



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 15 October 2025
TIME: 10.41am
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	A McNally
ACC Local Policing	R Henderson
ACC Operational Support	Apologies
ACC Crime	Represented
ACO Corporate Services	M McNaughten
ACO People and Organisational Development	C Duffield
ACO Strategic Planning and Transformation	A Magwood
T/Director of Legal Services	
T/Director of Strategic Communications & Engagement	
Director of Information & Communication Services	Apologies
Director of Human Resources	Apologies
Director of Finance	

NON-EXECUTIVE MEMBERS:

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

OTHER ATTENDEES:

Chief Superintendent Executive Support Team (Committee Manager)	
Chief Inspector Executive Support Team (Notetaker)	
Head of Corporate Governance	

OBSERVERS:

PFNI Secretary	
NIPSA	
SANI	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>124/25 Welcome and Apologies</p> <p>Chair opened the meeting and welcomed all members. Apologies were received from:</p> <p>ACC Crime ACC Operational Support Department Director of Information and Communication Services Non-Executive Member</p>
2.0	<p>125/25 Declaration of Conflict of Interest</p> <p>No conflicts of interest declared.</p>
3.0	<p>126/25 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 17 September 2025 was accepted by all in attendance and approved.</p>
4.0	<p>127/25 Actions Arising from Previous Meetings</p> <p>The Chair led a focused discussion on progress of the actions. Members agreed to the following:</p> <p>25~09: Keep open. Report scheduled for SMB in November.</p> <p>25~23: It was agreed action to close. However, revert to the Deputy Chief Constable once the action is finalised.</p> <p>25~24 & 25~25: Merge. Report scheduled for SMB in November.</p> <p>25~27: Keep open.</p>
5.0	<p>128/25 Mid-Year Stewardship Statement</p> <p>The Chief Operating Officer presented the paper, summarising purpose and scheduling. Head of Corporate Governance provided members with additional detail, outlining that the paper was before them for final review prior to sign off by the Chief Constable. Members' attention was drawn to an administrative error in the Executive Summary and they were advised a return date from the Department of Justice is expected within the next fortnight.</p> <p>Members discussed the content of the statement, and the Chief Constable queried whether the McCullough Report, Legacy matters and Psychological Screening should be reflected in the statement.</p>

	<p>Decision (46):</p> <p>The Stewardship Statement to be updated to reflect the feedback provided prior to submission to the Chief Constable for signature.</p>
	<p><i>10:51 T/Director of Legal Services joins meeting</i></p>
<p>6.0</p>	<p>129/25 Future of Data-Related Functions</p> <p>The Deputy Chief Constable introduced the paper to members, providing a high-level overview of the recommendations.</p> <p>Members discussed at length the potential introduction of a specialist Chief Data Officer, comparing how other organisations align digital and information business areas when assigning Senior Officer ownership. While supportive in principle, members noted the need to assess role requirements, grading and recruitment timelines. Members agreed that in the interest of stability, data functions should remain with the Chief Superintendent Operational Support Department for the interim and that Independent Review Recommendation 7787 could be closed.</p> <p>Decision (47):</p> <p>Members agreed in principle to develop a role profile based on benchmarking and assess appropriate grading before progressing any recruitment of a Chief Data Officer.</p> <p>Action 25~28:</p> <p>Deputy Chief Constable, Chief Operating Officer, C/Superintendent Operational Support Department, ACO People and Organisational Development, ACO Strategic Planning and Transformation and ACO Corporate Services to develop a role profile and assess appropriate grading for a Chief Data Officer.</p>
<p>7.0</p>	<p>130/25 Overview Terms of Reference (ToR)</p> <p>The Chief Operating Officer introduced the paper, emphasising to members the importance of the ‘Overview’ system to organisational governance, and the extent to which it is highly recognised across the public sector. It was emphasised that the proposed updates in the ToR reflect strengthened governance practices.</p> <p>The Head of Corporate Governance detailed changes, including the role of SMB in ratifying the Chief Operating Officer’s decisions where recommendations are not accepted, and a process for Corporate Governance to progress allocations where delays occur.</p>

