



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 18 June 2025
TIME: 10:36am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Chief Constable

MEMBERS:

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| Chief Constable | J Boutcher |
| Deputy Chief Constable | B Singleton |
| 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 | Represented |
| Director of Strategic Communications & Engagement | Represented |
| Director of Human Resources | |
| Director of Finance | |

NON-EXECUTIVE MEMBERS:

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

OTHER ATTENDEES:

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| Director of Occupational Health and Wellbeing (Agenda Item 6 Only) | |
| Head of Governance (Agenda Items 10, 11 & 12) | |
| Committee Manager | |

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| Staff Officer Executive Support Team (Notetaker) | |
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OBSERVERS:

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| PFNI Assistant Secretary | |
| NIPSA Assistant Secretary | |
| SANI Secretary | |

ACTIONS assigned by the Chair are highlighted in blue text.

| Item No | |
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| 1.0 | <p>71/25 Welcome and Apologies</p> <p>The Chair opened the meeting and welcomed all members.</p> <p>Apologies were received from; Chief Operating Officer, ACC OSD, ACO Strategic Planning and Transformation, Director of Strategic Communications & Engagement, Director of Information & Communication Services, and Head of Legal.</p> |
| | <p>72/25 Declaration of Conflict of Interest</p> <p>No conflicts of interest declared.</p> |
| 3.0 | <p>73/25 Record of Previous Meeting</p> <p>The record of previous meeting held on 2025, Amendment requested by ACO Corporate Services page 8 – Change to be made – ‘<i>All areas are asked to help ensure compliance</i>’ all in attendance gave approval.</p> |
| 4.0 | <p>74/25 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>The following were agreed for closure: Action 25~05; 25~08; 25~10; 25~11; 25~12; 25~13; 25~14; 25~15</p> <p>Action 25~10 Chair asked that all future updates provided for the action register</p> |

should contain more detail, to allow an informed discussion/decision to be taken.

5.0

76/25 Annual Report and Accounts and Pension Accounts

(Taken out of order)

The agenda item was introduced by Director of Finance, who stated the PSNI Annual Report & Accounts sets out the operational and financial performance of the organisation for 2024-25. It is legislative requirement and the Accounts are audited by the Comptroller and Auditor General. The Police Pension Accounts are also included for approval.

Director of Finance wanted members to be aware of the narrative and ensure it is reflective of the organisational position.

The performance report and governance statement have been previously agreed at this board. However, members would not have seen the Non-Executive members report.

The financial position of the organisation is well reflected, with provisions including Holiday Pay and Data Loss.

Again the Director of Finance wanted to ensure members are happy with the narrative and that the financial position is adequately captures. This report will be finalised and published in early July 2025.

This report will also be presented at ARAC tomorrow, before being recommended for signing by the Chief Constable, as Accounting Officer.

The chair stated that £5 million expected to be allocated to the PSNI in the June monitoring round, has nearly been depleted. The organisation needs to get officer numbers increased, in order to ensure we have a sufficient local policing team with the headcount required.

(DCC exits room 10:50)

We must do all that we can to ensure the organisation is running as efficiently as it can. This will provided reassurance when we are lobbying for funding.

The chair expressed his thanks for the good work and effort into creating the report, and it was a great achievement to have delivered so close to budget last year.

Non-Executive Member was in agreement with the Finance Director and content to receive the report at ARAC.

Decision (33):

Annual Report and Accounts 2024-25 was given approval by the

board members.

6.0

75/25 Mental Health Charters

(Taken out of order)

The Chair opened the agenda item and invited ACO People and Organisational Development to take members through the paper.

ACO People and Organisational Development opened by stating that it is important to support the workforce re mental health and Psychological Wellbeing is now a corporate risk.

Director of Occupational Health and Wellbeing was introduced to the members and provided more detail.

This paper presents options for Mental Health Charters to demonstrate PSNI's commitment to managing the Psychological Wellbeing Risk to our workforce.

We have identified 5 possible Mental Health Charter options.

Identifying a Workplace Mental Health Charter which is evidence-based and robust, that can be executed by Occupational Health and Wellbeing (OHW), and aligns with the strategic aims of OHW. Other considerations include the ongoing development of a Mental Health Risk Management Strategy, the 8 Point Plan Guidance Document on Developing a Local Psychological Wellbeing Framework, and the current Corporate Risk for Psychological Wellbeing.

Crime Department are currently taking forward the Blue Light Wellbeing Framework (BLWF).

