

# NORTHERN IRELAND POLICING BOARD

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## COMMITTEE ANNUAL REPORTS 2025/26

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# 1. INTRODUCTION AND OUTCOMES OVERVIEW

The Northern Ireland Policing Board (the Board) is an independent public body made up of 10 Political and 9 Independent Members established to ensure for all the people of Northern Ireland an effective, efficient, impartial, representative and accountable police service which will secure the confidence of the whole community, by reducing crime and the fear of crime.

The Board is responsible for overseeing all aspects of policing. In addition to monthly meetings, the Policing Board has five Committees to take forward detailed scrutiny of the work of the Police Service of Northern Ireland (PSNI) and fulfil its range of legislative duties. These are:

- [Audit and Risk Assurance](#)
- [Discipline](#)
- [Partnership](#)
- [Performance](#)
- [Resources](#)

This Report provides an overview of the work during the last year [against the agreed Terms of Reference for the Standing Committees of the Policing Board](#).

In addition to this published report, details of discussions and decisions taken by the Board's Committees are routinely published on [the Board's website](#) along with other information explaining the Board's role and work.

A copy of some of the key outcomes for the past year are set out in the next page.

**NORTHERN IRELAND POLICING BOARD**

**JULY 2026**

# OUTCOMES OVERVIEW: 2025 - 2026



## £150,000 AWARDED THROUGH POLICE PROPERTY FUND

Community organisations have been awarded between £20,000 and £30,000 to fund strategic projects addressing issues like gender-based violence, anti-social behaviour, risk of offending or re-offending, and improving relationships between young people and police.



**15** Board Meetings



**10** Meeting in Public



**29** Committee Meetings



**3** Committee Visits



**5** Committee Reports



**149** Oral Questions



**50** Written Questions



**50** Freedom of Information Responses



**3** Consultations



**1** Human Rights Advisor Appointment



## KEY DOCUMENTS PUBLISHED



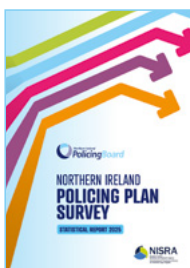
### POLICING PLAN ANNUAL ASSESSMENT 2024/25

The Board publishes an assessment of PSNI's performance against the Policing Plan every year, which scrutinises, monitors and evaluates each Measure in detail.



### HUMAN RIGHTS ANNUAL REPORT 2024/25

This report examines twelve important areas of policing in Northern Ireland and the Human Rights Advisor makes an assessment of PSNI's current performance in each one.



### NORTHERN IRELAND POLICING PLAN SURVEY 2025

The report is based on a survey of 2,500 adults which took place between January and April 2025. It presents results on perceptions of the PSNI, PCSPs, the Board, and the NCA.

## POLICING BOARD RESOURCES

**19** Board Members    **£6.5m** Board Funding

**54** Board Staff    **£1.6m** Board PCSP Funding

## 2. AUDIT AND RISK ASSURANCE COMMITTEE

### Role of the Audit and Risk Assurance Committee

The Northern Ireland Policing Board has established an Audit and Risk Assurance Committee (ARAC) to support it in its responsibilities for issues of risk, control, governance and assurance by reviewing the comprehensiveness of the Board and PSNI's governance framework in meeting the Board's and the Accounting Officer's assurance needs and reviewing the reliability and integrity of these assurances.

### Audit and Risk Assurance Committee Meetings and Membership

The Committee's Terms of Reference state that it is required to meet at least four times a year. During 2025/26, the Committee met five times with meetings held on:

- 26 May 2025
- 19 June 2025
- 25 September 2025
- 18 December 2025
- 19 March 2026

During 2025/26, the following were Members of the Committee:

- Gerry Kelly MLA
- Kate Laverty
- Keith Buchanan MLA
- Patrick Nelson (Chair)
- Peter McReynolds MLA
- Tommy O'Reilly (Vice Chair)

### Corporate Plan Objective E

During the development of the Board's Corporate Plan 2025-2030 and related Annual Business Plan 2025/26, an additional objective (Objective E) with 6 related Annual Business Plan actions was agreed which focused on internal governance of the Board as an organisation.<sup>1</sup>

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<sup>1</sup> NIPB Corporate Plan Objective E - To manage our organisation and deliver our responsibilities efficiently and effectively ensuring high standards of organisational governance.

As part of this process the Board agreed that the ARAC Committee would in the 2025/26 year assume responsibility for overseeing the aspects of NIPB governance which have to date sat with Resources Committee, these included:

- NIPB Equality/Section 75 Responsibilities.
- NIPB Resourcing.
- NIPB Finance (including Management Accounts).
- NIPB Legal Cases.

Throughout the reporting period at the September 2025, December 2025 and March 2026 quarterly meetings the Committee considered a reporting dashboard against Objective E of the Corporate Plan which reported on various aspects of NIPB internal organisational governance including:

- Finance and Resource management including the financial position and that based on latest available management accounts.
- Governance Updates including in relation to complaints handling, direct award contract and the Board's [gifts and hospitality register](#).
- People Plan objectives including information on staff recruitment competitions, and regular updates on the Investors In People (IIP) accreditation process.
- Information Management including status updates in relation to the number of Freedom of Information (FOI) and Subject Access Requests (SAR) being process by the NIPB and security incidents.
- IT and Systems updates including information on IT Assist Business Partner service level agreement monitoring, and Metacompliance Cyber Security training and uptake levels within the Board.
- Operational processes including data relating to the Board's process of officer Ill Health Retirement (IHR) and Injury on Duty (IOD) benefit applications.

As at March 2026 ARAC were advised of the updated position in relation to each of these areas:

### **NIPB Finances and Resource Management**

Throughout the year (from September 2025) via the Objective E reporting

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dashboard, the Committee received and considered updates on the finances relating to the Board's budget position. At the March 2026 meeting the Committee considered the finances up to the end of February 2026, which included a year end prediction of an underspend between £120k -£140k. The response provided for this underspend relate to salaries, travel costs, Human Rights advice, accommodation costs, appeal tribunals and the senior officer appointments budgets.

The 2026/27 Resource Plan for the Board was also presented to the March 2026 meeting of the Committee; this was based on indicative budget allocations. The current allocation in relation to Resource DEL budgets for the financial year 2026/27 represents a flat line budget with 2025/26 as the comparator, there is no increase on last year's opening budget. Allowing for annual pay and supplier inflation this represents a real cut to the budget. The unfunded pressure is calculated at £374k and relates to Pay inflation 2025/26 and 2026/27, Pay Step Progression, Increase in Employers NIC contributions (implemented in 2025/26), and costs relating to events to mark 25 years since the Patten reforms and the increase in 2025/26 to the Members research allowance. The Chief Executive will present a plan to a future Committee in relation to addressing the funding gap.

### **Governance Updates**

Throughout the year via the Objective E reporting dashboard the Committee received and considered regular updates on a number of governance matters including:

- NIPB Direct Award Contracts (DACs).
- NIPB Complaints Update.
- NIPB Raising a Concern update.
- Gifts and Hospitality.
- Fraud.

### **Direct Award Contracts (DACs)**

The Committee was advised that there were no new DACs entered into during the reporting period.

## NIPB Complaints Update

During the 2025/26 one complaint was progressed under [the Board's Complaints Policy](#), (complaint reference 003/2025/26). The complaint was not upheld at either Stage 1 or Stage 2.

A number of further items of correspondence were received during the reporting period requesting they be handled under the Board's complaints policy. However, following review of the correspondence the complainants were advised that the matters raised did not fall within the scope of the Board's Complaints Policy (summary noted below):

- Complaint reference 001/2025/26: complainant's correspondence was considered at the June 2025 Board meeting in line with the Board Member Code of Conduct.
- Complaint reference 002/2025/26: the complainant was referred to OPONI
- Complaint reference 004/2025/26: complainant advised that the matter would be progressed under the Board's Data Protection Policy and referred to the Board's Data Protection/Compliance Officer.
- Complaint reference 005/2025/26: as above, complainant advised that the matter would be progressed under the Board's Data Protection Policy and referred to the Board's Data Protection/Compliance Officer.

At the March 2026 ARAC meeting Members were updated on the process currently being undertaken by the Northern Ireland Public Services Ombudsman (NIPSO) regarding the development and implementation of new Complaints Standards across the public sector. The Committee was advised that these will create a common set of statutory complaints standards for all public bodies in Northern Ireland and that Board officials are engaging with this process and have attended a workshop facilitated by NIPSO officials which provided information regarding the requirements of the [Model Complaints Handling Procedure](#) (MCHP).

Members were advised of the timeframe for the publication of the Government Department and Arms-Length Bodies (ALBs) MCHP (June 2026) following which the Board (alongside other Government Departments and ALBs) have a 6-month preparation period to amend our current processes and implement the revised Model

Complaints Handling Procedure (MCHP). Updates on this process will be brought to the Committee during the 2026/27 reporting period.

### **NIPB Raising a Concern Update**

Throughout the reporting period no concerns were raised under the Board's Raising a Concern Policy.

### **Fraud**

There were no suspected or actual fraud incidents to report to the Committee during 2025/26. The annual review of the [NIPB Fraud Response Policy](#) and [NIPB Anti-Fraud Policy](#) took place and was reported to the Committee in June 2025. Members noted the updates made to contact details and that no other changes were required to either document. Both documents were subsequently published on the Board's website.

### **Gifts and Hospitality**

The Board's ARAC monitors the Board's [Gifts & Hospitality Register](#) on a quarterly basis and all hospitality accepted/declined or returned for the reporting period is included in the register which [has now been published](#).

### **People Plan Objectives**

#### **Attracting and retaining our talent**

During this reporting period four recruitment competitions were completed with six candidates recruited and a further two identified and currently going through CTC security clearance.

Six internal vacancies were offered to eligible staff as lateral moves and six temporary promotion opportunities were offered to eligible staff.

Following the resignation of an EO1 and AO requests were issued to HRConnect to appoint from the merit lists to fill the vacancies.

