



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 17 December 2025
TIME: 10.40am
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	Represented
ACC Local Policing	Represented
ACC Operational Support	M Jones
ACC Crime	D Beck
ACO Corporate Services	M McNaughten
ACO People and Organisational Development	C Duffield
ACO Strategic Planning and Transformation	A Magwood
Director of Legal Services	Apologies
Director of Strategic Communications & Engagement	Apologies
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	
Reward and Service Delivery Principal (Agenda item 5.0 only)	

OBSERVERS:

PFNI	
NIPSA Secretary	
SANI President	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>149/25 Welcome and Apologies</p> <p>Chair opened the meeting and welcomed all members. Apologies were received from:</p> <p>ACC Local Policing ACC Justice T/Director of Strategic Communications & Engagement Director of Information & Communication Services</p>
2.0	<p>150/25 Declaration of Conflict of Interest</p> <p>No conflicts of interest declared.</p>
3.0	<p>151/25 Record of Previous Meeting</p> <p>The record of the previous meeting on 19 November 2025 was accepted by all in attendance and approved.</p>
4.0	<p>152/25 Actions Arising from Previous Meetings</p> <p>The Chair led a focused discussion on progress of the actions and updates noted on register.</p> <p>Action 25~09 SO EST advised this action had been moved from January 2026 to February 2026, for SMB consideration. ACC Crime asked if this could be brought forward as the outcome could impact initial planning for key days later in the year. COO asked Local Policing to look at bring this forward again to January 2026.</p> <p>The following were agreed for closure: Action 25~27; 25~29; 25~30</p>
5.0	<p>153/25 Unsocial Hours/ CRTP</p> <p>The Chair invited ACO People and Organisational Development to brief members on the paper.</p> <p>ACO People and Organisational Development set the context on where we are to date. There is an outstanding recommendation following the PRRB process on pay parity with England and Wales around this matter. We are seeking to be proactive and step into this space to see if this can be resolved.</p>

ACO People and Organisational Development invited the Reward and Service Delivery Principal go through the Recommended Option 4 within the paper.

The Reward and Service Delivery Principal explained there are risks linked with removing CTRP, however, legal advice has been taken and the risks are low. The Transition paper outlines that CRTP will only increase as more officers join the service and pay awards increase. The recommendation is for a transition date of 1st April, however, PFNI have requested 1st September.

The Chair ask what the rational is for this request. PFNI explained it is to coincide with the pay award for officers.

The Chair opened the floor on the paper.

ACO Corporate Services supported the principle of parity and therefore Recommendation 4, although the transition arrangements should be examined to reduce the financial burden, especially in year 1. Following the transition period, there will be increased costs going forward, but it is within manageable limits.

Members discussed the need for a system to capture and identify what hours have been worked by an officer.

A discussion was also held around running both schemes at the same time. ACO Corporate Services explained it would not be sustainable to run both schemes.

The Chair proposed moving the transition period to 2027/28 to make this more affordable. PFNI advised they would take this back to their Board.

The COO explained that CRTP would then continue, delaying the introduction of Unsocial Hours to 2027/28 and closing CRTP to new entrants.

ACO People and Organisational Development explained that the AMG would look at the recording system for this.

A discussion was held around the payment ceasing once the 28 days sickness absence trigger is reached, the impact of pregnancy and IOD. The Chair advised that we cannot have individuals gaining on this and that CRTP when on sickness absence will be managed through the Chief's Officer.

ACO Corporate Services explained we will need DOJ approval once we have decided our preferred approach. ACO People and Organisational

Development confirmed that PRRB are due to return in January 2026.

SANI also raised the need for consideration of Superintendent compensation when on unsocial hours.

COO also advised work was required on the equality piece.

Head of Corporate Governance asked if we were making a full decision on this or presenting the direction of travel. The Chair confirmed we were making a decision.

Decision (58):

PFNI to consider introduction of Unsocial Hours in 2027/28.

Two further points to be added to Recommendation 4

(d) The 28 day trigger in the Attendance Management Policy will be applied for CRTP. Line Manager discretion to be removed and appeal mechanism will come to the Chief's Office.

(e) If an Officer is not eligible to transition from CRTP to Unsocial Hours, they will transition out of the scheme.

Reward and Service Delivery Principal left the meeting at 11.39am

6.0

154/25 Health and Safety Six Monthly Update

ACO People & Organisational Development told members that this paper was for noting only. There have been risks identified in Custody around staffing and availability of jailers.

