



# Police Service of Northern Ireland

## RECORD OF MEETING

**NAME OF COMMITTEE:** Strategic Management Board (SMB)  
**DATE:** 14 May 2025  
**TIME:** 11.07am  
**LOCATION:** Main Conference Room, Brooklyn  
**CHAIRPERSON:** Chief Operating Officer

### MEMBERS:

Chief Constable	Apologies
Deputy Chief Constable	B Singleton
Chief Operating Officer	P McCreedy
ACC Justice	A McNally
ACC Local Policing	R Henderson
ACC Operational Support	Represented
ACC Crime	Represented
ACO Corporate Services	M McNaughten
ACO People and Organisational Development	C Duffield
ACO Strategic Planning and Transformation	A Magwood
Director of Strategic Communications & Engagement	Represented
Director of Legal Services	
Director of Information and Communication Services (Via Webex)	
Director of Human Resources (Via Webex)	

### NON-EXECUTIVE MEMBERS:

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

**OTHER ATTENDEES:**

Head of Governance	
Staff Officer Executive Support Team (Notetaker)	
Staff Officer for Deputy Chief Constable	

**OBSERVERS:**

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

Item No	
1.0	<p><b>58/25 Welcome and Apologies</b></p> <p>The Chair opened the meeting and welcomed all members.</p> <p>Apologies were received from the Chief Constable, ACC Crime, ACC Operational Support, Director of Finance, Director of Strategic Communications &amp; Engagement, SMB Committee Manager, NIPSA, and SANI.</p>
2.0	<p><b>59/25 Declaration of Conflict of Interest</b></p> <p>No conflicts of interest declared.</p>
3.0	<p><b>60/25 Record of Previous Meeting</b></p> <p>The record of previous meeting held on 16 April 2025, accepted as accurate, and all in attendance gave approval.</p>
4.0	<p><b>61/25 Actions Arising from Previous Meetings</b></p> <p>The Chair led a focused discussion on progress of the actions and updates noted on register.</p> <p>Chair will provide update on Action 25~05 at agenda item eight.</p> <p>Action 25~09: Deputy Chief Constable asked for consideration on how Superintendent Rank Modified Rest Days are to be managed.</p> <p>The following action was agreed for closure: Action 25~03.</p> <p><b>Action 25~10:</b></p> <p><b>Human Rights Review of Children, Young People, and Policing Report December 2024 added to register as not recorded in previous meeting, and closed – ACC Local Policing.</b></p>

5.0

**62/25 Draft Internal Audit Strategy 2025-2028**

**Draft Internal Audit Plan 2025-2026**

The Chair opened the agenda item welcoming the Head of Governance who took members through the paper seeking approval.

This is the third 3-year Internal Audit strategy with our current Internal Audit provider. This was considered at Audit and Risk assurance Committee (ARAC) yesterday, and Internal Audit indicated there were very satisfied with the engagement from PSNI.

The Policing Plan, known risks, informs the Strategy while also addressing areas of high spend, areas that may impact the trust and confidence in policing, and areas where other assurances exist.

The Strategy and the annual plans that are drawn from it will remain live documents and will be subject to change depending on organisational requirements.

For information, there is an established process for making changes to the Plan and this requires approval by the Chief Operating Officer.

It was also considered yesterday at ARAC. In particular, the lack of a timeframe for the DP/FOI audit was noted, and further narrative will be added, however ARAC suggested that it might be prudent to schedule the audit and focus on progress against the Independent Review recommendations.

Non-Executive Member suggested that, including reason for delay would be more favourable, instead of a no entry.

Following any amendments or changes, the Strategy and Annual Plan will be finalised and Internal Audit will then present to the Chief Constable as Accounting Officer for sign-off.

Once agreed the governance team will be contacting all Chief Officers to agree SPOCs and timeframes. Head of Governance asked the strategy and associated place to be cascaded to respective teams to enable work to commence as soon as possible.

Head of Governance stated 34 out of 36 reports was completed for last year, thanks noted for the time and effort of those who submitted.

Deputy Chief Constable noted that with the Data Breach taking place August 2023, the timing is right for the audit to take place. It was suggested that Q4 of 25/26 would be appropriate.

	<p>The Chair also noted her thanks for the reports that has been finalised.</p> <p>The key to this process is ascertaining the sponsor early to allow conversations to take place at an early stage to identify expectations and agree terms of reference early.</p> <p>Non-Executive Member reminded those present that Internal Audit is your friend; it seeks out the problems.</p> <p>The Chair told members that they have 500 internal audit days.</p> <p><b>Action 25~11:</b></p> <p><b>Document to be amended as discussed and agreed – Head of Corporate Governance.</b></p> <p><b>Decision (31):</b></p> <p><b>The FOI/DP Internal Audit will commence for Q4 subject to change.</b></p>
	<p><i>Deputy Chief Constable left the meeting at 11.30am and rejoined the meeting at 11.32am.</i></p>
<p><b>6.0</b></p>	<p><b>63/25 Draft Accountability Report/Governance Statement</b></p> <p>The agenda item was introduced by Chair and Head of Governance took members through the accompanying papers.</p> <p>The document forms part of the Annual Report and Accounts. It has been agreed with the respective Chief Officers and is here today for approval. The changes from last year's statement are outlined in the summary section.</p> <p>At yesterday's ARAC meeting a number of minor changes were noted for the Non-Executive Members Report.</p> <p>A declaration of interest was also made and all three changes will be made, along with any others identified today, before it is shared with NIAO and others.</p> <p>The Governance Statement is straightforward this year. The document makes reference to the data breach of 2023 because the organisation is still dealing with its outworking's and will continue to have a funding pressure.</p>