A total of six staff left the Board and one member of staff retired.

The current budgeted full time equivalent (FTE) is 56.5 and FTE in post is 53.77.

## **Recognising and valuing our team**

During this reporting period the Board launched a values champion competition where staff can nominate colleagues who they believe display the core values of respect, integrity, openness and diversity in the workplace. The monthly team brief is also used as a platform to recognise individual and team performance that goes over and beyond.

## **Empowering growth and leadership development**

Several staff across different grades completed leadership development training courses during this reporting period.

## **Strengthening communication and collaboration**

A staff engagement event took place on 15 August which was used as a way of developing trusted relationships.

Regular Senior Management Team (SMT) and Senior Leadership Team (SLT) meetings supplement the monthly team briefs alongside ongoing individual directorate and branch meetings.

There are a number of cross cutting pieces of work carried out collaboratively within the Board such as Policing Plan monitoring, Conversations with Purpose, development of Annual Report and 25 year anniversary event.

## **Investors in People (IIP)**

The Board obtained IIP re-accreditation in December 2025 and the recommendations will be used to further progress work on developing an action plan for 2026/27.

## **Other**

The Board's Section 75 Annual Progress 2024/25 received a favourable response from the Equality Commission in a letter dated 27th November 2025.

## **Delivering results through supporting performance**

For the 2025/26 reporting year 98% of Personal Performance Agreement

(PPA)/Personal Development Plan (PDP)s had been completed within the three months of the start of the reporting year and 100% of mid-year reviews had been completed within three months of the review date.

## **Sickness**

2024/25 sick absence rate was 5.22 average working days lost per employee (NICS 13.4 days). NIPB had 80.5% staff with no recorded sick absence (NICS 57.6%).

2025/26 sick absence rate at end of Feb 26 was 2.47 average working days lost per employee with 78% of staff (36.10 staff) with no recorded sick days in the rolling year.

## **Information Management**

### **Freedom of Information Requests (FOI) and Subject Access Requests (SARs)**

During this reporting period the Board Received 79 requests for information under the FOI Act and 50 SARs under data protection legislation (UK General Data Protection Regulation).

Summary information on Freedom of Information Requests and Data Protection Subject Access Requests received by the Board was provided to the Committee at its meetings in June and December 2025.

The statistical breakdown provided in June 2025 covered the period 1 April 2024 to 31 March 2025 while the statistical breakdown provided in December 2025 covered the period 1 April 2025 to 30 September 2025.

Members discussed the overall trend regarding FOI requests, available options to address the increasing workload and the Board's responsibilities as a public sector organisation, cost implications associated with additional complexity, and vexatious requests.

## **NIPB Retention and Disposal Schedule Exercise**

An exercise was undertaken to implement the Schedule to physical records held within James House. All records suitable for disposal were disposed of in November 2025.

A further disposal exercise is scheduled to commence in the summer of 2026. The aim is to review the physical records held off-site at PSNI Seapark.

## **Security Incidents**

During this reporting period two security incidents were recorded. As a precaution one incident was reported to the Information Commissioner's Office who subsequently closed their file with no further action necessary.

Both incidents have now been closed.

## **IT and Systems Updates**

Throughout the year via the Objective E reporting dashboard, Committee received updates on Building Management Systems (BMS), Health and Safety Compliance, IT Business Partner Service Level Agreement (SLA) monitoring and information on Cyber Security Training. Updates to Members on matters relating to Health and Safety Compliance included but was not limited to: Fire Evacuation Drills, Fire Extinguisher Checks, Emergency Lighting Tests and Portable Appliance Testing (PAT). IT Business Partner performance monitoring focused on an analysis of their response times to successfully resolve service requests and service incidents in line with existing service level agreements.

## **Operational Processes**

During the reporting period, ARAC Members noted the total caseload of Police Pensions and Injury Benefits Directorate broken down by: Ill Health Retirement and Injury on Duty (IOD) Award applications; Retrospective applications i.e. Retrospective IOD Award applications, Regulation 11 applications, Deferred Pension and Reassessment requests, as well as Selected Medical Practitioner reconsiderations, Appeals and Independent Medical Referee reconsiderations.

At its December's sitting, Members discussed the Police Pension Board Risk

Register, with the PPB Chair and the Director of Police Pension and Injury Benefit (PPIB). Members agreed that they had sufficient reassurance in respect of the mitigating actions associated with the risks raised.

In March 2026 following a period to allow the new arrangements to become embedded, the Committee reviewed the Audit & Risk Assurance Committee's Terms of Reference (ToR) which incorporated amendments to reflect these revised governance arrangements. Following consideration, the Committee recommended the Board approved the draft changes to the Committee's ToR and these were approved by the Board at its meeting on 2 April 2026.

## Internal Audit

The Northern Ireland Civil Service's (NICS) Group Internal Audit Team, from the Department for Communities (DfC) were appointed NIPB's Internal Auditors from 1 July 2019. The Department of Justice (DoJ) Internal Audit Team audit the PSNI and therefore to avoid any perceived conflict of interest, it was agreed in 2019 that the Board's Audit Team would be from DfC. Mrs. Lacey Walker was Head of Internal Audit up to June 2025 following which Mr. Gary Curran assumed this role and remains the Head of Internal Audit.

At the meeting on 25 September 2025 the Head of Internal Audit presented the Internal Audit Charter and Mandate for 2025-2027 which outlined the duties, expectations, roles and responsibilities, and IA's commitment to adhering to the Global Internal Audit Standards in the UK Public Sector. The Charter and Mandate will be reviewed annually and following consideration and approval at the meeting the ARAC Vice Chair, Head of IA and Chief Executive formally signed the Internal Audit Charter and Mandate 2025-2027.

At the meeting on 19 June 2025 the outgoing Head of Internal Audit (Lacey Walker) presented Internal Audit's Annual Opinion for 2024/25. The Head of Internal Audit advised that Internal Audit's Opinion on NIPB's internal governance, risk management and internal control system was 'SATISFACTORY' and was based on both internal audit activity during this financial year and also cumulative assurances derived from internal audit activity during previous years.

At the 27 March 2025 meeting Internal Audit presented a paper on the 5-year

Internal Audit Strategy 2025-2030, and the Internal Audit work plan for 2025/26. The strategy outlined the resource requirement, planning approach, audit approaches, performance measures, and quality assurance.

The planning approach included an audit impact assessment informed from consultation with the ARAC Chair, the Board's senior management, previous audit coverage, risk registers, and systems under development. Members were advised that this will be reviewed every five years and on an annual basis Internal Audit will conduct a review to identify audit priorities and risks for the coming year. The Committee also agreed the Internal Audit work plan for 2025/26 noting that this was based on the results of Internal Audit work completed to date in previous years, new or emerging risks, areas where previous audit coverage highlighted issues; the audit resources available and any key risk areas identified by management on the corporate and directorate level risk registers.

At the September 2025 meeting the Committee was advised by IA of timing revisions to the 2025/26 internal work plan due to resource constraints, which had subsequently been resolved. The Committee also noted that the proposed Follow Up Review of Causeway Coast and Glens (CC&G) Council's Management of any Potential and/or Perceived Policing & Community Safety Partnerships (PCSPs) Conflicts of Interests/Compliance with Procurement Policies and Procedures had been paused until the conclusion of CC&G's internal investigation.

At the December 2025 meeting Members further discussed the remaining assignments in the 2025/26 audit plan including the paused follow up review of Causeway Coast and Glens (CC&G) PCSP (Conflicts of Interest and Procurement). Members noted CC&G Council's internal investigation regarding PCSP Conflicts of Interest had concluded and that Board Officials have had sight of the associated report, and that the follow up review would now likely take place in the 2026/27 year. Members were advised the change to the audit plan did not impact the capability of IA to provide the necessary assurance at year end as it is based on current year and the previous 3 years of IA audit work.

An overview of the Internal Audits carried out during the 2025/26 year are noted below:

INTERNAL AUDIT REPORT	CONSIDERED BY COMMITTEE	AUDIT ASSURANCE RATING	RECOMMENDATIONS
Risk Management Framework	March 2026	Satisfactory	<p><u>Two x Priority 3 Recommendations (both accepted)</u></p> <p>One regarding consideration of the Board's role in relation to the review and approval of the Corporate Risk Register, Risk Management Framework, and Risk Appetite Statement</p> <p>One regarding proposal that NIPB review the NIPB Risk Management Framework on a three year basis as opposed to the Orange Book's recommended annual review.</p>
Financial Management /Budgetary Control	Scheduled for consideration at June 2026 meeting	Satisfactory	No recommendations made.
Resources Committee	Scheduled for consideration at June 2026 meeting	Satisfactory	One Best Practice Recommendation (accepted) regarding Member attendance at meetings.

INTERNAL AUDIT REPORT	CONSIDERED BY COMMITTEE	AUDIT ASSURANCE RATING	RECOMMENDATIONS
PCSPs governance and oversight arrangements	Scheduled for consideration at June 2026 meeting	Satisfactory	<p><u>Three x Priority 3 Recommendations</u></p> <p>One regarding the timeliness of the provision of Annual Reports</p> <p>One regarding the timeliness of the submission of annual assurance and financial statements</p> <p>One regarding strengthening existing oversight arrangements for the receipt of annual internal audit reports to ensure that non-compliance is appropriately identified, escalated, and transparently reported.</p>
PCSPs Follow up review of Causeway Coast and Glen's PCSP (Conflicts of Interest and Procurement)	Deferred until Q1 2026/27		

## Summary of Internal Audit Open Recommendations

Throughout the year, Members received quarterly updates from Board Officials on the implementation of Internal Audit open recommendations.

As at 1 April 2025 there were six open audit recommendations being progressed towards implementation.

No recommendations were discharged during the reporting period and two recommendations were added throughout the 2025/26 year.