Director of OHW stated with work on-going re Mental Health Strategy, is this the right time to join a Mental Health Charter?

PFNI asked why are we taking this forward now? It would be more imperative to choreograph the strategy first, and then look at the Mental Health Charters.

Has the Psychological Screening commenced? The infrastructure needs to be place first, before considering a Charter.

Non-Executive member pointed out that with BLWF requires a commitment that the organisation may not be able to give too.

Director of OHW stated we have a corporate risk to manage.

PFNI stated with the current objectives of OHW and officer/staff, cost is an issue. It would be best for the strategy to be implement first followed by a charter. MIND is not police force focused; PFNI would not back the use of MIND.

Director of OHW stated that there is a chance we could undo the good work already in place.

Non-Executive member asked what are the constraints re BLWF?

Director of OHW BLWF requires commitment from a number of other areas of PSNI, as well as OHW. This would be an aspirational framework for consideration after the MHRM Strategy is in place.

The chair brought to attention the need to be workforce focused, the health and wellbeing of the workforce is paramount to this.

The chair asked for this matter to be paused and a meeting with ACO People and Organisational Development, Director of OHW and himself will take place to discuss our approach going forward

(DCC enters room 11:05)

Action 25~ 17

Meeting to be arranged Chair, ACO People and Organisational Development and Director of OHW to discuss the Mental Health Charter and the organisational approach.

Decision (34):

Matter on hold until Mental Health Risk Management (MHRM) Strategy is in place August 2025. Mental Health Charters paper to be return to SMB Members for consideration November 2025.

(Director of OHW exits room 11:07)

7.0

77/25 PSNI Corporate Plan 2025-28 & ScoreCard

The chair introduced Head of Strategic Planning Performance and explained that the matter of the ScoreCard has been discussed at various stages of design by the Senior Executive Team.

Head of Strategic Planning Performance thanked the chair, and stated that is recommending to the board to approve the Corporate Plan and ScoreCard.

The Scorecard is to provide an assurance of delivery and a balanced view of performance against the organisation's corporate priorities.

The chair was happy that the ScoreCard would provide the level of detail

needed to measure the performance of the organisation.

The chair opened the floor for discussion.

ACC Justice commented that the previous version was too much, but was now content. Measures will be captured with this; ACC McNally thanked the Head of Strategic Planning Performance for the work that had gone into the ScoreCard.

ACO Corporate Services stated he was supportive of preparing a Corporate Plan and implementing an associated Scorecard for a trial period. He queried the use of 'mission' rather than 'purpose' in the Plan and also queried if some of the stated commitments were overly ambitious in our context.

ACC Justice commented that we can provide rationale if these markers are not reached in 3 years.

DCC backed ACO Corporate Services in putting the ScoreCard into practice. It will help with absenteeism, Ill health retirement etc. There are arguments still to be had re 5/10 year shifts.

The chair stated the Corporate Plan is strategic aspirational and it is where I want it to be, and needs to be.

Non-Executive Member also agreed with the idea of putting the Scorecard into practice, it will help with developing and understanding it better.

Decision (35):

Corporate Plan was agreed and ScoreCard to be put into practice to see how it progresses.

8.0

78/25 Allowances Policy

The Chair introduced the agenda item, ACO People and Organisational Development explained the reason and purpose of the paper to the members.

Director of Human Resources stated that the key factors that the organisation is facing retention is; the outside marketplace starting pay; we are tied to the Civil Service – this would provide us with a permanent solution. We have effectively re-wrote the Civil Service Recruitment and Retention Allowance (RRA), and ensured it is suitable to apply within the organisation.

The chair asked for members thoughts.

ACC Crime gave the example of the pilots, and the pressures to retain and recruit pilots. This would allow us to uplift pay to be competitive in the open market place. This is a step in the right direction.

ACO Corporate Services also supports the new policy as it provides a further tool in addressing resourcing issues. However, he queried whether the governance route should be amended to go to COO rather than SMB, to help secure sensitive information.

(DCC exits room 11:27)

NISPA also welcomes the policy, but stated there are more roles that this could be applied too, such as FOI, and HR partnered roles.

Non-executive member stated this will provide a mechanism to open the door for other roles.

NISPA also expressed that due diligence was required as this could open the floodgates.

Non-Executive Member commented that this will help and boundaries need to be set. Can the PSNI break away from the Civil Service conditions?

