



Police Service of Northern Ireland

RECORD OF MEETING

NAME OF COMMITTEE: Strategic Management Board (SMB)
DATE: 20 August 2025
TIME: 10.32am
LOCATION: Main Conference Room, Brooklyn
CHAIRPERSON: Deputy Chief Constable

MEMBERS:

Chief Constable	Apologies
Deputy Chief Constable	B Singleton
Chief Operating Officer	Apologies
ACC Justice	A McNally
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	A Magwood
Director of Legal Services	
Director of Strategic Communications & Engagement	Represented
Director of Information & Communication Services	
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)	Apologies
Staff Officer Executive Support Team (Notetaker)	
Head of Corporate Governance	
Criminal Justice Research Inspector (Agenda Item Five)	
Assistant Director of HR (Agenda Item Seven)	

Director of Learning & Organisational Development (Agenda Item Eight)	
Leadership Principal (Agenda Item Eight)	
ASO Executive Support Team (Observing as Induction Process)	

OBSERVERS:

PFNI Secretary	
NIPSA Secretary	
SANI Secretary	

ACTIONS assigned by the Chair are highlighted in blue text.

Item No	
1.0	<p>99/25 Welcome and Apologies</p> <p>Chair opened the meeting and welcomed all members. Apologies were received from Chief Constable and Chief Operating Officer.</p>
2.0	<p>100/25 Declaration of Conflict of Interest</p> <p>No conflicts of interest were declared.</p>
3.0	<p>101/25 Record of Previous Meeting</p> <p>The Record of Previous Meeting on 18 June 2025 was accepted by all in attendance and approved.</p>
4.0	<p>102/25 Actions Arising from Previous Meetings</p> <p>Members were updated on the progress of all actions. The following actions were agreed for closure: Action 24~18, Action 25~07, Action 25~16, Action 25~17, Action 25~18, Action 25~19, Action 25~20, Action 25~21 and Action 25~22.</p>
	<p><i>Criminal Justice Research Inspector joined the meeting at 10.42am.</i></p>
5.0	<p>103/25 Implementation of Pre-Record and Peer-Assisted Recording (PAR) on PSNI Body-Worn Video Cameras</p> <p>ACC Justice introduced the paper presenting the strategic case for the implementation of Pre-Record and Peer-Assisted Recording (PAR) on existing Motorola Body-Worn Video (BWV) cameras.</p> <p>Criminal Justice Research Inspector briefed members on the benefits, including fulfilling PONI recommendations, improving transparency and accountability.</p> <p>Criminal Justice Research Inspector also briefed members on concerns raised and how they have been addressed including capturing private conversations. Members noted that redactions can be made if unsuitable for evidential chain and under the Code of Ethics officers should be comfortable with their on-duty conversations being recorded.</p>

Members noted BWV is not used within PSNI estates.

Members discussed the verbal warning currently given when BWV is activated and the need to perhaps update the wording to include previous 30 seconds was recorded. Members agreed national guidance should be consulted for guidance. Members noted the presence of warning sticker on Body-Worn.

Members discussed and agreed why 30 seconds was the most appropriate time for pre-recording. Members noted the increase in workload on current manual redaction of BWV footage. Members were briefed on plans for procurement of a new system which would not require docking and officers could use an app on the phones to exhibit BWV footage.

Members discussed the technicalities of the PAR including the ability to turn individual cameras off, recording a verbal reason.

Members noted national usage and stakeholder engagement, including PPS and consultation, including PFNI support.

Members discussed a phased review period to understand the practicalities and additional bureaucracy with a review at one month, three months and six months, reporting back to SMB.

Members also discussed the sensitivities when communicating to officers and the need to highlight the benefits and good news stories. A show and tell to be demonstrated at next Local Policing Management Meeting as District Commanders will be good advocates. Implementation to be linked to Workforce Strategy and positive communication and education of why it is being implemented: for their safety and equipping them to do their job.

Decision (40):

It was agreed a phased review period of one month, three months and six months was necessary to capture an evidence base to understand demands and impacts of implementing pre-record and peer-assisted recording of BWV. Final review report to be returned to SMB.

Action 25~23:

(actioned during agenda item seven , by DCC as Chair)

Audit to be undertaken to check BWV Warning Sticker and Reflective Police Patch displayed on body armour – ACC Local Policing.

Deputy Chief Constable left the meeting at 11.12am and appointed ACC Crime as Chair during his unavoidable absence.

Criminal Justice Research Inspector left the meeting at 11.20am.

6.0

104/25 Risk Management Quarterly Report

Head of Corporate Governance briefed members on the context behind the new Risk Management Quarterly Report, including engagement with internal and external stakeholders. Head of Corporate Governance declared an interest as an Activity Lead for WPA. The paper today provides a helicopter view of all the risks on Departmental and Branch Risk Registers.

Members were briefed on a draft organisational risk appetite statement and asked to consider the wording of the four risk appetite classification descriptions and how they apply to each corporate risk.

