



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 16 March 2026
TIME: 9.09 am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Deputy Chief Constable

MEMBERS:

Chief Constable	Apologies
Deputy Chief Constable	B Singleton
Chief Operating Officer	Apologies
ACC Justice	Represented
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	Apologies
Director of Strategic Communications & Engagement	
Director of Information & Communication Services	Apologies
Director of Human Resources	
Director of Finance	Apologies

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	
C/Supt Public Protection (Agenda item 5.0 only)	
Director of OHW (Agenda item 10.0 only)	

OBSERVERS:

PFNI	
NIPSA Secretary	
SANI President	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>14/26 Welcome and Apologies</p> <p>Chair opened the meeting and welcomed all members. Apologies were received from:</p> <p>Chief Constable Chief Operating Officer ACC Operational Support ACC Justice Director of Information & Communication Services Head of Legal Services Director of Finance Chief Superintendent Executive Support Team SANI</p>
2.0	<p>15/26 Declaration of Conflict of Interest</p> <p>No conflicts of interest declared.</p>
3.0	<p>16/26 Record of Previous Meeting</p> <p>The record of the previous meeting on 18 February 2026 was accepted by all in attendance and approved.</p>
4.0	<p>17/26 Actions Arising from Previous Meetings</p> <p>No current actions.</p>
5.0	<p>18/26 Independent Review into Violence Against Women and Girls (VAWG) and PSNI Culture – Langdale Review</p> <p>The Chair invited the D/C/Supt for Public Protection Branch to brief members on the paper.</p> <p>The D/C/Supt for Public Protection provided an overview of the paper. She outlined the strategic options for publication and proposed governance mechanisms for the management and implementation of recommendations. She advised those present that a refreshed Violence Against Women and Children Action Plan following on from the report will be also be presented to SMB (anticipated for April SMB).</p> <p>A discussion was then held around the report’s publication. A range of views were expressed in support of options 1 and 2. Consideration was also given to the wishes of those who had contributed to the Langdale report as well as FOI responsibilities in terms of publication. The Chair also shared the Chief Constable’s view with those present.</p>

ACC Crime advised that the VAWG group would need expanded to include DEI and Estates which he would progress.. He also suggested that progress on the recommendations that focus on training will also be monitored by this group.

Consideration was given to the four options for publication presented in D/C/Supt PPB's paper. The Chair put forward an amended version of option 2, which would see an Executive Summary prepared by the report author and all the recommendations published and the full report shared only with those who contributed and trusted stakeholders including NIPB and Staff Associations. .

Decision (4):

SMB agreed to amend and approve the amended option 2 as outlined above.

C/Supt Public Protection left at 10.07am

NEM arrived at 10.07am.

6.0

19/26 Quarterly Assurance Report

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

The Head of Corporate Governance provided an overview of the paper which included Internal Audit activity, CJINI inspections and Overview.

A brief discussion was held on Internal Audit noting the approximate cost of IHR and the reporting of this to the Head of Internal Audit in NIPB.

Decision (5):

SMB agreed to:

Ratify the 'Not Accepted' Recommendations requested by Chief Officers and approved by the Chief Operating Officer.

Decision (6):

SMB agreed to:

To approve the Overview section of the report for sharing with the Audit, Risk and Assurance Committee in April.

7.0	<p>20/26 Draft Internal Audit Plan 2026/27</p> <p>The Chair invited the Head Corporate Governance to present to the Board.</p> <p>The Head of Corporate Governance advised the IA report is here for approval and it has been consulted upon with Chief Officers.</p> <p>SMB requested a number of changes be made to the Plan including broadening the scope of C37 to include all armouries and not just Steeple. Changes to audits S1, C32 and C35.</p> <p>Decision (7):</p> <p>SMB agreed to the following:</p> <p>The Draft IA Plan is approved.</p>
8.0	<p>21/26 Draft Year-End Stewardship Statement</p> <p>The Chair asked the Head of Corporate Governance to present the paper.</p> <p>Head of Corporate Governance advised that SMB approval is required before the CC considers the statement for sign off. The exceptions are limited to 6 IA priority 1s. All six were reported at the mid-year point. Three updates are outstanding but the remainder of the statement has been approved by the respective ACO/ACC.</p> <p>ACO Corporate Services raised need to reference the critical incident in Steeple.</p> <p>ACO People and Organisational Development also raised if the lack of a scheme of delegation should also be addressed in the statement.</p> <p>ACTION 26~1 – The Chair asked ACO POD to provide a short form of words to the Head of Corporate Governance. The Chair advised the statement should go back for amendments before returning to SMB for approval.</p> <p>Decision (8):</p> <p>SMB agreed to the following:</p> <p>The Draft Stewardship Statement is approved subject to the minor amendments discussed. Head of Corporate Governance to</p>

