



# Police Service of Northern Ireland

## RECORD OF MEETING

**NAME OF COMMITTEE:** Strategic Management Board (SMB)  
**DATE:** 18 February 2026  
**TIME:** 10.51am  
**LOCATION:** Main Conference Room, Brooklyn  
**CHAIRPERSON:** Deputy Chief Constable

### **MEMBERS:**

Chief Constable	J Boutcher
Deputy Chief Constable	B Singleton
Chief Operating Officer	Apologies
ACC Justice	A McNally
ACC Local Policing	R Henderson
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
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	
Head of Learning Support (Agenda item 7.0 only)	
D/Inspector OSD (Agenda item 7.0 only)	
Ch/Supt Local Policing (Agenda item 8.0)	

only)	
-------	--

**OBSERVERS:**

PFNI	
NIPSA Secretary	
SANI President	

**ACTIONS assigned by the Chair are highlighted in blue text.**

Item No	
1.0	<p><b>1/26 Welcome and Apologies</b></p> <p>Chair opened the meeting and welcomed all members. Apologies were received from:</p> <p>Chief Operating Officer ACC Operational Support Chief Superintendent Executive Support Team Director of Information &amp; Communication Services NIPSA</p>
2.0	<p><b>2/26 Declaration of Conflict of Interest</b></p> <p>No conflicts of interest declared.</p>
3.0	<p><b>3/26 Record of Previous Meeting</b></p> <p>A minor amended related to deployability under Item 9 of the minutes was noted and accepted. This had been raised after the minutes had been issued to members for approval. The record of the previous meeting on 17 December 2025, including the amendment, was accepted by all in attendance and approved.</p>
4.0	<p><b>4/26 Actions Arising from Previous Meetings</b></p> <p>The Chair led a focused discussion on progress of the action noted on register.</p> <p><b>Action 25~28</b> External consultation work ongoing with this action. Internal Resourcing and OSD to discuss roles and responsibilities to allow for the position to be advertised.</p> <p>The following was agreed for closure: Action 25~28</p>
5.0	<p><b>5/26 Quarterly Risk Management Report</b></p> <p>The Chair invited the Head of Corporate Governance to brief members on the paper.</p> <p>Head of Corporate Governance advised there are no significant changes</p>

to the Corporate Risk Register. She advised that a revised Data and Information Management risk is expected next month. The Chair explained that in Corporate Information Branch there had been a performance management tracking issue which has shown there was greater compliance than expected. Work was ongoing with the ICO regarding the impact of this on potential enforcement action.

The Head of Corporate Governance referred to the NPCC Strategic Risk Assessment (SRA) in the paper. She described the coverage test in the paper and there was discussion on the many-to-one consolidated view. Members noted the similarities and also considered the gaps, particularly in the trust, confidence and legitimacy category.

A discussion was held on the benefits of adopting an ‘impact proximity’ assessment for risks within the Service. A number of members considered timeliness was already factored into their assessment, and were unsure whether there was benefit in adopting the measure. Another member suggested the descriptors were not helpful specifically noting the 5 year plus option. A Non-Executive Member raised the need to consider the purpose of such an assessment and questioned the value it would add, compared to the cost of implementing. A second Non-Executive Member noted the novelty of the assessment and wondered whether it might help prioritising action. ACO Strategic Planning and Transformation suggested her Department would pilot ‘impact proximity’ at a department level initially, to identify the benefits.

**Decision (1):**

‘Impact Proximity’ to be piloted initially within Strategic Planning and Transformation, to identify potential benefits from its application.

Chief Constable arrived at 11.15am.

**6.0**

**6/26 Strategic Management Board Delivery and Alignment with Good Practice**

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

The Head of Corporate Governance explained it had been 12 months since the new Terms of Reference had been implemented. The Chief Operating Officer has asked for a short paper to provide assurance to the Board on how SMB’s arrangement and delivery align with its TOR and with best practice.

Following an initial assessment, it was identified that there is strong

alignment between the TOR and best practice. The Board is operating within its defined mandate, fulfilling its oversight, strategic and governance responsibilities as outlined in the TOR. There is evidence of strong performance in some areas, and other areas are continuing to be embedded.

A discussion was held on rebalancing the nature of reports that should come to SMB. ACC's present agreed to consider what strategic aspects of their areas should be included on future SMB agendas. There was also agreement on including papers pertaining to AI and sustainability.

The Head of Corporate Governance asked SMB to consider adopting the 'forward look' agenda in principle. She suggested it would be a dynamic document and be responsive to the needs of SMB and members. She proposed circulating it to all SMB members for further revision along with the self-effectiveness review in the coming weeks. The draft forward look would diarise all standing agenda items, including the SMB Balanced Scorecard from April.

**Decision (2):**

'Forward look' agenda agreed subject to revision by SMB members over the coming weeks.

*Head of Learning Support and D/Inspector OSD arrived at 11.35am.*

**7.0**

**7/26 Welfare Support during Investigations**

The Chair invited the authors of the paper to present to the Board.