Members discussed the use of the word 'cautious' in the draft risk appetite statement. Members felt the word 'cautious' did not reflect that we challenge ourselves in order to continuously improve or recognise a balanced approach. Members discussed alternatively using the words thoughtful, weighted, considered, balanced, considered or principled. Members reflected on the need for the wording to be correct, so as not to exacerbate the negative trait identified in the Cultural Audit where the workforce feels fearful.

Members discussed firstly thinking about the classifications which will then feed into what the appetite for risk actually is, each risk will be in a different place which will lead us to our statement. Members discussed the benefits of the four point scale.

Members discussed how statement and classifications will be embedded into training provided to those that manage risk and will guide decision making.

Decision (41):

It was agreed that Corporate Risk Register Ratings should be considered first as this will guide us as to where we have tolerance or no tolerance. Risk Appetite Statement should then be refined and returned to SMB. 'Balanced and considered' approach was preferred to 'cautious' approach.

Action 25~24:

Corporate Risks to be circulated to SET members to score individual risk appetite classification. Individual Classification Scores to be collated and discussed at SET meeting on 8 September 2025 – Head of Corporate Governance.

Action 25~25:

Refine Risk Appetite Statement and bring back to SMB in September within Monthly Corporate Risk Register Paper – Head of Corporate Governance.

Head of Corporate Governance asked members to consider whether risks based on current recorded crime data should be drafted and added to Branch or Departmental Risk Registers.

Members discussed how a rise in reported crime can on occasions be a positive and how the risk to be mitigated is potential pressure point of demand and dedicated resources. Members reflected how resourcing will appear on most Branch/Departmental Risk Registers and control strategies will be in place.

Members were briefed on how Service TTCG identifies priorities which are reported on to SPB. If SPB are not convinced risks are mitigated, then they should be escalated to SMB, to ratify for inclusion in Corporate Risk Register (CRR), including a justification as to why the risk is proposed to be included in CRR.

Members agreed that a symptom of resourcing is partnership and prevention across all communities.

Decision (42):

It was agreed that for SMB members to decide on whether proposed crime risks should be added to Branch or Departmental Risk Registers was not the right approach. Feedback from Service Performance Board should cause all Branch/Department Leads to question the risks within their areas.

Members were asked to consider whether HMICFRS gradings of 'requires improvement' and Internal Audit 'Limited' Assurance Audits should result in risks being added to Branch/Departmental Risk Registers, until recommendations have been successfully implemented.

Members discussed whether this would overlap with Overview and reflected that an element of the risk may already be captured within a Branch/Departmental Risk Register.

Members noted that Attendance Management had previously been added and as a matter of practice seems a good practice.

Decision (43):

It was agreed that a comply or explain reference should be added to the decision whether a HMICFRS grading of ‘requires improvement’ and Internal Audit ‘Limited’ Assurance Audits should be added to a Branch/Departmental Risk Register.

Members discussed and agreed that there are benefits to sight for SMB members across Departmental and Branch Risk Registers on a quarterly basis.

Decision (44):

Risk Management Quarterly Report to include detail on Departmental and Branch Risk Registers.

*Deputy Chief Constable rejoined the meeting as Chair at 11.36am.
Members availed of a break between 12.02pm – 12.08pm.
Assistant Director of HR and Director of Learning and Organisational Development joined the meeting at 12.08pm.*

7.0

105/25 Review of Workforce Strategy

ACO People and Organisational Development introduced the Draft Workforce Focused Strategy for noting. Members were encouraged to provide their views and thoughts. Members noted that the draft strategy is deliberately different to the previous People Strategy and is owned by everyone.

Assistant Director of HR briefed members on the three outcomes: equip, engage and empower and that the strategy is a product of listening to staff through a range of engagement platforms and staff surveys.

Members discussed personal responsibility and the balance of the outcomes. Further clarity may be required on the expectations of individuals and their own personal choices and their responsibilities for service delivery eg. reading internal communications.

Members reflected on requirements for some minor language adjustments including that ‘safe staffing levels’ might not be the correct

	<p>terminology and replacing the word ‘becoming’ and including opportunities to say what we are already doing.</p> <p>Members discussed incorporating VAWG and REAP.</p> <p>Members also discussed a reference to how resourcing may cause a strain on our ambitions and managing expectations. The need to be careful as to what is achievable and what is aspirational.</p> <p>Members noted the paper will return to SMB in September for approval.</p>
	<p><i>Members availed of a break between 12.33pm – 1.00pm.</i> <i>Director of Learning and Organisational Development and Leadership Principal joined the meeting at 1.00pm.</i> <i>ACC Operational Support and ACC Local Policing joined the meeting at 1.05pm.</i> <i>ACC Crime joined the meeting at 1.14pm.</i></p>
8.0	<p>106/25 pdrCHAT</p> <p>ACO People and Organisational Development introduced the pdrCHAT Paper for noting and summarised key points including the change to appetite and behaviours – people will be self-driven and take responsibility for seeking feedback.</p> <p>Director of Learning and Organisational Development briefed members on the new process and approach.</p> <p>Members discussed compliance and the use of PULSE to identify organisational progression - to drill down to see how many reports a Line Manager is required to make and how many pdrCHATs have actually occurred and to further determine if a capacity issue or area of concern.</p> <p>Leadership Principal updated members of the removal of the universal cycle – pdrCHAT will be due the month you joined the organisation. Leadership Principal also briefed members on potential benefits and how buy-in at senior level will assist in embedding the new process.</p> <p>Members discussed potential future development to provide evidence of continual professional development for promotion panels. Members discussed potential risks and the need for confidence in the quality of conversations including potential challenges in linking to pay and promotion. Members noted benchmarking against teaching, retail and banking, where evidence is a necessity for pay scale advancement and promotion.</p> <p>Director of Learning and Organisational Development briefed members</p>

