



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 15 April 2026
TIME: 10.41 am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Chief Constable

MEMBERS:

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

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)	
Staff Officer Executive Support Team (Notetaker)	
Head of Corporate Governance	
Staff Officer Corporate Governance (Observer)	

OBSERVERS:

PFNI	
NIPSA Secretary	
SANI President	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>29/26 Welcome and Apologies</p> <p>Chair opened the meeting and welcomed all members. Apologies were received from:</p> <p>Chief Operating Officer ACC Crime ACC Justice ACC Local Policing Director of Information & Communication Services</p>
2.0	<p>30/26 Declaration of Conflict of Interest</p> <p>No conflicts of interest declared.</p>
3.0	<p>31/26 Record of Previous Meeting</p> <p>The record of the previous meeting on 16 March 2026 was accepted by all in attendance and approved.</p>
4.0	<p>32/26 Actions Arising from Previous Meetings</p> <p>The following actions was agreed for closure following discharge: Action 26-1 and 26~2</p>
5.0	<p>33/26 Finance Report (Sponsor: ACO Corporate Services)</p> <p>The Chair invited the ACO Corporate Services to introduce the paper.</p> <p>The Director of Finance presented a brief update on the 2025/26 provisional outturn position – an under spend on Resource of £0.3m (or 0.03%) and £0.4m on Capital. She advised SMB that the final draft is expected to show a breakeven position.</p> <p>ACO Corporate Services noted that costs continue to increase in the current year, especially around pay, inflation and unforeseen costs pressures such as fuel.</p> <p>The Director of Finance outlined there is no budget in place for 2026/27. She highlighted that a decision is required on how the committed £4m reduction in overtime will be put into practice at an operational level.</p> <p>ACO Corporate Services outlined a number of considerations SMB may wish to explore including re-establishing the Overtime Steering Group and the level of protection for ASF overtime. He also noted NIPB's</p>

ongoing interest in overtime costs more generally.

ACO People and Organisational Development reflected the need to consider the wider context of overtime, especially around fatigue and the risk to welfare, the Working Time Directive, health and safety requirements and litigation.

A discussion was held around the Overtime Steering Group, the need to make the reduction of overtime an organisational priority and the development of sustainable alternatives for policing for the future.

The Chief Constable welcomed the report, noted the work of the Finance teams and thanked them for their efforts.

Decision (9): SMB agreed to the following:

The Overtime Steering Group to be reformed and chaired by the DCC.

ACTION 26~04 – The DCC will re-establish the Overtime Steering Group and will present a clear plan for achieving a sustainable reduction in overtime. It will return to SMB with a defined strategy for overtime reduction, to include a governance and communications plan.

6.0

34/26 Corporate Risk Register

The Chair invited the Head of Corporate Governance to brief members on the paper.

The Head of Corporate Governance provided an overview of the paper which included confirming that there were no significant changes to the Corporate Risk Register. She advised SMB that the Quarterly Risk Report in May would include detail on a proposed Trust & Confidence Risk and changes of CRR Wellbeing risk.

A brief discussion was held on the deployability risk and absence controls.

The Chair reflected on the time spent looking to the future and emerging risks. The Head of Corporate Governance referenced the work ongoing with the NPCC Strategic Risk Assessment.

ACTION 26~05 – The Head of Corporate Governance to work with HR to include reference to the impact of the trajectory of sickness

	<p>absence data in the May Risk Management Report.</p>
<p>7.0</p>	<p>35/26 Governance Board Update Reports:</p> <ul style="list-style-type: none"> • Service Performance Board – 11 March 2026 <p>The DCC advised there was nothing exception to raise. No questions put forward on this.</p>
<p>8.0</p>	<p>36/26 Draft Accountability Report/Governance Statement</p> <p>The Chair invited the Head of Corporate Governance to present the paper.</p> <p>The Head of Corporate Governance advised this was a first draft and it was being shared with SMB for feedback in advance of submission to auditors.</p> <p>The DCC advised he would review the section on Conflict of Interest with a view to expanding this section.</p> <p>Members then provided some areas for amendment within the Draft Governance Statement.</p> <p>ACO Corporate Services noted that the statement complies with guidance on governance.</p> <p>There was a brief discussion on whether the Leadership Team would be differentiated from the members of SMB. Further work is to be undertaken by the Head of Corporate Governance and the Director of Finance.</p> <p>ACTION 26~06 – The Chair asked members to provide feedback to the Head of Corporate Governance on the statement by 24 April.</p>
<p>9.0</p>	<p>37/26 Review of PSNI handling and management of firearms and ammunition</p> <p>The Chair invited the DCC to present the paper.</p> <p>The DCC expressed his gratitude to the review team before providing an overview of the review and the recommendations set out in the report. It was acknowledged by the review team that a good deal of work had been carried out following the incident in Steeple.</p> <p>A discussion was held around the recommendations and how they</p>

would be progressed. Consideration was given to internal auditing systems and the use of digital systems to monitor the usage of ammunition.

Decision (10): SMB agreed to the following:

1. Accept the review recommendations

Decision (11): SMB agreed to the following:

2. Approved proposed governance arrangements for implementation through the Strategic Firearms Board.

ACTION 26~07 – The Strategic Firearms Board (SFB) will task out recommendations and report back to SMB on progress to provide assurance.

Action 26-08 – A plan for an annual inspection of firearms and ammunition to be considered by the SFB work.

ACTION 26~09 – A risk is to be added the OSD Departmental Risk Register.

10.0

38/26 Holiday Pay

The Chair invited the ACO People and Organisational Development to present the paper.

ACO People and Organisational Development advised that this paper was by way of an update of ongoing work with the Department of Finance. This work has focused on capturing arrears payable pre 2004 (staff) and 2007 (officers). The organisation, committed to paying what is owed, is seeking to resolve this in advance of Industrial Tribunal Cases commencing in June 2026.

SMB noted the increase in potential costs following the change directed by DoF.

It was noted by the Board this is a matter to be resolved across NICS and is not an issue isolated to the PSNI.

Action 26~10 – The Committee Manager was asked to add the issue to a SET agenda for discussion regarding strategic engagement with Dept of Finance, Dept of the Economy and the Labour Relations Agency.

11.0	39/26 Any Other Business No other business raised.
12.0	40/26 Forthcoming Papers (May) <ul style="list-style-type: none">• Protect and Prepare (Sponsor: ACC Operational Support)
	<i>Meeting concluded at 12.20pm</i>

Date of next meeting: Tuesday 19 May 2026 at 10.30am