The paper's authors outlined the background to the paper which proposed the establishment of a Welfare Support Network. They explained the challenges being faced by those undergoing investigation. The proposal aimed to demonstrate a practical workforce focus and improve consistency in the service offered to officers and staff.

The Chief Constable welcomed the paper, noting that investigations can have a significant impact on individuals.

A discussion was held around the need for defined roles and responsibilities, ownership and records management. The role of the line manager was also discussed and it was acknowledged that where individuals under investigation are repositioned multiple changes in line management can occur.

The Board were advised that consideration had been given to OHW

involvement but it had been decided that ownership would stay with the Deputy Chief's Constable Office to ensure confidentiality for those under investigation. Assurances were provided following a Non-Executive Member's question around any perceived conflict.

There was broad support for the paper.

**Decision (3):**

The Board approved the 6 recommendations in principle and for work to being to take these recommendations forward.

*Head of Learning Support and D/Inspector OSD left the meeting at 12.08pm.*

*Lunch Break from 12.08pm to 12.45pm.*

Director of Legal Services arrived at 12.45pm.

Ch/Supt Local Policing arrived at 12.45pm.

**8.0**

**8/26 Evaluation Report from Trial Temporary Cease on the Use of Modified Rest Days across the Organisation**

The Chair asked ACO Local Policing to present the paper.

The Ch/Supt Local Policing provided further detail and explained that Legal advice suggests that implementing the recommendation in the long term would require an amendments to the Regulations. She also noted the need to consider the implications for the TOIL and leave policies.

The Board acknowledged the survey comments and restated its aim to ensure fairness and workforce focused.

There was a discussion was held on link to the Working Time Directive (WTD) and the legal obligation to ensure individuals are properly rested under Health & Safety legislation. The Head of Legal Services advised the Board that the Service can derogate from Regulations but not from the WTD.

ACO Crime explained the need for fairness and consistency across the organisation. There is also the need for controls on overtime.

ACO Corporate Services reaffirmed the need for people to get time off, however the information is inconclusive on what the financial cost of adopting these proposals would be. He sought assurance that costs can be managed and encouraged LPC to identify patterns in order to make recommendations with guardrails/caps in place.

	<p>The PFNI Representative explained that we already operate outside the Regulations with MDRs. There is the need for consistency across the organisation. PFNI also noted that Chief Inspectors and Inspectors do not receive overtime.</p> <p>The Chief Constable stressed the need to tie down affordability. There is the need to better understand the financial implication of the proposals in order to ensure that recruitment in the coming years is not impacted as a result of this proposal.</p> <p>ACO People and Organisational Development raised the possibility of costs decreasing, as officer numbers increase. ACC LPC believed this to be the case but has not been quantified.</p> <p>A Non-Executive Member supported the argument for fairness across the Service and suggested any decision should be applied more broadly than LPC. However, he stressed that it would not be financially prudent to make a decision to progress without knowing the cost implications.</p>
	<p>Ch/Supt Local Policing <i>left the meeting at 1.44pm.</i></p>
<p><b>9.0</b></p>	<p><b>9/26 Body Worn Video Technical Update</b></p> <p>ACC Justice told members that this paper was for noting only.</p> <p>The Chair asked about the plan to close off the feedback loop.</p> <p>ACC Justice advised the Board that a POINT article that would include an update on the new BWV/5G capability will be published.</p>
<p><b>10.0</b></p>	<p><b>10/26 Finance Report</b></p> <p>The Chair asked ACO Corporate Services to provide an update on the Finance Report.</p> <p>The Director of Finance explained there is a small underspend but it is within the rules. There is still Capital budget to be spent in the final 6 weeks but we are on track to break even. Challenges around the Capital budget next year were noted, largely impacted due to the prioritisation of a new build for FSNI.</p> <p>In response to the Chief Constable, the Director of Finance advised that the holiday pay divisor is to be paid in March. This is what is owed now and is not the past Holiday Pay liability. The latest IHR applications are currently with the Board for approval. She also advised that our</p>

	<p>estimate for reckonable service is being tested.</p> <p>ACO Corporate Services explained there are also some legal cases with the Board for payment approval.</p> <p>The Board noted the paper.</p>
<b>11.0</b>	<p><b>11/26 Governance Board Update Reports:</b></p> <ul style="list-style-type: none"><li>• Service Transformation Board – 28 January 2026</li></ul> <p>ACO Strategic Planning and Transformation raised that on p3, point 6 of the STB minutes, the names of the external providers should be removed and ‘external providers’ added in their place. No questions put forward on this.</p> <ul style="list-style-type: none"><li>• Service Performance Board – 14 January 2026</li></ul> <p>DCC advised there was nothing exception to raise. No questions put forward on this.</p>
<b>12.0</b>	<p><b>12/26 Any Other Business</b></p> <p>No other business raised.</p>
<b>13.0</b>	<p><b>13/26 Forthcoming Papers (March)</b></p> <ul style="list-style-type: none"><li>• Quarterly Assurance Report (Sponsor: Chief Operating Officer)</li></ul>
	<p><i>Meeting concluded at 1.56pm</i></p>

Date of next meeting: Monday 16 March 2026 at 10.30am