Overall, as at 31 March 2026 there were 12 internal audit recommendations, as detailed below:

- IA Review of NIPB's Risk Management Framework, January 2026 – Two Priority 3 Recommendations.
- IA Review of Information Management and Security: Operation of Data Sharing Agreements, September 2024 - One Priority 3 Recommendation.
- IA verification review of Causeway Coast and Glens (CC&G) Council's compliance with its procurement policies and procedures - 2023/24 PCSP funding, June 2024 - Three Priority 2 Recommendations and one Priority 3 Recommendation.
- IA review of Information Management and Security - March 2022 - One Priority 2 Recommendation.
- IA Review NIPB Resources Committee – (report delivered April 2026) – One Best Practice recommendation.
- IA review of PCSPs Governance and Oversight arrangements (report delivered April 2026) – Four priority 3 Recommendations.

At the 19 March 2026 meeting the Committee considered and approved the draft Internal Audit Annual Work Plan for 2026/27. This was compiled in consultation with the Chief Executive and ARAC Chair and incorporates the results of Internal Audit work completed in previous financial years, new or emerging risk areas where previous audit coverage highlighted issues, the audit resources available and any key risk areas identified by management on the corporate and directorate level risk registers. Members noted that the Internal Audit Plan for 2026/27 would cover the

following areas:

- Follow up review of Causeway Coast and Glens PCSP (Conflicts of Interest and Procurement)
- Appointment of new Human Rights Advisor and delivery of Advisor Contract
- Assessment Against NIAO Cyber Security & Resilience Good Practice Guide
- To determine that PPF Grants Schemes (Call 2 / Call 3) have been administered in accordance with PPF Policies and Procedures
- Targeted IA reviews of specific PCSPs' Management and Administration of PCSP Funding.

### **External Audit and NIPB Annual Report and Financial Statements for the year ended 31 March 2025**

At the Committee meetings on 28 May 2025 and 19 June 2025, the Committee considered the draft Annual Report and Financial Statements for the year ended 31 March 2025.

At the meeting on 19 June 2025, the External Auditors updated the Committee on the progress of the External Audit and presented the draft Report to Those Charged with Governance from the Comptroller and Auditor General (C&AG). This Report included the C&AG's unqualified opinion on the Annual Report and Financial Statements to 31 March 2025. At this meeting the External Auditors also reported there were no corrected or uncorrected misstatements, and no recommendations in relation to the audit findings from the audit.

The final Report to Those Charged with Governance was presented to the Committee at its meeting on 25 September 2025.

At the meeting on 19 March 2026, the External Auditors provided an overview of their planned 2025/26 External Audit Strategy. Members were briefed on the NIAO Audit Strategy for the certification of the Board's Annual Report and Accounts for the year ended 31 March 2026. The audit strategy detailed the NIAO approach to the audit, the roles and responsibilities of Board and Audit staff, the cost of the audit, associated risks, and a detailed audit project plan which included a proposed commencement date of 11 May 2026 for the audit fieldwork. Members discussed the risk outlined in relation to the management override of controls, which is a presumed

significant risk aligned to all audits undertaken by NIAO, and how the audit work will address this presumed risk.

Members approved the proposed audit plan as presented. Members were advised that it is envisaged that the Annual Report and Financial Statements will be certified by the Comptroller and Auditor General and laid with the NI Assembly by the summer recess.

## Governance Statement

The Accounting Officer (Chief Executive) is required to prepare an Annual Governance Statement for inclusion in the Annual Report and Financial Statements. The Governance Statement is designed to bring together all disclosures relating to governance, risk and control and ensure transparent reporting. The Committee reviewed the 2024/25 Governance Statement at its meeting on 19 June 2025 and agreed to recommend that the Board's Annual Report & Accounts (including Governance Statement) be signed by the Accounting Officer. This can be viewed from page 81 of our [Annual Report and Accounts 2024/25](#).

## Risk Management

The Board owns the organisational risks and throughout 2025/26, the Committee, on behalf of the Board, spent time at each quarterly ARAC meeting considering the Board's Corporate Risk Register (CRR).

The CRR is consistent with the Policing Board's 2025-2030 Corporate Plan and the 2025/26 Annual Business Plan. As part of the risk management process, the NIPB's SMT identifies and evaluates those risks which may affect the Board's ability to discharge its business and takes appropriate mitigating actions to manage and minimise the risks, considering escalation or de-escalation of each risk as appropriate.

At the start of the 2025/26 year there were seven risks on the Board's CRR. At each quarterly ARAC meeting in 2025/26 Members reviewed the CRR and received an update from Board Officials about any material changes to the register since the last review. Over the course of the year, information relating to Key Controls in Place, Actions Planned with Target Dates, inherent and residual risk scores were updated,

however all seven risks remain on the CRR as at 31 March 2026 and these are noted below:

RISK	CAUSE/IMPACT
<p>1. Reputational damage to Northern Ireland Policing Board</p>	<p>Cause: There is a risk that actions by the PSNI may impact the reputation of the Policing Board as the PSNI's accountability body.</p> <p>Impact: There is a risk that PSNI actions may negatively impact on the reputation of the NIPB and on public confidence in policing.</p>
<p>2. PSNI Human Resources and Estates Responsibilities</p>	<p>Cause: The Chief Constable exercises the Board's statutory responsibilities for PSNI Human Resources and the PSNI Estate in the name of the Board. There is potential for legal and other challenges resulting from these statutory responsibilities.</p> <p>Impact: There is a risk that legal and other challenges to these responsibilities may result in a loss of public money and reputational damage to the Board.</p>
<p>3. NIPB Capacity and Capability (Staffing)</p>	<p>Cause: The level of staff turnover and the limitations of the options available to recruit into vacant posts impacts on the ability of the Board to fulfil its statutory and other responsibilities.</p> <p>Impact: Posts remaining vacant for extended periods may lead to loss of corporate memory, significant issues not being identified or responsibilities not being undertaken which may cause legal, financial and/or reputational damage to the Board. Resilience of existing staff may also be impacted negatively.</p>

RISK	CAUSE/IMPACT
<p>4. Ill Health Retirement &amp; Injury on Duty functions and processes</p>	<p>Cause: There is a risk that the accountability and scrutiny function of the Board is diluted by retaining the IHR/IOD Scheme Manager role and that the role cannot be performed effectively due to legislative processes that require amendment, police pension administration sitting with PSNI, and a level of inconsistency between SMP and IMR processes.</p> <p>Impact: This may lead to pension irregularities, outside the control and oversight of the Board, an inconsistency of approach, and potential legal, reputational and financial damage to the Board.</p>
<p>5. PCSP Funding</p>	<p>Cause: There is a risk that the funding given to Policing, Community and Safety Partnership (PCSPs) from the Board's Budget may be mismanaged as the Board does not have direct oversight of how the money is spent.</p> <p>Impact: Potential detrimental financial, reputational and legal impact to the Board and PCSP's should PCSP budgets be mismanaged. Also, public confidence in policing could be negatively impacted.</p>

RISK	CAUSE/IMPACT
6. Information Management	<p>Cause: There are extremely high levels of Fol and SA Requests, particularly within the PPIB Directorate of the of the Board where there is a lack of corporate knowledge to ensure the information released is accurate.</p> <p>Impact: The Board may not meet its statutory obligations under data protection and Fol legislation which may lead to reputational damage to the Board and regulatory intervention from the UK Information Commissioner.</p> <p>Staff within both PPIB and Information Management are under extreme pressure which may result in sickness absence.</p> <p>Work within both branch is being negatively impacted due to the time spend on processing the Fol and SA Requests.</p>
7. Cyber Security Attack on I.T Assist/NIPB network or equipment	<p>Cause: Ransomware/Phishing/Social Engineering or DDoS cyber-attack on the I.T Assist provided network and equipment and /or NIPB equipment or 3rd party suppliers.</p> <p>Impact: There is a risk that a breach could result in sensitive data being accessed and released into the public domain. In addition, operational disruption could be caused to the network or specific software resulting in services going off-line.</p>

### **NIPB Directorate Risk Registers**

SMT also regularly review Directorate Risk Registers, and alongside review of the Board’s CRR, the Board’s ARAC reviews and considers one Directorate Risk Register at each quarterly meeting meaning each Directorate Risk Register is reviewed annually by the Board’s ARAC.

### **Briefing from Police Pension Board Chair**

On an annual basis the Chair of the Police Pension Board (PPB) also briefs the

Committee Police Pension Board Risk Register and any related issues arising from the quarterly PPB meetings. This year's annual update to the Committee took place at the December 2025 meeting the updates provided to Members included in relation to:

- Ongoing work in respect of the McCloud Remedy
- An update on progress to connect the pensions database to the national pensions dashboard and work taking place in respect of data security issues
- Transformational bid for a digital case management system which has been paused due to ongoing work in relation to roles and responsibilities
- Training for new and existing Pension Board members to ensure they are fully aware of their role and responsibilities

### **Briefing from PSNI ARAC Chair**

Also on an annual basis, the Chair of the PSNI ARAC attends Committee to provide Members with an update on key issues considered by PSNI ARAC in the previous 12 months. The PSNI ARAC Chair attended Committee in December 2025 and the areas of discussion related to:

- PSNI Finance/Budget
- Resourcing and deployable resources
- High priority recommendations from reports issued by external oversight bodies
- Deep dives by PSNI ARAC on specific target areas to ensure risks are being effectively managed

### **Stewardship Statement to the Department of Justice**

In accordance with the Board's Management Statement and Financial Memorandum (MSFM), the Chief Executive as the organisation's Accounting Officer provides a twice yearly Stewardship Statement to the DoJ Accounting Officer which enables the DoJ Accounting Officer to satisfy themselves that all relevant risk management practices are being adhered to. A mid-year Stewardship Statement was provided to the Committee at their meeting on 18 December 2025. The end of year Stewardship statement for the 2025/26 year was issued to the DoJ on 21 April 2026 and is included with the May ARAC meeting papers. Further detail on the CE Stewardship

Statements will be included in the Accounting Officer's Governance Statement as part of the Annual Report and Accounts 2025/26.

## Committee Effectiveness

In line with best practice, at the end of the 2024/25 year ARAC Members were asked to complete a Self-Assessment Effectiveness questionnaire the results of which were considered at the 25 September 2025 ARAC meeting.