	<p>The other point of note is the changes to the governance structures and that too is included.</p> <p>Head of Governance noted their thanks to the practioners across the Service that contributed to the report.</p> <p>ACO Corporate Services asked if the ARAC survey responses (pg. 13-16) were necessary to have in the report</p> <p>Non-Executive member stated that the table of responses can be removed as it is sufficient to reference that the survey took place.</p> <p><b>Action 25~12:</b></p> <p><b>Document to be amended as discussed and agreed – Head of Corporate Governance.</b></p> <p><b>Decision (32):</b></p> <p><b>Approved - Changes to be completed and forward to Chief Constable as Accounting Officer to sign off.</b></p>
<p>7.0</p>	<p><b>64/25 Risk Register Working Together Programme Board (WTPB)</b></p> <p>ACC Justice took members of the board through the paper submitted and provided detail on what was currently taking place. Re Modernisation and Transformation the organisation are in the forefront and are seen to be the driving force for change to happen.</p> <p>The Citizen Portal is due to come on line in the next 3 /4 weeks – this will reduce the demand on call handling.</p> <p>ACO Strategic Planning and Transformation stated that WTPB has received favourable feedback from Service Transformation Board (STB)</p> <p>There is currently no risks that are currently reflected in the organisational Risk Register, WTPB is considered to be tactical and not for this governance route.</p> <p>Discussion took place if review of the justice system re risk register was it for Criminal Justice Board, or the Executive Office.</p>

If WTPB identified for example, new technology to benefit the organisation, it would be taken to the appropriate governance board such as STB to get approval and then ensure any recurring costs (e.g. annual usage licenses etc.) were captured.

ACC Local Policing states that while engaging with front line officers; file disclosures are no longer a problem. The technology provided works, disposals/no file pilot on going, the feedback is good.

Director of ICS the road show events held had great engagement from frontline officers. Any feedback about the kit/programmes we have taken on board and made improvements to improve efficiently.

Chair noted the success of the road shows and asked for an update to be provided to SET and Service Transformation Board (STB).

**Action 25~13:**

**Director of ICS to provide update on Roadshows to SET away day and STB – Director of ICS.**

The Chair asked for the recurrent revenues costs e.g. headcount implications to be tracked.

ACC Local Policing stated that the Roadshows where effective and stated it was a Job Well Done to Director of ICS.

NIPSA Representative also encouraged and praised the good work, and stated it was a good example of an engagement piece with front line officers, these roadshow events and the HR workshops.

Director of HR found the workshops very helpful and the Musgrave Street Station was very well attended.

**Action 25~14:**

**The Chair asked for the feedback of both engagement opportunities be fed back to Team PSNI – Director of ICS/Director of Human Resources.**

<b>8.0</b>	<p><b>65/25 Corporate Risk Register</b></p> <p>The Chair introduced the agenda item, the Head of Governance who pointed out the slight change made to the wording of the Funding risk during this reporting period.</p> <p>The wording of the Funding risk has been amended to include reference to the three pillars: victims, communities and workforce.</p> <p>Upcoming Risks, which were noted at ARAC, are the Psychological and Inquest Risk.</p> <p>The Chair provided an update on the Recovery Business Case – Gold meeting held on 12 May 2025, this was convened to ensure that the organisation can deliver what is required of us.</p> <p>We have identified Psychological as risk, written it up and took action to mitigate it. This risk has components across all areas of business; OHW can help mitigate this risk.</p> <p>ACO People and Organisational Development is content to keep this risk on People and Organisational Development Risk Register. A paper will be submitted next month Workplace Mental Health Charters.</p> <p>The Chair asked if SET had any, other concerns re risk. No responses received.</p> <p>Funding Risk re Legacy and Inquests will be looked at in June’s SMB.</p>
<b>9.0</b>	<p><b>66/25 Finance Report</b></p> <p>The Chair asked ACO Corporate Services to provide update re Finance Report.</p> <p>ACO Corporate Services informed the members that the funding gap had reduced from £31m in the initial Draft Resource Plan considered in March, to £21m as a result of further allocations expected in June Monitoring. The revised Draft Resource Plan has now been submitted to the NIPB Resources Committee to be discussed on 29 May 2025.</p> <p>June’s Monitoring Report has now been commissioned and PSNI will bid for funding to close the residual gap</p>

Over the last number of months, PSNI has experienced an increasing number of business cases and requests for approval that are past the expiry date, after the event or simply late.