	<p>progress with the Chief Operating Officer.</p>
<p>9.0</p>	<p>22/26 Draft Resource Plan</p> <p>The Chair invited ACO Corporate Services to present the paper.</p> <p>ACO Corporate Services directed members to a number of key areas within the report.</p> <p>A discussion was held around areas that may impact the projected costs including staff environment allowance, holiday pay, IHR costs and overtime.</p> <p>ACO Corporate Services advised at this stage the Draft Resources Plan still needs to be presented to NIPB.</p> <p>It was agreed that the paper should be amended to reflect the discussion, including a cut to Overtime, and the revised paper presented at SET before issue to the Resources Committee.</p> <p>ACTION 26~2 – ACO Corporate Services amend the Plan and represent to SET before issue to NIPB.</p>
	<p><i>The Chair (DCC) left the meeting at 11.00am.</i></p> <p><i>Director of OHW arrived at 11.00am.</i></p> <p><i>ACO Corporate Services took over as Chair at 11.00am.</i></p>
<p>10.0</p>	<p>23/26 NIPB Briefing Paper: Outcome 3.3 - We are Workforce Focused - Occupational Health and Wellbeing</p> <p>The Chair asked the Director of OHW to provide an update on the Briefing Paper.</p> <p>Director of OHW provided an overview of the paper and the Board complemented the work in producing a comprehensive paper, which brought together all the work OHW was undertaking.</p> <p>A brief discussion was also held around the increase in sickness absence due to psychological reasons and the work on psychological screening being carried out by OHW.</p>
	<p><i>Director of OHW arrived at 11.08am.</i></p>
<p>11.0</p>	<p>24/26 Finance Report</p> <p>The Chair outlined this is the last Finance Report of the year. We are</p>

	<p>aiming for a break even position with increased expenditure profiled for the current month.</p> <p>Members were also directed to overtime that is expected to break even, an under spend in ASF and the programme of business cases, within the report.</p>
<p>12.0</p>	<p>25/26 Corporate Risk Register</p> <p>The Chair invited the Head of Corporate Governance to present the report.</p> <p>The Head of Corporate Governance relayed that there are no significant changes to the Corporate Risk Register since the last meeting.</p> <p>Members were advised that the Data and Information Risk Management risk's tolerable rating that has been reduced in line with the organisations risk appetite statement. Corporate Governance have advised all other data/information risk owners to review their tolerable rating in light of this.</p> <p>The Chair asked whether an annual review of the Corporate Risks would be conducted. The Head of Corporate Governance advised that this would be included in the next quarterly report to SMB.</p> <p>A discussion was held around a trust and confidence risk as a result of the Langdale Report and other ongoing issues.</p> <p>ACTION 26~3 - Head of Corporate Governance to include reference to a potential Corporate Risk in the next Risk Management paper.</p>
<p>13.0</p>	<p>26/26 Governance Board Update Reports:</p> <ul style="list-style-type: none"> • Service Performance Board – 11 February 2026 <p>The DCC advised there was nothing exception to raise. No questions put forward on this.</p>
<p>14.0</p>	<p>27/26 Any Other Business</p> <p>No other business raised.</p>
<p>15.0</p>	<p>28/26 Forthcoming Papers (April)</p> <ul style="list-style-type: none"> • Transferee Programme (Sponsor: ACO People and Organisational Development)

Meeting concluded at 11.22am

Date of next meeting: Wednesday 15 April 2026 at 10.30am