Members considered a composite document providing all of questionnaire responses and noted that overall, the results were positive with regard the Committee meeting its responsibilities. The Director of Resources highlighted a potential training need following responses to the question 'Are Members of the ARAC who are unfamiliar with corporate governance and wider practice in government specifically upskilled in this area?' and noted that governance training had been delivered to ARAC Members in May 2025.

## PSNI ARAC

The PSNI's ARAC have five scheduled meetings per year and each meeting is attended by the Chief Executive or the Senior Director of Resources, following which a summary update on the material items considered is provided to the Board's ARAC at their next meeting. These updates may include but are not limited to PSNI Corporate Risks, PSNI Internal Audit Reports, and PSNI DACs. The Board's ARAC Members also receive a full copy of the PSNI's ARAC meeting papers for information.

At the ARAC meeting on 18 December 2025, Members received a comprehensive briefing from the PSNI ARAC Chair, which provided an overview of the key issues facing PSNI ARAC. These included:

- Finances and budget position
- Resourcing and deployable resources
- Implementation of high priority recommendations issued by external oversight bodies
- Deep dives by PSNI ARAC on specific target areas including offender management

- Status of the data breach review recommendations and their implementation
- Deployability and absence levels in PSNI
- Risks relating to high levels of overtime worked by some police officers

In relation to the theft of ammunition from a PSNI establishment, Members asked about the failure of the previous audits to identify the issue, and whether in general PSNI ARAC has confidence that potential risks are appropriately recognised.

## Conclusion

From its work over the course of the year and informed by the reports of the Internal and External Auditors, the Committee is of the view that risk control and governance is at a satisfactory level within the NIPB.

The Audit and Risk Assurance Committee would wish to thank management and staff, and the Internal and External Auditors for their openness and engagement with the Committee, thereby allowing it to meet its responsibilities.

## Audit and Risk Assurance Committee Minutes

[Committee Minutes can be found on the Board's website.](#)

## 3. DISCIPLINE COMMITTEE

### Role of the Discipline Committee

The Northern Ireland Policing Board (the Board) has established a Discipline Committee to discharge the Board's responsibilities as appropriate authority for senior officers<sup>2</sup> in the Police Service of Northern Ireland, as set out in the Police (Conduct) Regulations (Northern Ireland) 2016. The Committee is established pursuant to paragraph 24 of Schedule 1 of the Police (Northern Ireland) Act 2000. The Terms of Reference for the Committee are approved by the Board.

### Discipline Committee Meetings and Membership

The Committee's Terms of Reference state that it will meet as required by casework. During 2025/26, the Committee met five times with meetings held on:

- 25 July 2025
- 5 September 2025
- 3 October 2025
- 5 November 2025
- 10 February 2026

During 2025/26, the following were Members of the Committee:

- Brendan Mullan (Chair)
- Cheryl Brownlee MLA
- Gerry Kelly MLA
- Marian Cree
- Nuala McAllister MLA

During 2025/26 the Committee considered eight cases which consisted of complaints from members of the public that fell within the remit of the Committee, other officers and self-referrals from senior officers.

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<sup>2</sup> Senior Officer' is defined as a member above the rank of Chief Superintendent [Reg 3 – Police (Conduct) Regulations (NI) 2016]

## 4. PARTNERSHIP COMMITTEE

### Role of the Partnership Committee

The Northern Ireland Policing Board has established a Partnership Committee to support it in its statutory responsibilities for partnership working, including Policing and Community Safety Partnerships (PCSPs), communications and strategic engagement and community consultation.

The Terms of Reference for the Committee outlines the requirement to provide the Board with an Annual Report summarising the work it has carried out during the year.

### Committee Meetings and Membership

During 2025/26 the Committee met on six occasions: April 2025, June 2025, September 2025, November 2025, January 2026 and February 2026. In addition, three Board Engagement and Outreach events took place instead of Partnership Committee meetings in May and October 2025 and March 2026.

Membership of the Committee is outlined below:

- Cathal Boylan MLA (until November 2025)
- Cheryl Brownlee MLA
- Colin McGrath MLA (from September 2025)
- Deirdre Hargey MLA (from November 2025)
- Kate Laverty (Vice Chair)
- Keith Buchanan MLA
- Linda Dillon
- Marian Cree
- Mark H Durkan MLA (until September 2025)
- Patrick Nelson
- Peter McReynolds MLA (Chair)
- Tommy O'Reilly

Details of Member attendance at Committee can be found below:

- Peter McReynolds MLA – 3 out of 6
- Kate Laverty – 6 out of 6

- Cheryl Brownlee MLA - 3 out of 6
- Keith Buchanan MLA – 5 out of 6
- Marian Cree – 6 out of 6
- Linda Dillon MLA – 6 out of 6
- Deirdre Hargey MLA – 2 out of 2
- Colin McGrath MLA – 4 out of 4
- Patrick Nelson – 6 out of 6
- Tommy O'Reilly – 5 out of 6
- Cathal Boylan MLA – 4 out of 4
- Mark H Durkan MLA – 0 out of 2

## Committee Terms of Reference

The Committee's role and remit is set out in its Terms of Reference which were considered and agreed at the September 2024 meeting of the Committee. The agreed Committee responsibilities are identified as follows:

### PSNI Governance and General Matters

- Monitor police performance against the measures/indicators specific to the committee in the Annual Policing/Performance Plan(s) and support the Board in holding the Chief Constable to account for delivery of the Plan
- Review policies and procedures pertinent to the Committee's Terms of Reference and make recommendations to the Board in respect thereof
- Monitor progress in the work of Neighbourhood Policing Teams and police working in partnership with the community, including through the relevant Policing Plan Measure(s)
- Monitor progress of the PSNI Children and Young People's Strategy
- Monitor the implementation of the Cross Border Policing strategy activities relating to the work of the Committee
- Monitor PSNI custody provision and the associated custody policy
- Monitor the steps taken by PSNI to improve Road Safety

## **Policing and Community Safety Partnerships (PCSPs)**

- Annually monitor, support and evaluate the effectiveness of PCSPs and report to the Board
- Attend PCSP and Policing Committee meetings to provide support and enable greater insight into delivery of Action Plans
- Monitor the Reconstitution of PCSPs (usually every four years) and make recommendations to the Board concerning the appointment/removal of Independent PCSP Members, as necessary
- Nominate Members to become Joint Committee Members to manage in partnership with the Department of Justice, the Policing and Community Safety Partnership programme
- Delegate authority to the Joint Committee Members in a dynamic fashion in advance of Joint Committee meetings, depending on the issue
- Monitor the work of the Policing Committees of the PCSPs and the delivery of Strategic Priority 3 of the PCSP Action Plans
- Contribute to the Strategic direction of PCSPs utilising the Committee's nominated Joint Committee Members and through Committee consideration of relevant items for discussion

## **Communications**

- Monitor the Board's communications activity
- Monitor PSNI communication plans and activity

## **Engagement**

- Develop a Board Engagement Strategy
- Develop and monitor the delivery of an Annual Programme of Work to support the Board's Engagement Strategy
- The programme of work should:
  - support confidence and co-operation of the public with the police, including community consultation activities, and through participation, Develop, implement and monitor activities which secure community involvement in policing, including community consultation activities

- Manage and promote the Independent Custody Visitors Scheme (ICV) and the Independent Community Observer Scheme (ICO), and approve the ICV annual report for publication

### **Police Property Fund**

- Develop and administer the Police Property Fund
- Monitor progress of individual projects funded by the Police Property Fund

## **Partnership Committee Areas of Focus**

Set out below are the key areas of business conducted during the reporting period April 2025 to March 2026.

### **PSNI Governance and General Matters**

#### **Policing Plan indicators**

The Policing Plan 2025-2030 was published on 1 April 2025 and is underpinned each year with an Annual Performance Plan containing a number of indicators. In 2025/26, the first year of the new five-year Plan, the Committee considered the indicators listed below:

- Policing Plan indicator 2.6: The effectiveness of working in partnership to reduce road deaths and serious injury on our roads
- Policing Plan indicator 2.1: Level of public confidence in policing
- Policing Plan indicator 2.3: People feel safe in their community
- Policing Plan indicator 2.5: The effectiveness in tackling repeat offending
- Policing Plan indicator 2.2: The effectiveness of working in partnership with local communities and community organisations, PCSPs and statutory agencies to provide solutions to local problems

In addition to the above indicators, four other areas of Police Performance were reported on by PSNI through Partnership Committee at the Committee meetings outlined below:

- Report on Right Care Right Person, April 2025 and January 2026
- Report on Custody Healthcare Model, April 2025 and February 2026

- Update on Children and Young People’s Strategy, April 2025 and January 2026
- Update on HMICFRS report on preventing and deterring crime, antisocial behaviour and vulnerability, September 2025

The Committee considered a Board briefing paper and, if it is a Policing Plan measure, an outcomes-based accountability (OBA) report card from PSNI prior to each meeting and senior officers, including the Deputy Chief Constable and the Assistant Chief Constables responsible for Justice, Local Policing, and Operational Support attended each of the Committee meetings to discuss the relevant issues and to listen and respond to the views and concerns of Members.

### **Policing Plan indicator 2.6: The effectiveness of working in partnership to reduce road deaths and serious injury on our roads**

At the June 2025 Committee meeting, Members received a presentation on Policing Plan Indicator 2.6 following their visit to the Roads Policing Unit in May 2025.

Members were advised PSNI welcomed the inclusion of road safety into the new Policing Plan 2025-2030 and PSNI representatives confirmed road safety remains a key strategic priority for PSNI. Members were advised PSNI are still concerned about the high level of fatalities on our roads and heard how PSNI have developed a strong communications approach to the “Fatal Five.”