NISPA responded by stating the cost to the PSNI would be too much re pensions etc.

(DCC enters room 11:27)

The chair stated that the example of the pilots was well placed, as we need mechanisms in place to provide reassurances.

Action: 25~18

Director of Human Resources to provide update to Chair re current recruitment campaign for Fixed and Rotary Wing Pilots.

Decision (36):

Paper approved with the amendment 6.2.1 All applications to be approved by the Chief Operating Officer and not SMB.

NISPA to be consulted going forward.

9.0

79/25 Holiday Pay Divisor

The chair asked ACO People and Organisational Development to provide an overview of the organisations position.

ACO People and Organisational Development provided a verbal brief on the current on going Industrial Tribunal (IT) and awaiting the Supreme Court ruling. The matter is listed again on Friday 20th June 2025.

PSNI continues to gather liability, and needs to make a decision before the conclusion of the IT or Supreme Court ruling.

ACO People and Organisational Development seeks the approval of the members to change the divisor for the calculation of holiday pay to 20/240 prospectively. This will stop PSNI accruing additional liability.

Director of Human Resources stated to the chair that he was anxious as the organisation is accruing liability until the Divisor was agreed.

ACO Corporate Services is supportive of this proposed action. It will not incur any additional financial cost to the organisation, and helps close an open ended liability.

NIPSA asked the question would it have an effect on an individual's take-home pay.

ACO Corporate Services stated the impact would depend on the person's circumstances.

NISPA asked if the Holiday Pay Settlement would be taxable?

ACO Corporate Services explained that work was on going with HMRC to address the issue of tax.

NISPA asked a number of questions around the likely settlement and these were addressed, subject to future approvals.

ACO Corporate Services stated that the organisation is very keen to conclude the matter, and have instructed the legal team along these lines.

NISPA stated that the two lead cases of Holiday Pay Claim are members from the PSNI.

Non-Executive Member had read in the media the Divisor was to be

20/230. Where did the 20/240 figure presented here come from?

ACO Corporate Services stated this figure has been deduced by legal advice.

PFNI the business case is currently with the Department of Justice for consideration, and has not reached the Department of Finance yet.

Decision (37):

Members are supportive of Divisor and agreed the paper.

10.0

80/25 Annual Overview Report

In the absence of the Chief Operating Officer the Head of Corporate Governance opened the discussion by stating, the paper details the number of reports and recommendations made in 2024/25.

It outlines the numbers of recommendations that were implemented. The organisation continues to have a large number of high priority recommendations, and a large number of open recommendations in general.

The report shows 33 recommendations were not accepted. All 33 were approved by the COO, ratified at SMB and notified to ARAC.

The Head of Corporate Governance advised members that the Policing Board are becoming increasingly interested in the numbers of overdue high priority recommendations. Yesterday, a request for detail on the overdue high priority attendance management recommendations was made. The Head of Corporate Governance advised that some NIPB members expressed concern that responsibility for remedying the failure in controls appears to sit with Line Managers.

The Board have also requested an update on the 27 overdue high priority recommendations made by the ICO. Members have requested information on the timeframe for the implementation and completion of the recommendations that are overdue.

It was discussed that the completion of most of the 27 recommendations overdue (ICO) will take place in the next few weeks, due to positions being filled, and better clarity will be given to those still outstanding.

Action: 25~19

Chair and DCC to discuss the grading of high priority

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| | <p>recommendations.</p> |
| <p>11.0</p> | <p>81/25 Annual Risk Management Report</p> <p>In the absence of the Chief Operating Officer, the Head of Corporate Governance took member through the report.</p> <p>At year-end there were 9 risks on the Corporate Risk Register. Over the course of the year, 4 risks were escalated and three were de-escalated. Eight emerging risks were identified over the year, and the paper describes what assurances or actions were taken for each one. The Head of Corporate Governance outlined how this demonstrates active risk management and a dynamic Corporate Risk Register.</p> <p>Four risks were deep-dived at ARAC.</p> <p>The paper also expresses how risk management is integrated at departmental level – an area that will be subject to internal audit later this year.</p> <p>The report will also feature on the ARAC agenda tomorrow.</p> <p>The chair gave his approval as the report shows that governance is working.</p> <p>Decision (38): Approval granted by members.</p> |
| <p>12.0</p> | <p>82/25 Corporate Risk Register</p> <p>Again, in the absence of the Chief Operating Officer, the Head of Corporate Governance took members through the Corporate Risk Register</p> <p>There is one substantial change to the Corporate Risk Register that that members are asked to consider.</p> <p>Justice have drafted a revised Legacy and the Troubles/Conflict risk which is intended to replace the two risks currently on the Corporate Risk Register addressing Legacy and Inquests. If approved this the Corporate Risk Register will comprise of 7 risks and ARAC will be updated to that effect tomorrow.</p> <p>The chair invited ACC Justice to take members through the risk Legacy and the Troubles/Conflict.</p> <p>ACC Justice told members that lack of funding would lead the</p> |