on strategic implications on finance for training which will have to be realistic. She is currently working on external training budget. Members discussed what is achievable for individuals against what is aspirational – constraints that we have available. Can we deliver the training? Expectations will need to be managed.

Members reflected on time considerations to ensure that there is allocated time for these discussions to take place. Advice on use of the system and support will be available from Learning and Organisational Development for managers.

Members noted adherence to statutory obligations and the link to the Policing Plan Outcome Three and the link to Workforce Strategy and Patten Recommendation 77.

Learning Principal described to members proposed timelines. Members reflected on feedback from previous focus groups that automated emails are unread.

Members noted planned development of new screen on E-services platform, plans to cost development of platform on mobile devices and future replacement of SAP.

Members discussed balance of clear expectations of how an individual contributes to Team PSNI and mandatory strands, alongside coaching conversation. Members reflected on no proposed requirement for individual objectives, behaviour and development plans. Should be more reflective on what individuals are going to do to support their own development, health and wellbeing.

Members also discussed previous integrity health check which would need factored in – Conflicts of Interest and Notifiable Membership. It is important that this conversation is framed in the right way, to explore personal health and wellbeing circumstances. Touchpoint opportunity during the pdrCHAT to be given to raise with their Line Manager, to keep people right, before it exacerbates to misconduct.

Members discussed underperformance, early intervention and how it should be recorded – support should be given before unsatisfactory performance is highlighted as part of pdrCHAT. This should be an honest conversation within a safe space, where it is pointed out what you could do better.

Members raised concerns on how this would be perceived by the workforce and the need to sell rather than tell this approach. Members

	<p>were briefed on focus groups. Members noted appreciation that process places an emphasis on individuals to set the pace by allowing for the different review intervals. The organisational minimum will be one ODR every 12 months.</p> <p>Members also discussed the value and necessity of Countersigner role and unnecessary bureaucracy.</p> <p>Members agreed on a more balanced approach, with small steps at first, committing to a conversation, before building onto a more sophisticated future approach.</p> <p>Decision (45):</p> <p>It was agreed that time should be taken to reflect on discussions and feedback today during SMB, on pdrCHAT and Chief Constable should have the opportunity to discuss.</p> <p>Action 25~26:</p> <p>pdrCHAT to be discussed at SET Away Day on 8 September 2025 – ACO People and Organisational Development.</p>
	<p><i>ACC Operational Support left the meeting at 1.58pm.</i> <i>Director of Learning and Organisational Development and Leadership Principal left the meeting at 2.01pm.</i></p>
<p>9.0</p>	<p>107/25 Finance Report</p> <p>Director of Finance updated members on a non ring-fenced pressure of £21.5m. Overall pressures include Ill Health Retirements, Workforce Recovery, Employer National Insurance Increase, Omagh Bomb Inquiry and shortfalls in Legacy Inquest and PCTF Budgets.</p> <p>Members noted that October Monitoring Exercise was returned yesterday with Capital being submitted next week.</p> <p>Members noted update from Chair that Chief Constable is writing to political parties to again make the case for funding to be prioritised for policing.</p>
<p>10.0</p>	<p>108/25 Governance Board Update Reports</p> <ul style="list-style-type: none"> • Service Transformation Board – 04 June 2025

	<p>ACO Strategic Planning and Transformation drew members' attention to the STB summary and that due to STB meeting not being quorate, there are six decision which need ratified by SMB members.</p> <p>Decision (46):</p> <p>It was agreed to ratify the six decisions made during Service Transformation Board on 04 June 2025.</p>
<p>11.0</p>	<p>109/25 Any Other Business</p> <p>There was no further business raised.</p>
<p>12.0</p>	<p>110/25 Forthcoming Papers (September)</p> <ul style="list-style-type: none"> • Assurance Quarterly Report (Sponsor: Chief Operating Officer) • Police Museum (Sponsor: ACO Strategic Planning and Transformation) • Facial Recognition (Sponsor: ACC Justice) • Disability Action Plan (Sponsor: ACO People and Organisational Development) • Culture Development Framework and Inclusion Survey (Sponsor: ACO People and Organisational Development) • Review of Workforce Strategy (Sponsor: ACO People and Organisational Development)
	<p><i>Meeting concluded at 2.07pm.</i></p>

Date of next meeting: Wednesday 17 September 2025 at 10.00am