Members heard how the PSNI are working with the Department for Infrastructure (DFI) on a number of initiatives, including a legislative amendment to reduce the drink driving threshold and a proposal to increase the Fixed Penalty Notice for speeding, as well as the implementation of a change to legislation that was passed in 2016 to introduce a Graduated Driving Licence scheme which is designed to gradually introduce new drivers to the road, often with restrictions during the initial stages after passing the driving test. Members also heard of the ongoing and upcoming initiatives to promote road safety, such as the RoadSafe roadshows and the great work done through Operation Lifesaver since its launch in March 2025 which focuses on speed education and detection.

### **Policing Plan indicator 2.1: Level of public confidence in policing**

At the September 2025 Committee meeting, Members received a briefing from ACC Henderson and representatives from his team on Policing Plan Indicator 2.1.

Members heard how the statistics gathered via the NI Safe Communities Telephone Survey 2023/24 and the NI Policing Plan Survey (NIPPS) 2025 were encouraging, suggesting overall public confidence in the police has remained stable and in line with the previous year's figure.

Members were also provided with an overview of the Video Officer Attendance Team (VOAT) Project which was developed in order to improve the victim experience and provide a more efficient service. Members heard that the VOAT project consisted of two small teams who conduct investigations with the public virtually via video calls.

Members were advised the project was established two years ago, with the primary objective of the team being to reduce demand for frontline policing and enhance victim and caller satisfaction by introducing video appointments as an additional option for members of the public to engage in face-to-face consultation with police. Members heard that following a successful pilot earlier this year this service has now been made permanent. Members received an overview of how the process operates once a crime or incident is reported, staffing levels, digital and technological capabilities of the system, the type of crimes typically reported and the volume of incidents it has dealt with to date.

### **Policing Plan indicator 2.3: People feel safe in their community**

At the November 2025 Committee meeting, Members received a briefing from ACC Henderson and local policing representatives on Policing Plan Indicator 2.3. ACC Henderson presented the PSNI report card, highlighting data from January 2025–August 2025 noting that the figures indicated that PSNI response times for 999 and 101 calls were within the Service Level Agreement (SLA) agreed response times of 15 and 60 minutes respectively.

Members heard that the introduction of a new “routine” call grading category has resulted in a significant reduction in the number of 101/Priority calls received and has freed up officers to be able to respond quicker to 999 and 101 incidents. Members were advised that the use of digital and technological advancements such as the

online reporting tool, and the introduction of the VOAT have also helped to reduce demand in relation to the number of calls received into the Contact Management Centres and has helped balance the management of resourcing against the priorities of emergency and non-emergency call answering.

Members were also provided with an overview of various initiatives PSNI are undertaking in order to help people (in particular women and girls) feel safe in their communities, for example Project Vigilant, Walk & Talk events with women's groups and the rollout of the "Ask for Angela" initiative.

### **Policing Plan indicator 2.5: The effectiveness in tackling repeat offending**

At the same meeting, Members also received a briefing from multiple PSNI representatives on Policing Plan Indicator 2.5. ACC Henderson presented the PSNI report card which detailed a cross-governmental strategy to reduce offending and reoffending and which included a commitment from the Programme for Government (PfG). Members were advised this included the development and implementation of initiatives to tackle some of the wider societal issues that contribute to offending behaviour.

Each of the PSNI representatives outlined to Members updates on work and initiatives the Reducing Offending Unit, the Strategic Partnerships and Prevention Team and the Public Protection Unit are undertaking to help reduce repeat offenders. Members heard of various pilot exercises taking place in schools, prisons, through the Executive Programme for Paramilitarism & Organised Crime (EPPOC) and local sports teams, as well as a new pilot approach to children and young people introduced in October 2025 and of the governance structures in place with multi-agency partners to carry out this work.

Discussion during the meeting focused on measures in place to prevent a further upward trend in the rise in repeat offenders linked to over 10 (10-19) and 20 (20+) crimes and any changes seen since the introduction of a pilot scheme in Fermanagh and Omagh targeting reducing offending in children and young people.

## **Policing Plan indicator 2.2: The effectiveness of working in partnership with local communities and community organisations, PCSPs and statutory agencies to provide solutions to local problems**

At the February 2026 Committee meeting, Members received a briefing from DCC Singleton, ACC Henderson, and the T/Deputy Director of Strategic Communications & Engagement Team (SCET) on Policing Plan Indicator 2.2.

DCC Singleton presented the PSNI report card, which highlighted data from results of four surveys carried out between 2023-2025 one of which was a self-assessment survey completed by Neighbourhood Policing Teams (NPTs) which was developed to encourage and promote continuous improvement within teams and to help identify and develop best practice in neighbourhood policing in PSNI. Members heard how this survey has been carried out five times to date (2021- 2025); however, the year 5 survey results are the lowest recorded since year 1, with only 58.0% of NPTs assessing themselves to be effective or highly effective in this area. Members were advised however that due to resourcing challenges and abstraction levels, the numbers within NPTs are currently under resourced leading to frustration of officers around their capacity to be as effective as they strive to be.

Members received an overview of various events, initiatives and programmes SCET are undertaking with multiple partners to ensure engagement and outreach with all sections of the community in order to build trust and confidence in policing.

Members were also provided with an update from the T/Deputy Director of the SCET team on the work of the Department, with particular focus on community engagement activity. Members heard of the range of duties across the organisation this team undertakes and an overview of the work of each branch was provided and roles and responsibilities explained. Some key statistics, examples of TV and media campaigns, marketing materials and digital developments the team have been involved in were highlighted.

### **PSNI Performance**

#### **Right Care, Right Person**

At the Committee meetings in April 2025 and January 2026, Members received a briefing and presentation from ACC Henderson on the Right Care, Right Person

(RCRP) initiative, which is a national programme by the 43 police services across England and Wales. The programme aims to work in partnership with health and social care partners to ensure that individuals in health crisis are seen by the right professional. Members heard how PSNI has become the agency of first resort when a person is experiencing a mental health crisis, particularly outside of standard working hours, mainly due to the financial restraints and increased pressures within the health sector. This has resulted in police officers delivering non policing services and being diverted away from core policing duties, increasingly spending more time on incidents that require no policing skill, experience or training.

At the meeting in April 2025, Members were advised that following the previous presentation to the Committee in November 2024, multi-agency governance groups have been established with partners in both the health and justice sectors and work has been ongoing to develop a Partnership Agreement. Members heard work is also ongoing drafting new Memorandums of Understanding (MoU) and other protocol and guidance documents to cover a range of diverse interfaces across services.

Members were advised PSNI have training ready to be delivered to their staff in the Contact Management Centres identifying critical pathways and the pathways guidance/training document had been co-designed by both PSNI and health partners and will be used by call handlers to determine where demand should be diverted based on the nature and needs of the person involved.

At the January 2026 meeting of the Committee, Members heard that work had continued throughout 2025 on the development of a Partnership Agreement. This Agreement sets out the principles that the organisations will embed within their respective practices whilst supporting the RCRP approach. Senior officials in Department of Justice (DoJ), Department of Health (DoH), PSNI, Northern Ireland Ambulance Service (NIAS), Northern Ireland Fire and Rescue Service (NIFRS), Health and Social Care (HSC) Trusts and Public Health Agency (PHA) will all sign the Agreement when finalised and it is hoped that this will take place in the coming months.

Members were also advised PSNI and DoH have recently issued the first joint communications bulletin highlighting the purpose of RCRP, the changes to both the PSNI and health services upon implementation, the phasing of the project and next

steps. This is a significant step and confirms the joint accountability arrangements and commitment from both parties to deliver the initiative.

## **Custody**

At the Committee meetings in April 2025 and February 2026, Members were provided with updates on Custody Provision across Northern Ireland, including updates on the transformed Custody Healthcare Model and the Criminal Justice Inspection NI (CJI NI) follow-up report recommendations, custody estate, access to custody records, and changing needs of detainees.

At the April 2025 meeting, Members were advised the main objective of the custody healthcare transformation project is to develop a nurse-led custody healthcare service, which involves the service being delivered by Custody Nurse Practitioners (CNP) who are employed by the Belfast Health and Social Care Trust (BHSCT). Members heard how CNPs have been providing custody healthcare in Musgrave custody suite since October 2018 and in 2022 and 2023 this operational model was rolled out to Antrim and Waterside custody suites respectively.

PSNI representatives outlined the benefits of the nurse-led model, noting that this approach will significantly improve the healthcare provision for those individuals who find themselves in a custody environment. Members heard how individuals will have access to medical attention immediately on-site, rather than having to spend time being transported to and time spent waiting in busy hospital emergency departments and individuals in crisis will also have access to early intervention schemes and may be signposted or referred to alternative pathways which may lead to them getting the right help at the right time and keep them out of the criminal justice system in the future. Members also heard how this new healthcare model provides PSNI efficiency as there will be a considerable amount of officer's time saved by not having to transport detained people to and from hospital and wait while they seek treatment.

At the February 2026 Committee meeting, Members heard that further to the update provided to the Committee in April 2025, the roll out of the nurse-led model in custody suites in Omagh, Banbridge, Lurgan, and Dungannon has been confirmed for June 2026. Members were advised that PSNI are considering various options in relation to the provision of forensic medical services and heard that PSNI are

currently drafting a proposed model to submit to the Belfast Health and Social Care Trust (BHSCT), and as part of that proposal, BHSCT would commission forensic medical provision on a regional level, in a similar manner to which the nurse-led model is currently commissioned. Members also heard that PSNI are developing an evidence base with regard to the cost benefits of the nurse-led model of treating detainees in the custody environment so that the benefits to DoH can be quantified to allow for further discussion with DoH regarding the current funding arrangements.

### **PSNI Children & Young People's Strategy**

The [Children & Young People's Strategy](#) was formally launched in June 2023 and is based on five key strands:

- Engagement
- Safety and protection
- Suspected offending
- Victims and witnesses
- Stop and search

During 2025/26 Members received updates on the Children and Young People's Strategy at the Committee meetings in April 2025 and January 2026. At the April meeting of the Committee, PSNI provided Members with an update on the stop and search theme of the Strategy. Members were advised of the remit of the Policing Powers Development Unit and the origin of the working group set up in 2020 which was tasked with the development and publication of a Stop and Search Policy. Members heard that as a result of feedback gained from a survey carried out in 2021 amongst 11–18 year-olds, PSNI implemented a number of recommendations, one of which was the development of stop and search cards which have been available to the general public since January 2025. Members reviewed samples of these cards which contained advice and information on what an individual should expect in the event of being stopped and searched and the responsibilities of the officers carrying out the search.