organisation to not meeting our statutory obligations. To mitigate the risk a Strategic Litigation Plan has been put in place. This provided us with a starting point on what will be a long process.

The chair agreed that funding is not in place, and the organisation must lobby with our outside partners at every opportunity to help gain the correct funding.

Head of Corporate Governance also drew attention to the minor change to the wording of the Service Operating Model risk to articulate a focus on victim, community and workforce.

ACO Corporate Services stated the risks are reflective of where we are as an organisation.

Action: 25~20

Chair asked that the Corporate Risk Register be featured at the start of SMB agenda on a quarterly basis, to ensure that matter is given credence.

Decision (39):

Approval granted by members.

13.0

83/25 Health and Safety Six Month Update

ACO People & Organisational Development told members that this paper was for noting only.

The paper provided an overview of the findings at the Executive Health and Safety Committee (EHSC) which the DCC Chairs.

Main point to note re 9 Point Assault on Duty Plan;

H&S Branch have been working with the IARS Group / others to introduce automatic notification (email generated by SAP) to:

Supervisors when the IP has been assaulted 2 or more times within 1 year, and Senior Managers when IP has been assaulted 4 or more times within 1 year. This has been in place January 2025.

PFNI asked about the shortage of public order pads for leg and arms.

PFNI have been informed it will be August before these are replenishment in stores.

Action: 25~21

Chair to speak to ACC Operational Support Department re the supply of public order pads.

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| | <p>PFNI also asked about trends/lessons learnt from the subgroup legal claims, these have not been shared with the organisation.</p> <p>Action:25~22 Chair directed Strategic Communications & Engagement to ensure trends/lessons learnt was accessible on POINT.</p> |
| <p>14.0</p> | <p>84/25 Finance Report</p> <p>The chair invited ACO Corporate Services to brief the members on the Finance Report.</p> <p>ACO Corporate Services opened by stating the organisation is reporting a funding gap of £21m this year. As the chair has already stated, PSNI hope to receive £5m in the June Monitoring to help offset unanticipated costs associated with the recent disorder.</p> <p>The 5 year Planning exercise has now been commissioned by the Department of Justice (DOJ), and the draft submission will be discussed at the SET away day on 23 June 2025.</p> <p>Business case for Holiday Pay is currently with the DOJ for consideration. The Data Breach is also with DOJ, the legal system is getting frustrated with the lack of progression in both cases.</p> <p>The PSNI are pushing for a conclusion.</p> |
| <p>15.0</p> | <p>85/25 Governance Board Update Reports:</p> <p>Service Performance Board 15 May 2025</p> <p>DCC gave an update on the Service Performance Board, which he is the chair.</p> <p>HMICFRS PEEL Inspection of police response to public order last summer, was discussed and follow ups are being taken forward. This includes Operational Support Department Mobilisation Plan.</p> <p>The Roads Policing Report Card was also discussed as to what information should be included before sharing with Northern Ireland Policing Board.</p> |
| <p>16.0</p> | <p>86/25 Any Other Business</p> <p>The Chair provided an update to the members re;</p> <p>Terms of Reference re Rachel Langdale KC, Violence against Women and Girls Review shared with the NIPB.</p> <p>Angus McCullough review is nearing conclusion, with report expected in</p> |

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| | <p>July 2025.</p> <p>These reviews show the organisations transparency.</p> <p>The chair thanked those for their hard work over the past week, and to remind members of the senior management team, to check in with their officer and staff re welfare as much as you can.</p> |
| 17.0 | <p>87/25 Forthcoming Papers August</p> <p>Risk Management Quarterly Report (Sponsor: Chief Operating Officer)</p> <p>Assurance Quarterly Report (Sponsor: Chief Operating Officer)</p> <p>Review of Workforce Strategy (Sponsor: ACO People and Organisational Development)</p> |
| | <p><i>Meeting concluded at 12.18</i></p> |

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