	<p>Members discussed the recommendation process in detail, including external scanning and the role of SMB. Members discussed the use of the Overview System for recommendations arising from internally commissioned reviews.</p> <p>The paper was noted and the ToR updates approved.</p>
<p>8.0</p>	<p>131/25 Corporate Risk Register (CRR), Including Mid-Year Management Report</p> <p>The Chief Operating Office and the Head of Corporate Governance presented the mid-year risk position and the recommended escalation of the Analysis Resourcing Risk to the CRR.</p> <p>D/Chief Superintendent Specialist Operations Branch provided members with detail of this pan-organisational risk, the numbers of analysts in post and the ongoing business case regarding attraction and retention.</p> <p>Members discussed the competing external demand for skilled analysts, dwindling numbers and the impact being felt across the organisation. Comparison was drawn with other potential service failure issues such as mechanics, and whether the risk should be consolidated. Recognition was given to the need to develop career pathways for the analyst cadre, with every effort made to ensure they feel valued.</p> <p>Decision (48):</p> <p>The Risk is to remain on the Departmental Risk Register. ACC Justice to review analyst tasking to ensure appropriate use, including the self-sufficiency of investigators and exploitation of AI and digital resources.</p> <p>Head of Corporate Governance sought agreement from Members that the Mid-Year Risk Management Report could be submitted to October's Audit Risk and Assurance Committee (ARAC).</p> <p>Decision (49):</p> <p>Members agreed to submit the Mid-Year Risk Management Report to ARAC.</p>
<p>9.0</p>	<p>132/25 Finance Report</p> <p>ACO Corporate Services and the Director of Finance updated members. Funding remains the highest scoring CRR risk. A non-ring-fenced pressure of £21.5m was reported, reflecting pressures from Ill-Health Retirements, Workforce Recovery, Employer NI increases, Omagh Bomb Inquiry, and shortfalls in Legacy Inquest and PCTF budgets.</p>

	<p>Members noted that the October Monitoring exercise has yet to be formally commissioned by the Department of Finance and there is unlikely to be a decision on PSNI's bid of £23.1m until after the Chancellor's Autumn Budget in late November.</p> <p>Members recognised the compressing timeframe to address the funding gap and the requirement to prevent it from widening. Continued engagement with the Department of Justice was noted.</p>
	<p>11:56 DCC leaves meeting 12:01 ACC Justice leaves meeting 12:05 DCC returns to meeting</p>
<p>10.0</p>	<p>133/25 Assurance Quarterly Report</p> <p>The Chief Operating Officer introduced the paper and the Head of Corporate Governance provided members with a summary of internal and external inspection reports since the previous SMB update in April. Members discussed non-accepted recommendations, with the Chief Operating Officer outlining process.</p> <p>Decision (50):</p> <p>Members ratified the 'not accepted' recommendations and approved the submission of the Overview section to October's Audit and Risk Assurance Committee</p>
	<p>12:08 ACC Justice returns to meeting</p>
<p>11.0</p>	<p>134/25 Governance Board Update Reports:</p> <p>ACO Strategic Planning & Transformation provided highlights from two Service Transformation Board meetings held in September, including updates on the Police Staff Investigators Pilot, Video Officer Attendance Team and Legacy & Disclosure restructure. Members noted the papers.</p>
<p>12.0</p>	<p>135/25 Any Other Business</p> <p>Nothing noted by members.</p>
<p>13.0</p>	<p>136/25 Forthcoming Papers (November)</p> <ul style="list-style-type: none"> • Risk Management Quarterly Report (Sponsor: Chief Operating Officer) • Mental Health Charters (Sponsor: ACO People and Organisational Development) • Evaluation Report from Trial Temporary Cease on the Use of Modified Rest Days across the Organisation (Sponsor: ACC Local Policing) • Welfare Support During Investigations (Sponsor: Deputy Chief

	<p>Constable)</p> <ul style="list-style-type: none">• Newforge SLA (Sponsor: ACO People and Organisational Development)• AMG Update (Sponsor: ACO People and Organisational Development)• Review of Workforce Strategy (Sponsor: ACO People and Organisational Development)
	<p>12:18 Meeting concluded</p>

Date of next meeting: 19 November 2025