The guidance documents for the Stop and Search Policy were also outlined to Members, including the first Service Instruction on Stop and Search which was published in September 2021, the governance structures around the stop and search working group and statistics gleaned from the community background monitoring pilot which was launched on 30 April 2024 and was designed to gather data on community background to identify and address any discriminatory practices within PSNI were highlighted to Members.

Members also received an update on various events, initiatives and early intervention programmes taking place with multiple partners across all council areas to engage with young people from a diverse range of communities and backgrounds and were advised that PSNI have also focused funding received from the NI Executive's Programme on Paramilitarism and Organised Crime (EPPOC) into areas where paramilitary and organised crime gang coercive control is seen to manifest.

At the January 2026 meeting of the Committee, Members received a thematic update from PSNI in relation to Strand 4 of the strategy, victims and witnesses with particular focus on Child Criminal Exploitation (CCE), which included a presentation on research

### **Policing and Community Safety Partnerships**

At the Committee meetings in April, June, September 2025 and January 2026, Members were provided with updates on the work of the Policing & Community Safety Partnerships (PCSPs).

At the Committee meeting in April 2025, Members received an update on the PCSP reserve process for independent members. Members were advised that at the point of formal reconstitution on 1 June 2024, the appropriate number of suitable candidates were appointed to ten of the 11 PCSPs and one fell short by one candidate and two PCSPs had an independent member resign shortly after reconstitution. In addition, there were no reserve lists for four of the PCSPs. As a result, a process to appoint independent members as applicable and generate reserve lists was initiated in June 2024. Members received a summary of activities undertaken during each stage of the process, the timescales involved in each and the costs incurred. Members were advised the full process was delivered over a

nine-month period and finalised in March 2025 and resulted in three appointments made and 20 reserves generated. Members heard that the same Impartial Assessor that carried out a review of the original process was appointed for the reserve process who confirmed her satisfaction with sessions attended and that the guidance for appointment was followed.

At the June 2025 meeting of the Committee, Members received an update on the work of the Joint Committee in relation to their statutory obligation as the oversight body of the PCSPs. Members were provided with an overview of items discussed at the recent meeting on 30 April 2025, which included an update on the Causeway Coast and Glens (CC&G) PCSP audit, the outcome of the PCSP reserve process, PCSP Action Plans for 2025/26 and three year Strategic Assessments, the PCSP Annual Effectiveness Report for 2023/24 and feedback from the Designated Organisations (DO) workshop.

The PCSP action plans contain a variety of initiatives under several themes including ASB, drugs & alcohol initiatives, road safety, domestic abuse programmes and engagement with police. Specific projects stated by PCSPs under these themes include; youth education programmes & awareness projects, early intervention training programmes, the healthy relationship project, and PSNI community engagement events.

At the Committee meeting in September 2025, Members were provided with details of a complaint which had been received in May 2025 in relation to the conduct of an independent member of a PCSP. Members were advised of the process followed to date by Board officials to progress the complaint in line with the Board's [Guidance on Managing a Breach of the PCSP Code of Conduct](#). Members heard that Board officials had implemented Stages 1 and 2 of the guidance (contacting the Chair of the PCSP and the respondent respectively) and following the reply provided by the respondent in which they refuted the allegation the matter had been referred to Partnership Committee Members to decide whether to uphold the complaint and decide on next steps. Following consideration, Members agreed that there were insufficient grounds for the allegation and no further action was necessary. The complaint was therefore dismissed.

At the January 2026 Committee meeting, Members received a verbal update on Joint Committee activity and noted that the next meeting was scheduled for April 2026. In line with the Partnership Committee ToR where Members may attend PCSP and Policing Committee meetings to provide support and enable greater insight into delivery of Action Plans, an updated PCSP meeting schedule was circulated. It was also noted that some PCSP meetings outlined in the updated schedule fell during PSNI's latest recruitment which launched in January 2026.

## **Communications**

### **Board Communication**

Throughout the reporting period, verbal updates were provided to Committee on activity in support of particular areas of board business and the delivery of the Board's legislative duties. Issues supported included the publication of a new 5 Year Policing Plan for 2025-2030, the Board's Corporate Plan, the Police Property Fund Large Grants Scheme, Consultation on the Revised Code of Ethics 2025, and the Human Rights Annual Report.

The Communications team offered advice and guidance in relation to range of issues in the media in respect of resourcing pressures faced as a result of the PSNI budgetary situation and the Board's response to the serious racist disorder of June 2025. Significant media interest was generated in respect of the surveillance of journalists and lawyers and the publication of the McCullough Review in September 2025 was the focus of Board meetings where communications/media support was a key element. A range of media issues covering elements of the Board's work were responded to throughout the reporting period.

The Communications Team supported Board and Committee meetings throughout the year and also supported online communications through the management of the Board's website and social media channels. Information is routinely published on the website on the Board's wide ranging legislative duties. 148 publications were posted during the period. 10 sessions of the Board were livestreamed with 10,532 views of published footage. On average 218 (when live) people watched the livestream footage of the Board meetings.

The Board's YouTube channel has now been viewed 100k times. There were 20,700 unique user visits to the Board website with 113,700 page views. The Board currently has 9,000 followers on X, 3,000 on Facebook, 1,034 on LinkedIn and added Instagram during the reporting year.

As part of the outworking of the Independent Review of the Policing Board, the Committee agreed to progress a review of the Board's Communications and Engagement Activity and the terms of reference were agreed at the September 2025 Committee meeting.

This year work has also been progressed on plans to mark the 25 year anniversary of the establishment of the Board and the PSNI in November 2026.

The Branch is also responsible for information requests made under the Freedom of Information Act and Data Protection Act and there continues to be a high volume of requests in this area.

A report on the Communications Activity for 2024/25 was provided to the June 2025 meeting of the Committee along with a plan of activity for 2025/26 which was approved.

## **Engagement**

### **Engagement Strategy**

In June 2025, Members received an update on the Board's Programme of Engagement, in relation to activity completed between April 2024–March 2025. Members noted key events which took place throughout the reporting period across each "Strand" of the engagement strategy and noted these events have been utilised to promote and inform the wider communities of a number of key work areas for the Board. Members were provided with the draft Engagement Strategy for 2025-2030 and the associated Programme of Engagement (POE) for the April 2025–March 2026 reporting period. This update also included details on upcoming engagement activities such as the Youth and Policing Partnership Forum, the Board/PCSP Engagement Programme and the upcoming "Conversations with Purpose" initiative. Subsequently, the new five-year Engagement Strategy was approved by the Board at the July 2025 meeting and published on our website.

In November 2025, Members considered a proposal for financial support from the Law Enforcement Torch Run (LETR). This request sought a funding contribution towards promotional merchandise in recognition of the LETR's upcoming 30th Anniversary celebrations. Members reviewed the proposal and subsequently agreed to provide a funding contribution of £7,462.50.

### **Engagement visits**

In response to a suggestion from the Independent Review of the Board (January 2025) to increase engagement and outreach, the Committee agreed to organise three events/visits in place of Committee meetings. The first of such visits was in May 2025 to the Roads Policing Unit in order to provide Members with further information on work undertaken by Roads Policing officers, in advance of Policing Plan Indicator 2.6 coming to the Committee for consideration in June 2025. As part of the visit, Members attended a number of information sessions which included Strategic Road Policing and Road Policing Interceptors; the role of dogs in roads policing; Road Education and Traffic Management incorporating BikeSafe; Collision Investigation Unit; and the Northern Ireland Road Safety Partnership (NIRSP).

In March 2026, a further board engagement interactive session was held at the Hydra Minerva Suite at PSNI Steeple. During the event, Members experienced the desktop type scenarios which police officers regularly encounter in the course of their duties and the practicalities, challenges and considerations required.

Throughout the exercise, participants were required to make decisions about incident attendance, prioritisation, and deployment of limited resources. They had to assess risk, balance competing operational pressures, and determine the appropriate application of legislation and policy. As new information was introduced in real time, Members had to continually review and justify their decisions, mirroring the dynamic environment of live policing. The platform recorded decision-making and communication, thus creating a clear audit trail for structured debrief and reflection. This enabled Members to see how professional judgement is exercised, how legal powers are considered and applied, and how resourcing challenges are managed within an accountable and transparent command framework.

In October 2025, the Board held its first Conversations with Purpose event which specifically focused on Violence Against Women and Girls (VAWG).

## Conversations with Purpose

Conversations with Purpose (CwP) was a new engagement initiative for the Board which involves direct, purposeful and strategic engagement sessions with key stakeholders and representative groups, which are thematic in nature and linked to specific indicators within the policing plan. These events aim to provide Members with more qualitative information direct from representatives within the applicable sector with a view to further enhancing the Board's accountability role and functions. The first event focused on Policing Plan indicator 1.1: The Effectiveness in Tackling Violence Against Women and Girls (VAWG) in October 2025 in collaboration with Foyle Women's Aid in Derry/Londonderry. As part of this event, Members heard first hand, real-life stories from women who had experienced domestic and sexual violence. The feedback captured from this event was used to guide the scrutiny undertaken by the Board's Performance Committee in December 2025 regarding the PSNI's progress on this Policing Plan indicator. In March 2026, the Board produced a short video reflecting on the 'Conversations with Purpose' event which was shared across our social media platforms to coincide with International Women's Day. The issue of VAWG remains a significant and ongoing priority for the Board and was discussed at the Board meetings in March and April 2026.