The DOJ has written to PSNI on this matter. PSNI Finance has raised the issue with all business areas, reinforcing the need to ensure contracts and business cases are completed and submitted for approval in sufficient time ahead of expiring end dates.

All areas are asked to help ensure compliance. It was noted that although there was an increase in non-compliance, it was in defined areas and that overall controls were being effective.

ACO Strategic Planning and Transformation stated that the new Procurement Act/Process – Tenders received are not compliant, which also adds to time delays for products/services.

Non-Executive Member stated if sufficient information is given in the first instance, it can help avoid further criticism.

DoJ have indicated 2 future planning exercises will be commissioned:

- A UK wide 3 year CSR exercise which is expected mid-June; &
- A 5 year exercise to be commissioned by the Northern Ireland Executive in mid-May.

Members agreed the 3 Year CSR exercise will be a worthwhile exercise. However, members did not see the value of carrying out a 5 year exercise.

There was some discussion around the utility of the current delegated limits, especially relating to legacy and legal cases.

Discussion took place around the table as why this may be the case and how this could be addressed.

Non-Executive Member suggested a review to take place of the current partnership agreement.

*ACO People and Organisational Development joined the meeting at 12.06pm.*

**10.0**

**67/25 Governance Board Update Reports:**

**Service Transformation Board - 2 April 2025**

ACO Strategic Planning and Transformation provided an overview of;

- Transformation Strategies

- Service Operating Model
- HR Transformation Paper
- Terms of Reference have been agreed re reviews of Ops Planning, Co-ordination and Tasking Centre (CTC) and Secretariat
- Closure of Remaining OHW Review Recommendations
- Ratification of STB Terms of Reference
- Digital Transformation update.

NISPA Representative raised the point that the Ops Planning, and CTC reviews need communicated to officers.

A discussion took place as to what methods would be best to communicate to officers about the review.

Deputy Chief Constable pointed out the highest hits received are from the Chief Constable's blogs.

PFNI representative pointed out that roadshows are currently being well received as officers feel they are being seen and heard.

Deputy Chief Constable also pointed out that any internal comms communicated must be drawn up as if it would be external comms piece, this is to mitigate any risk that it may reach the public domain.

**Action: 25~15:**

**A comms plan needs to be devised and put into action re Ops Planning, and CTC reviews – Director of Strategic Communications and Engagement.**

**Service Performance Board - 23 April 2025**

Deputy Chief Constable provided an overview of Service Performance Board;

- HMICFRS PEEL Inspection report and draft service response:- Owners have been identified and work streams allocated
- HMICFRS proposal 2025-26:- DOJ and NIPB will be informed when this work is commissioned.
- Policing Plan Report Cards Strategic Planning and Performance have been working hard on the content of report cards.

	<p>PFNI representative raised the point with Chief Constable on 9 May 2025 re psychological screening.</p> <p>Deputy Chief Constable explained that D/Ch/Supt of Public Protection Branch has been tasked to explore and document findings on this matter.</p> <p>The Chair stated those placed in roles of greater risk such as Cyber, CSI, do have specific support offered.</p> <p>ACO People and Organisational Development told the meeting a pilot will occur re the evaluation of psychological screening.</p> <p>Deputy Chief Constable pointed out support could be ‘Take a Beat’, Line Manager chat, to OHW Referrals.</p> <p>NISPA Representative wanted to know why the delay in bring this into practice in PSNI; it is already in practice in England and Wales.</p> <p>Deputy Chief Constable stated funding was problematic.</p> <p>ACO People and Organisational Development pointed out that PSNI are on plan, and have multi services available to officer and staff, that are not wildly available in forces in England and Wales. OHW also offer additional support to those in roles of greater risk.</p> <p>A paper will be forthcoming to SMB re at the end of the summer for consideration.</p>
<p><b>11.0</b></p>	<p><b>68/25 Any Other Business</b></p> <p>ACO People and Organisational Development provided a verbal update to members re the Refresh of the People Strategy, which will be presented to SMB next month.</p>
<p><b>12.0</b></p>	<p><b>69/25 Forthcoming Papers (June)</b></p> <ul style="list-style-type: none"> <li>• Health and Safety Six Monthly Update (Sponsor: ACO People and Organisational Development)</li> <li>• Review of People Strategy(Sponsor: ACO People and Organisational Development)</li> <li>• Representativeness (Corporate Risk Register - Emerging Risk) (Sponsor: ACO People and Organisational Development)</li> </ul>

	<ul style="list-style-type: none"><li>• Allowances Policy (Sponsor: ACO People and Organisational Development)</li><li>• Workplace Mental Health Charters(Sponsor: ACO People and Organisational Development)</li><li>• PSNI Corporate Plan 2025-28 (Sponsor: ACO Strategic Planning and Transformation)</li><li>• Balanced ScoreCard (Sponsor: ACO Strategic Planning and Transformation)</li></ul>
	<p><i>Meeting concluded at 12.40pm.</i></p>

Date of next meeting: Wednesday 18 June 2025 at 10.00am