



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 19 November 2025
TIME: 10.31am
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	Represented
ACC Local Policing	R Henderson
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	Represented
Director of Legal Services	Represented
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	
Hate Crime Lead (Agenda Item 8)	
Chief Inspector Criminal Justice (Agenda Item 9)	
Assistant Director of HR (Agenda Item 10)	

OBSERVERS:

PFNI	
NIPSA Secretary	
SANI President	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>137/25 Welcome and Apologies</p> <p>Chair opened the meeting and welcomed all members. Apologies were received from:</p> <p>Chief Constable ACC Justice ACO Strategic Planning and Transformation Director of Legal Services Director of Information and Communication Services</p>
2.0	<p>138/25 Declaration of Conflict of Interest</p> <p>COI declared by Board Member and noted.</p>
3.0	<p>139/25 Record of Previous Meeting</p> <p>The record of the previous meeting on 15 October 2025 was accepted by all in attendance and approved.</p>
4.0	<p>140/25 Actions Arising from Previous Meetings</p> <p>Members were updated on the progress of all actions:</p> <p>25~09: ACC Local Policing updated members that the survey has closed. Paper to be presented to SMB on 17 December.</p> <p>25~24: Agreed to close.</p> <p>25~27: Keep open.</p> <p>25~28: Meetings scheduled. Keep open.</p>
5.0	<p>141/25 Finance Report</p> <p>Director of Finance provided an update to members of a non ring-fenced pressure of £17.3 million. This is a reduction of £4.2 million on previous months. Members were advised there were easements in accommodation services, increased receipts and profits on disposal of assets such as Castlederg and Desertcreat accounting for the change.</p> <p>The next Monitoring round has now formally been commissioned by the Department of Finance and members were updated on the bid to be submitted.</p> <p>Members reflected on rising IHR and IOD costs. There is a £62 million combined cost between IOD and IHR this year. Difficulties in predicting</p>

	<p>spend were noted, but the trend was upward.</p> <p>It was also noted there have been meetings with DOJ and the Board regarding IOD. The process needs modernised and reformed. Concerns were also discussed by members regarding retrospective IOD's.</p> <p>ACO Corporate Services briefed members that PSNI have a bid in the request for monitoring. PSNI have been promised access to £7 million to support the recovery business case and there is a commitment to support additional funding of £6.7 million towards the police pay award – as a result, ACO Corporate Services noted we are close to a break-even scenario.</p> <p>The fixed wing business case was discussed and it was confirmed this is progressing, with capital available next year.</p> <p>Members discussed supervisory approval with regards to 23/10's and IOD's. The Deputy Chief Constable advised members that he will query this with Chief Superintendent Professional Standards.</p> <p>Action 25~29 – Deputy Chief Constable to have discussion with Chief Superintendent Professional Standards regarding 23/10's and IOD's.</p>
<p>6.0</p>	<p>142/25 Governance Board Update Reports</p> <ul style="list-style-type: none"> • Service Performance Board – 6 October 2025 <p>Members noted the update from Service Performance Board on 6 October 2025.</p> <p>Clarity was requested by Non-Executive Member and provided on the following items contained within the record of the meeting:</p> <p>Page 4 – <i>'There has been a stall in Partnership Working which is disappointing and constantly under review'</i> – this refers to the MARAC review and someone has been appointed to deal.</p> <p>Page 5 – <i>'Nationally the PSNI is currently 36th out of 44'</i> - It was confirmed this was in relation to Call Handling.</p> <p>The Deputy Chief Constable advised there is a process of evolving the content of Service Performance Board. The next iteration will be workforce focused and attended by HMIC.</p>
<p>7.0</p>	<p>143/25 Risk Management Quarterly Report</p> <p>Head of Governance introduced the Quarterly Risk Management Report</p>

to members.

It was noted there have been discussions at SMB and SET about risk appetite and that the draft risk appetite statement presented seeks to outline interaction with risk appetite and risk tolerance. Head of Governance noted they have tried to future proof the risk appetite statement, however it will be reviewed and updated periodically.