## Volunteer Schemes

The Board is responsible for the appointment and management of the Independent Custody Visitor (ICV) Scheme. ICVs are impartial volunteers from across the community who fulfil a key function (and legislative requirement<sup>3</sup>) in ensuring the protection of Human Rights of detained individuals in custody. At the September 2025 meeting of the Committee, Members considered the annual report on the work of the ICVs for the 2024/25 reporting year and the Board subsequently agreed to approve the report for [publication on the Board's website](#).

The Board is also responsible for the appointment and management of the Independent Community Observers (ICO) scheme. ICOs are impartial volunteers from across the community who observe and report to the Board on key aspects of the PSNI's recruitment process for Police Constables. In January 2026, Members

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<sup>3</sup> Para 73 of the Police (NI) Act 2000

considered the annual report on the work of the Independent Community Observers (ICO) Scheme following the completion of the 2025 PSNI recruitment campaign and the Board subsequently agreed to [approve the report for publication](#) on the Board's website.

The Board operates a rolling recruitment process for volunteers across both the ICV and ICO schemes and during the 2025/26 reporting year 13 new volunteers were appointed across both schemes (five ICVs and eight ICOs).

### **Problem-Solving Awards 2026**

The PSNI Problem Solving Awards were first held in October 2022 to recognise and celebrate innovative crime fighting projects where the police, community and external partners successfully work together to make a difference in communities. They were also an opportunity to highlight and recognise excellence and best practice in relation to PSNI Business Support (staff).

Applications for the Problem Solving in Partnership Awards launched on 22 August 2025 and could be submitted across five categories namely, delivering for communities, partners, serious crimes & investigations, enhancing service delivery and Policing and Community Partnerships (PCSPs). A total 24 applications received, seven of which (29%) were under the PCSP category.

The Vice Chair of the Partnership Committee represented the Board on the judging panel. Board Members and officials attended the ceremony which was delivered by PSNI in partnership with the Board, at the Harbour Commissioners Office, Belfast on 19 February 2026. A paper providing details of the winning projects, under each of the five award categories, was presented to the Partnership Committee at the April 2026 meeting.

### **Police Property Fund**

In line with the Police (Property) Regulations 1997, the Policing Board may distribute monies generated by PSNI through assets received (property and money) as a result of criminal investigations where the owners of such assets have not been ascertained or where there is no court order in respect of these assets. The management and distribution of this money is known as the Police Property Fund (PPF). The PPF was designed to support projects that will improve safety in local

communities, promote engagement with the PSNI and support partnership building and relationships with local police.

At the meeting in June 2025 the Committee considered and approved the launch of the first call of the Police Property Fund Large Grants Scheme with a total value of £150,000. Applications for funding opened on 30 June 2025 and closed on 22 September 2025, resulting in 84 applications being received before the deadline and an assessment process followed to determine the successful projects.

At the November 2025 meeting of the Committee, Members were advised of the outcome of the assessment process and were presented with the projects that the assessment panel had recommended for approval for funding. Members heard that following panel assessment, six applications had been recommended for approval at a combined value of £150,957 and one reserve project was selected. After consideration, the Committee recommended to the Board that the six applications selected for funding by the assessment panel were approved for a Letter of Offer and that one project was to be held in reserve. The Committee also nominated three Members to sit on an appeal panel, should any of the unsuccessful applicants request a review of the panel decision. The Committee's recommendation was subsequently approved at the Board meeting on 11 December 2025, following which, the programme team issued projects with correspondence outlining the Board's decision on 12 December 2025.

At the Committee meeting in February 2026, the Committee received a verbal update on the status of the onboarding process for the successful projects. Members heard how the six projects had successfully completed the contracting phase. The Board's finance team had reviewed and verified the organisations accounts, information workshops had been held with representatives from the successful projects, Letters of Offer had been issued and accepted and projects had received their first instalment of 80% of the overall funding awarded ahead of a project start date of 1 March 2026. Representatives from the successful projects attended a launch event with Members after the Committee meeting on 26 February 2026.

## Research into advocacy

The Independent Review of the Policing Board made comment on the workload and focus of the Board. In response, the Board agreed, in addition to its existing statutory duties, to identify each year a small number of strategic issues for closer examination. Recommendation 16 from the Review makes reference to the Board asserting its good authority in advocating and supporting policing with the community, especially within those communities where trust in policing has been historically low.

At the June meeting of the Committee and in response to recommendation 16 of the Review, Members agreed to commission a deep dive into how the Board can advocate for and support policing with the community, especially within communities where trust in policing has been historically low.

At the Board meeting on 4 July 2025, Members agreed to support this piece of work through academic research. Members also considered that such work should not be limited to the role the Board can play but should look in its widest sense at the advocacy that is needed and consider who has a role to play in that.

At Committee meeting in September 2025, Members considered a proposal from university representatives in respect of how the deep dive into “how the Board can advocate and support policing with the community, especially within communities where trust in policing has been historically low” could be implemented. Members heard that Board officials and representatives from Ulster University and Queen’s University Belfast were currently in discussion with a view to establishing a Policing Research Partnership (PRP) which would be used to take forward this research and were advised the establishment of the PRP was at an early stage and the partners, governance arrangements and funding needed to be agreed and finalised before the commencement of any projects.

Members were presented with the university representatives’ proposal on how this piece of work could be progressed and received an overview of the proposal including the Terms of Reference, the methodology, proposed consultees and timescales. Members subsequently agreed to proceed with the work as outlined, noting that at this stage the time frame for conducting this full piece of research was

approximately 90 days, however that would depend on the scale of the work and the capacity of the researchers.

At the Committee meeting in January 2026, Members received an update on the research, noting that Board officials have met with Ulster University and Queen's University Belfast, with Ulster University taking the lead. Members heard that stakeholders had been invited to participate in either an interview or focus groups which will commence in late January 2026 until late March 2026, with a draft report ready for consideration in June 2026.

### **Committee Effectiveness Questionnaire**

At the June 2025 Committee meeting, Members were provided with the results of the Committee Effectiveness Questionnaire for 2024/25 which generated six responses. Based on feedback received, the consensus was that Members would like to see closer scrutiny of PCSPs. Members were provided with an overview of the current PCSP governance arrangements and other assurances that are provided to the Board in respect of PCSPs and it was subsequently agreed that officials would develop and circulate a composite guidance document containing details of all the oversight arrangements along with the relevant documentation. As outlined above and in line with the Committee ToR, Members were also advised that in order to gain a better understanding of PCSPs and delivery of PCSP Action Plans, that Members may find it useful to attend PCSP and Policing Committee meetings. The guidance document was circulated to all Committee Members in July 2025, along with the PCSP meeting schedule for the remainder of 2025.

### **Reports Published by Partnership Committee**

The following reports have been brought to Partnership Committee and subsequently published on the Board's website in the last 12 months:

- [Engagement Strategy 2025-2030](#) & Programme of Engagement 25/26 (June 2025)
- [Independent Custody Visitors Annual Report 2024/25](#) (September 2025)
- [Independent Community Observers Report 2025](#) (February 2026)

## Partnership Committee Minutes

[Committee minutes can be found on the Board's website.](#)

## 5. PERFORMANCE COMMITTEE

### Role of the Performance Committee

The role of the Performance Committee is to support the Board in its responsibilities for issues related to the PSNI's operational performance, to include performance against the Policing Plan Indicators specific to the Committee, Human Rights compliance and the Professional Standards of Police Officers. The Committee keeps itself informed of the work of His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in Northern Ireland and the Criminal Justice Inspection NI (CJI NI) where their reports are relevant.

### Performance Committee Meetings and Membership

There were nine Performance Committee meetings held from April 2025 to March 2026. The Committee has 12 Members and during the year the membership was:

- Alan Chambers MLA
- Cathal Boylan MLA (until November 2025)
- Cheryl Brownlee MLA
- Colin McGrath MLA (since October 2025)
- Deirdre Hargey MLA (since December 2025)
- Frank McManus
- Gerry Kelly MLA (Chair)
- Les Allamby (Vice Chair)
- Mark H. Durkan MLA (until September 2025)
- Nuala McAllister MLA
- Patrick Nelson
- Peter Osborne
- Tommy O'Reilly
- Trevor Clarke MLA

## Key issues considered by Committee against Terms of Reference

The Committee's role and remit is set out in its Terms of Reference where the Committee's responsibilities are identified as follows:

### **Governance and General Matters**

- Review policies and procedures pertinent to the Committee's Terms of Reference and make recommendations to the Board in respect thereof
- Monitor police performance against the Indicators specific to the Committee in the Policing Plan and Annual Performance plan and support the Board in holding the Chief Constable to account for delivery of the Plan

### **Other Police Performance**

- Keep under review the outcome of external inspections/research or reviews of PSNI performance in the core policing functions of preventing and detecting crime
- Monitor the implementation of recommendations from PSNI oversight bodies in respect of police performance, practice and policy.
- Consider reports from Independent Reviewers in respect of PSNI use of powers in the Terrorist Act 2000 (TACT) and the Justice & Security (NI) Act 2007(JSA)
- Monitor the work of PSNI Legacy Investigation Branch

### **Human Rights**

- Monitor PSNI compliance with the Human Rights Act 1998.
- Produce an annual report on PSNI compliance with the Human Rights Act 1998 and consider and make recommendations to the Board in respect thereof
- Consider the Board's Human Rights Reports and make recommendations to the Board in respect thereof
- Monitor the implementation of recommendations from the Board's Human Rights Reports

## **Police Professional Standards**

- Revise the Code of Ethics for Police Officers and make recommendations to the Board in respect of the publication thereof.
- Assess the effectiveness of the Code of Ethics
- Monitor trends and patterns in complaints against PSNI
- Keep under review the outcome of disciplinary procedure
- Consider investigation reports of the Police Ombudsman and liaise with the Police Ombudsman in relation to policy and practice
- Keep under review the outcome of Police Appeal Tribunals
- Consider appeals on PSNI Officer Business Interests

## **National Crime Agency**

- Consider any changes to the Memorandum of Understanding between the Board and the NCA and make recommendations to the Board in respect thereof

## **Summary of Key Impacts 2024/25**

During 2025/26 the Performance Committee made the following progress:

### **Governance and General Matters**

**Review policies and procedures pertinent to the Committee's Terms of Reference and make recommendations to the Board in respect thereof**

During 2025/26 the Performance Committee reviewed policies and procedures in relation to:

- Notifiable memberships
- The Code of Ethics
- Misconduct regulations
- PSNI vetting
- Privacy and AI in policing
- Crime data integrity
- Stop and Search Community Background Pilot
- OPONI investigations and legislation

The Committee also made submissions to the Department of Justice on PACE Codes, the Victims and Witness Bill and the Justice Bill.

