to include management commentary.

Members considered the sharing of the scorecard with senior leaders within the organisation.

Members were asked to feed any further thoughts through to Head of Strategic Planning and Performance, ahead of presentation at April's

	SMB.
	<i>Head of Strategic Planning and Performance left the meeting at 11.00am.</i>
9.0	<p>36/25 Overview Report – High Priority Recommendations</p> <p>Deputy Chief Constable introduced the review of the overdue high priority recommendations open on Overview in December 2024, conducted by his office.</p> <p>Members noted eight of the recommendations have now been discharged. Thirty high priority recommendations from this list remain open, twenty-four have end dates of 31 March 25 and will require further updates this month.</p> <p>Members received an update on Data Protection Audit (ICO) recommendations.</p> <p>Members welcomed this review and noted progress.</p>
10.0	<p>37/25 Governance Board Update Reports</p> <ul style="list-style-type: none"> • Service Transformation Board – 12 February 2025 <p>ACO Strategic Planning and Transformation updated members on highlights from last Service Transformation Board.</p> <ul style="list-style-type: none"> • Service Performance Board – 26 February 2025 <p>Members noted update from last Service Performance Board.</p>
11.0	<p>38/25 Corporate Risk Register</p> <p>ACO Corporate Services identified to members the key areas for discussion today including emerging risks.</p> <p>ACO People and Organisational Development provided an update on Security & Operational Support Services Contract Risk.</p> <p>Decision (18):</p> <p>It was agreed to approve the de-escalation of the Re-procurement of Security & Operational Support Services Contract Risk to ACO People and Organisational Development’s Departmental Risk Register.</p>

ACO People and Organisational Development provided an update on the redrafting of a risk to include both Cyber and Psychological Wellbeing Risks.

Decision (19):

It was agreed to await the combined Cyber and Psychological Wellbeing Risk which will be presented to SMB in April before considering de-escalation of the Cyber Crime Risk to ACC Crime's Departmental Risk Register.

Members discussed the emerging risks of Representativeness and Resourcing.

Action 25~04:

ACO People and Organisational Development to review Representativeness Risk and provide reassurance being managed at a departmental level – ACO People and Organisational Development.

Action 25~05:

Chief Operating Officer to review emerging risk Resourcing/Recovery Business Case – Chief Operating Officer.

Members discussed the emerging risk on the purchase/development of Kinnegar base and noted that a full risk assessment will be completed.

Members noted request to review overall CRR in light of new Policing Plan and challenges for 2025-26 which will maximise assurances to the Board.

12.0

39/25 Finance Report

ACO Corporate Services informed members that a break even position is projected for the full year. Members noted Ill Heath Retirement Process Costs are included in Finance Report this month.

Local Policing introduced a proposal detailing the rationale for temporary pausing the use of Modified Rest Days within Local Policing whilst significant resourcing pressures within the operating model exist.

Members noted how from a financial perspective this proposal would reshape how overtime is allocated.

Members noted the trend over the last three years and the reliance on MRDs.

Members discussed key issues with use of MRDS including shifting

	<p>overtime costs and negative impact on welfare. Members also discussed use of MRDs across the organisation</p> <p>Members reflected on regulations and equality screening.</p> <p>Members discussed piloting a temporary cessation of MRDs across the entire organisation for a three month period – excluding duty credits and sports credits. Members also discussed how if this was implemented over summer months during peak demand, this could be measured against normal summer costs and feasibility considered for organisational need to extend beyond the summer.</p> <p>Decision (20):</p> <p>It was agreed that a proposal should be developed to pilot a temporary cessation of MRDs across the entire organisation for a three month period – excluding duty credits and sports credits. Proposal to be returned to SMB in April.</p> <p>Action 25~06:</p> <p>Proposal to trial a temporary cease on the use of Modified Rest Days across the organisation to be presented to SMB in April to include instructions on what this would practically mean and positive and negative impacts for workforce, organisation, financially – ACC Local Policing.</p>
<p>13.0</p>	<p>40/25 Any Other Business</p> <p>No further business was raised.</p>
<p>14.0</p>	<p>41/25 Forthcoming Papers (April)</p> <ul style="list-style-type: none"> • Quarterly Corporate Risk Register (Sponsor: ACO Corporate Services) • Reckonable Service (Sponsor: ACO People and Organisational Development) • Proposed Balanced Scorecard (Sponsor: ACO Strategic Planning and Transformation) • PSNI Strategic Plan 2025-28 (Sponsor: ACO Strategic Planning and Transformation) • Risk Register Working Together Board (Sponsor: ACC Justice) • Proposal to Trial a Temporary Cease on the Use of Modified Rest Days across the Organisation (Sponsor: ACC Local Policing)
	<p><i>Meeting concluded at 11.46am.</i></p>

Date of next meeting: Wednesday 16 April 2025 at 10.00am