Decision (51):

Risk appetite statement agreed by members.

Head of Governance advised members of proposed changes to the Corporate Risk Register.

- A request from ACC Operational Support to consider escalating a Corporate Information Risk to the Corporate Risk Register.
- A request from the Deputy Chief Constable to replace the current Information Management risk with a new Data and Information Management risk.

The Deputy Chief Constable's request was considered by members. It was noted the request centres on a revision of the existing risk, a lower tolerable rating and new controls added.

Decision (52):

Risk rating to be revisited.

The Deputy Chief Constable advised members of the return of the Independent Review Team, and advised we are beyond $\frac{3}{4}$ completion, and with progress made - to look again at risk rating.

The Deputy Chief Constable noted the Corporate Information Risk is not at the point of escalation and should remain at departmental level managed through SDB and OSD. The revised residual risk rating to 25 was discussed and demand was noted alongside the impact of the 2023 Data Breach on resourcing within the department.

Decision (53):

Members agreed Corporate Information Risk should remain at departmental level.

Head of Governance raised the integrated view of resourcing risks that are on Branch and Departmental risk registers. Whilst there are no specific resourcing risk on the CRR, it features as a control measure for some of the corporate risks. Members noted there are 51 risks relating to resourcing which have a variety of causes.

	<p>Members analysed if resourcing pressures are adequately captured on the CRR, mitigations and impacts noted. It was noted that pressure is felt across all areas and RAM is trying to balance resources, however this isn't sustainable. Members discussed funding pressures, effect on performance and potential service failures.</p> <p>Decision (54):</p> <p>Members agreed that resourcing pressures are adequately covered on the CRR.</p> <p>ACC Crime discussed with members the Terrorist Attack Risk – Op Inspire – reassurances sought that people are aware of what this is and exercise around how this is deployed.</p>
	<p><i>ACC Local Policing left the meeting 11.26am</i> <i>Hate Crime lead joined the meeting 11.28am</i> <i>ACC Local Policing rejoined the meeting 11.28am</i></p>
<p>8.0</p>	<p>144/25 Hate Crime Advocacy Services Extension</p> <p>Hate Crime Lead introduced the paper to members, noting that the requested extension would be for a 12 month period from 1 April 2026.</p> <p>Members noted the expected costs and DOJ contribution.</p> <p>Members discussed timing of paper with regards to re-procurement and reassurances were sought and provided with regards to delivery. It was noted a monthly meeting takes place involving the Advocacy co-ordinator. Hate Crime Lead confirmed confident she will be alerted to early warning signs.</p> <p>Decision (55):</p> <p>Members agreed to approve the extension of the Hate Crime Advocacy Service Contract, subject to business case and funding etc.</p>
	<p><i>Hate Crime lead left the meeting 11.40am</i></p>
<p>9.0</p>	<p>145/25 PNC impendings</p> <p>Chief Superintendent Criminal Justice introduced members to the paper. Following the introduction, Chief Inspector Criminal Justice advised of inaccuracies relating to PSNI records held on the Police National Computer and that these affect around 25,000 individual's records. Moving from PNC to a new national database NLED is shining a light on data, and it was noted NI records account for 20% of PNC data error across the UK.</p>