NIPSA raised the need for safe staff numbers and the fall in resourcing within districts. C/Supt Justice explained the Strategic Custody Group is due to meet in January 2026.

DCC asked if NIPSA believe staffing is being determined by cost. NIPSA explained it seems to keep falling back on cost and it is outlined in the H&S update.

DCC advised that cost should not be the overriding decision when dealing with H&S. There still needs to be contingency as the type of prisoners in custody can change. The Strategic Custody Group need to look into this matter.

ACO Crime explained that an additional level of reassurance on retesting is required following the concerns raised in the report on

	<p>Legionella.</p>
<p>7.0</p>	<p>155/25 Anti-Fraud Policy and Fraud Response Plan</p> <p>The Chair invited ACO Corporate Services to brief members on the Anti-Fraud Policy and Fraud Response Plan.</p> <p>Director of Finance explained a review of the policy has taken place and this was a refresh of the policy. Feedback from PSD and HR had been received and incorporated. The explanation of fraud had been updated with more detail on types of fraud included.</p> <p>Non-Executive Member asked if new types of fraud such as electronic has been included. ACO Corporate Services explained there had often been a narrow interpretation of fraud and the refresh specifically aims to broaden the definition.</p> <p>ACC Crime asked if the structure for reporting suspected fraud could be amended to Line Manager in the first instance, then PSD, followed by ACO. The Chief asked if this could be incorporated.</p>
<p>8.0</p>	<p>156/25 Finance Report</p> <p>The Chair asked ACO Corporate Services to provide an update on the Finance Report.</p> <p>The Director of Finance explained the YTD position is still as is. The full ask of £17.3m was received, however, not everything related to the ring fencing pressure was received. Funding has been received to allow the Officer pay award to be paid in January 2026.</p> <p>ACO Corporate Services outlined there is approximately £4m still available in the financial year for resource expenditure. Considering being given to funding the requirement for new laptops but keen to hear if there are other organisational needs.</p> <p>ACC Crime explained that cybercrime could be an area that could benefit from investment. ACC Operational Support put forward Mutual Aid.</p> <p>Non-Executive Member suggested looking at areas that could be automated. ACO Corporate Services explained that there is a Digital Change & Innovation Delivery Group looking into this and it would be a timing issue for getting the money spent.</p> <p>ACO Corporate Services explained that the purchase of new laptops</p>

	<p>would release costs from next year’s expenditure. DCC advised it would be important to rationalise the number of laptops needed. This was accepted.</p>
<p>9.0</p>	<p>157/25 Governance Board Update Reports:</p> <ul style="list-style-type: none"> • Service Transformation Board – 5 November 2025 <p>ACO Strategic Planning and Transformation explained the update is as included in the report. No questions put forward on this.</p> <ul style="list-style-type: none"> • Service Performance Board – 26 November 2025 <p>DCC advised there was nothing exception to raise. The next meeting in February 2026 will focus on Outcome 3.</p> <p>ACO Strategic Planning and Transformation asked for her apologies to be noted for the previous SPB Meeting.</p> <p>Non-Executive Member asked if a definition of deployability had been agreed.</p> <p>ACO People and Organisational Development confirmed there were three definitions: Sickness Absence, Attrition and Role Adjustment.</p> <p>COO advised that the definitions can mean different things in different meetings.</p> <p>ACO Strategic Planning and Transformation advised the need to refer to the Service Operating Model and the requirement for the right people in the right roles.</p>
<p>10.0</p>	<p>158/25 Corporate Risk Register</p> <p>COO explained the update is as included in the report and register. No questions put forward on this.</p>
<p>11.0</p>	<p>159/25 Any Other Business</p> <p>ACO Corporate Services explained there was no decisions as yet on next year’s budget and the challenges ahead are unclear.</p> <p>Non-Executive Member advised he will be attending the NIPB Audit and Risk Assurance Committee tomorrow.</p> <p>ACC Operational Support advised that legal advices has now been received in relation to CPU.</p>

	<p>ACO People & Organisational Development explained that attendance controls have received a clean bill of health following an internal audit.</p> <p>The chair thanked those for their hard work over the past year and explained that organisation was in a really good place.</p>
12.0	<p>160/25 Forthcoming Papers (January)</p> <ul style="list-style-type: none">• Mental Health Charters (Sponsor: ACO People and Organisational Development)• Quarterly Assurance Report (Sponsor: Chief Operating Officer)• Maternity Support Leave (Sponsor: ACO People and Organisational Development)
	<p><i>Meeting concluded at 12.21pm</i></p>

Date of next meeting: Wednesday 21 January 2026 at 10.30am