	<p>Level of automation was noted to members however there is a residual backlog that requires manual intervention. Potential for ICO involvement noted, and action is required to ensure errors are remedied.</p> <p>It was noted that due to the cancellation of the DQ contact with Cordian, this work fell to Criminal Justice without expertise. The current Data Quality team are self-trained. A request is submitted for 5 ASO's for 3 years. Director of HR noted competing demands in requests for ASO's across the organisation and would need direction on the priority. A balance of resources was discussed by members.</p> <p>It was confirmed PSNI use both CRB and PNC. Errors with the Causeway system were noted. Cost implications and wider organisational impacts of the errors were noted.</p> <p>Members noted the governance route for this paper may be better suited to RAM. It was also noted that the line on plausible deniability should be removed and that the risk needs articulated further.</p> <p>Decision (56): The resource request set out in the PNC impending paper should be considered at the next RAM meeting.</p>
	<p><i>Ch/ Insp Criminal Justice left the meeting 11.53am</i> <i>Director HR left the meeting 11.53am</i></p>
	<p>Following on - members had a discussion regarding forthcoming papers, and it was noted consideration should be given as to whether SMB is the correct governance route.</p> <p>Action 25~30 - Chief Superintendent Executive Support Team to have a conversation with the Head of Governance regarding SMB committee management.</p>
	<p><i>Director of HR rejoined the meeting 11.55am</i> <i>ACO People and Organisational Development joined the meeting 11.55am</i> <i>Assistant Director of HR Joined the meeting 11.55am</i></p>
<p>10.0</p>	<p>146/25 Review of Workforce Strategy</p> <p>ACO People and Organisational Development introduced members to the Workforce Strategy. The Draft Workforce Strategy came to SMB in August 2025 for noting, at that time the strategy was going through consultation, attendees were advised that feedback has been positive and the final version is now put forward to members for approval.</p> <p>It was emphasised that this strategy recognises and celebrates the unique roles PSNI undertakes. The strategy has been developed with</p>

'our people' including Staff Organisations, SET and Focus Groups, all have fed into and helped shape the strategy.

Members also noted this strategy is different, it is reciprocal. The Workforce Strategy recognises that the responsibility is on all Police Officers and Police Staff to be workforce focused.

It was noted the workforce strategy commits to 11 initiatives, and alignment with the NI Policing Plan and PSNI's Corporate Plan were noted.

ACO People and Organisational Development put on record her thanks to the Assistant Director of HR for her work on this.

The Assistant Director of HR noted colleagues wanted something that really reflected issues they are facing and expressed thanks to Staff Associations for engagement.

Members were supportive of the strategy. It was queried if the strategy will go externally. It was noted strategy is internal, however will be scheduled for NIPB. Members discussed next steps, it was noted People and Organisational Department have a leadership role to play and updates will come through Governance routes.

Decision (57):

Members approved the Workforce Focused Strategy.

*ACO People and Organisational Development left the meeting 12.09pm
Assistant Director of HR left the meeting 12.09pm*

11.0

147/25 Any Other Business

ACC Operational Support raised the CPU Policy advising sight hadn't previously been had of the equivalent Policy within the Metropolitan Police until 30th October 2025. It was noted the CPU Policy needs to be revisited, the equivalent policy has a partnership group for joint decisions. It was noted there is to be advice through Senior Counsel in the next 2 weeks and that we need to demonstrate we have done all we can to get involvement from appropriate partners.

ACC Crime gave members a brief strategic overview regarding Op Lucanidae - ACC Crime is Gold Commander.

Members noted figures re victim support referrals, engagement, rape allegations, emails and safeguarding concerns. Suspects have not been declared yet. It was noted this is an additional demand and there will be

	<p>a requirement for 6 additional officers from across the organisation to provide support. It is suspected Op Lucanidae will run for a significant amount of time. It is also noted structures/ guide rails are being developed. ACC Crime noted thanks to Justice Department as CMC have worked on this. The Health Minister and Permanent Secretary have been briefed. Justice Minister to be briefed.</p> <p>Members discussed declarations as part of the new COI Policy and Notifiable memberships. DCC advised it would be expected for people to have a conversation with their line management if they hold those roles.</p>
12.0	<p>148/25 Forthcoming Papers (December)</p> <ul style="list-style-type: none">• Health and Safety Six Monthly Update (Sponsor: ACO People and Organisational Development)• Unsocial Hours (Sponsor: ACO People and Organisational Development)• CRTP (Sponsor: ACO People and Organisational Development)• Maternity Support Leave (Sponsor: ACO People and Organisational Development)• Evaluation Report from Trial Temporary Cease on the Use of Modified Rest Days across the Organisation (Sponsor: ACC Local Policing)• AMG Update (Sponsor: ACO People and Organisational Development)
	<p><i>Meeting concluded at 12.24pm</i></p>

Date of next meeting: Wednesday 17 December 2025 at 10.30am