**Monitor police performance against the Indicators specific to the Committee in the Policing/Annual Performance plan and support the Board in holding the Chief Constable to account for delivery of the Plan**

During 2025/26 the Performance Committee’s focus in this area was on monitoring police performance against the Policing Plan 2025-2030 and Performance Plan 2025/26. This was the first year of the Policing Plan 2025-2030.

The Performance Committee started its analysis of the indicators in May 2025. Members noted that reporting during this period built upon 2024/25 performance monitoring through the provision of the PSNI Outcomes Based Accountability (OBA) report card, in line with the methodology adopted for the Performance Plan 2025/26. The new Policing and Annual Performance Plans published in April 2025 moved to an improved 4-tier RAGG model (Red/Amber/Green/Green). Each PSNI OBA report card contains PSNI’s self-assessment of its progress in this area. This new model will be used to evaluate all future performance.

1. Not achieving	2. Limited progress	3. Adequate progress	4. Good progress
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Board officials provided Members with an analysis paper for each indicator which identified key issues and opportunities in order to assist Members with effective oversight and informed scrutiny of PSNI performance, with senior PSNI officers when they attended Committee. Board officials would also indicate whether there was sufficient evidence to support the PSNI self-assessment RAGG status so that Members could discuss this with PSNI.

During the period from May 2025 to March 2026 the Committee scrutinised the following Performance Plan 2025/26 Indicators:

- May 2025: 2.4 Organised Crime Groups (OCGs)
- June 2025: 1.2 Domestic Abuse
- September 2025: 1.4 Hate Crime

- October 2025: 1.6 Crime Outcomes and 3.2 Police Conduct
- November 2025: 1.5 Victim Satisfaction
- December 2025: 1.1 Violence Against Women and Girls
- February 2026: 1.3 Child Criminal Exploitation
- March 2026: 2.7 Cyber Crime

Members held senior PSNI officers to account for police performance in each of these areas by identifying the key issues and discussing the key questions in relation to:

- How much did the PSNI do? (Quantity)
- How well did they do it? (Quality)
- Is anyone better off? (Impact)

The main feedback from Members found that PSNI were performing well in terms of quantity and quality of work in these areas. However, Members were concerned at areas where limited progress had been achieved such as 1.2 Domestic Abuse and 2.7 Cyber Crime. Members specifically raised the need to develop metrics and benchmarking for cybercrime. As this was year 1 of the Policing Plan 2025-2030, some indicators will need further development and Policing Plan Review Working Group (PPRWG) will be established in Autumn 2026 to address these issues. There will also be new arrangements for the Annual Performance Assessment for 2025/26. This will be drafted by the PSNI, scrutinised by the Performance Committee in May 2026 and approved by the Board in June 2026. The final Performance Assessment will then be included in the Board's Annual Report and Accounts in July 2026.

A particular highlight was the session on Indicator 1.1 VAWG in December 2026. Board officials included information gathered from a 'Conversations with Purpose' event hosted by Women's Aid which aimed to include lived experience and barriers from VAWG victims to be raised with the PSNI.

### **Other Police Performance**

**Keep under review the outcomes of external inspections/research or reviews of PSNI performance in the core policing functions of preventing and detecting crime**

Over the course of the year the Performance Committee considered and scrutinised the performance of the PSNI by keeping itself informed of the work of His Majesty's Inspectorate of Constabulary and the Fire and Rescue Services (HMICFRS), the reports of the Criminal Justice Inspectorate Northern Ireland (CJI NI) and the Independent Reviewers of Terrorism Legislation, Justice and Security Act and National Security.

### **Monitor the implementation of recommendations from PSNI oversight bodies in respect of police performance, practice and policy**

#### **HMICFRS**

At the Board meeting of 6 June 2024, Members received a Board paper providing a summary and analysis of the published HMICFRS Inspection Report 2023/24 entitled "The Police Service of Northern Ireland: An Inspection of crime data integrity". Members agreed to refer the report to the Performance Committee on 13 June 2024. Following consideration Members raised a number of issues with the PSNI that included:

- Members expressed concerns with the Areas of Improvement set out on page six of the HMICFRS Report and agreed that these improvements need to take place
- Members stated that the PSNI should address the issues raised by HMICFRS in relation to the Contact Management Centre on page nine of the report, especially the recording of details of crime where officers have to contact the Contact Management Centre to report the crime details gathered
- In relation to the national standards for crime recording, Members agreed that the PSNI should address the issue raised by HMICFRS that there should be meetings with PSNI Departmental heads focused solely on crime recording standards or alternatively that the PSNI should make sure that crime recording is a regular agenda item within the Service Performance Board (page 13 of the Report)

The PSNI were invited to update the Performance Committee on 12 September 2024 and provided an update on these issues. Members also followed up with further queries and at the October Committee meeting Members agreed to:

- Welcome the overall findings of the HMICFRS report and the rating that the PSNI's crime data integrity is "Good"
- Continue to monitor the implementation of the recommendations through the work of the Performance Committee

At the Board meeting of 7 November 2024, Members agreed a letter to the Minister of Justice and a [publication report to be placed on to the Board's website](#).

### **Criminal Justice Inspectorate NI**

In March 2025 Members engaged with CJINI inspectors on their forthcoming inspection of Child Criminal Exploitation (CCE) in the criminal justice system. The report was published in February 2026 and the new Human Rights Advisor to the Board has met with CJ NI to discuss the report which will be considered by Performance Committee when it next scrutinises Indicator 1.3 during 2026.

### **Consider reports from Independent Reviewers in respect of PSNI use of powers in the Terrorist Act 2000 (TACT) and the Justice & Security (NI) Act 2007(JSA)**

In November 2025 the Independent Reviewer of the Justice and Security Act, Jonny Byrne, presented the latest annual report to Members at the Performance Committee. Areas highlighted in the report and discussed were the Northern Ireland Security and Public Order, stop and search related powers and Scrutiny of Authorisation.

### **Monitor the work of PSNI Legacy Investigation Branch**

Officials contacted the PSNI's Legacy Investigations Branch to arrange a briefing for the March 2025 Performance Committee meeting. The PSNI stated that the Chief Constable wished to update the Board on legacy issues. The Chief Constable provided the Board with an update on legacy issues at the March 2025 meeting on the current state of relations with the Independent Commission for Reconciliation and Information Recovery (ICRIR) and emerging issues in relation ongoing legacy cases regarding litigation and disclosure.

## Human Rights

### Monitor PSNI Compliance with the Human Rights Act 1998

The Board is required by section 3(3)(b)(ii) of the Police (Northern Ireland) Act 2000 to monitor the performance of the PSNI in complying with the Human Rights Act 1998. In June 2025 the competition to appoint a new Human Rights Advisor was launched and Aonghus Kelly was successful in being appointed to the post. Following the completion of Developed Vetting, he commenced his new post at the Board on 4 February 2026.

During the year, the Committee considered and monitored PSNI's compliance with the Human Rights Act across a number of areas and below is a summary of the main issues considered, and reports published.

### Human Rights Review of Children and Young People and Policing

The Board published a major report on [Children and Young People and Policing](#) on the 2 December 2024 that made 16 recommendations. A six-month update was provided to the Performance Committee in October 2025, however, there were a number of issues raised by Members and a more detailed one-year report was requested and received in January 2026. This confirmed that of the 16 recommendations made 13 have either been fully or partially accepted, two are not accepted (one and 14) and a third (eight) falls outside of the scope of the PSNI to progress.

### Human Rights Review of Privacy and Policing

The [Human Rights Review of Privacy and Policing](#) was published in July 2023, however, the recommendations were not progressed and the Performance Committee Members agreed that the Human Rights Advisor and PSNI should look at the recommendations again and review them. There were a number of meetings between Board officials, Members and the PSNI in relation to the progression of the report.

A Privacy in Policing roundtable event was held on 25 February 2026 and focused on three areas, namely:

- PSNI's latest developments on its governance structure for digital innovation
- Artificial Intelligence and PSNI's current use
- Live Facial Recognition with an update from the NPCC Lead on this issue

The event offered those present an opportunity to discuss future governance structures in this area. The PSNI provided an update on their current and planned future use of Artificial Intelligence (AI). In addition, attendees had the opportunity to hear from Lindsey Chiswick, Director of Performance at London Metropolitan Police and National Lead for Facial Recognition, to discuss issues regarding the use of Live Facial Recognition in England and Wales with focus on the experience in London. Performance Committee will continue to work on the implementation of the Report's recommendations.

### **Produce an Annual Report on PSNI compliance with the Human Rights Act 1998 and consider and make recommendations to the Board**

The Board is required to monitor the performance of the PSNI in complying with the Human Rights Act 1998 and produce an assessment of the performance. In practice, the Board has produced a separate Annual Report each year drafted by the Human Rights Advisor and Board officials. [The Human Rights Annual Report](#) was agreed by the Board and published in September 2025.

The twelve key areas covered in the report were:

- Hate crime
- Religion and community background
- Vulnerable victims
- Stop and search
- Arrest and custody
- Use of force
- Training and policy
- Complaints and discipline
- Biometric retention
- National security
- Covert surveillance
- External forces

The Human Rights Advisor made 10 new recommendations where it has been identified that PSNI should take action. The PSNI will be providing the Board with a six-month update in relation to the recommendations by 25 March 2026 and this will be presented to the Performance Committee in April and will be returning to Performance Committee to give final responses to the recommendations after one year of the report being published.

### **Monitor the implementation of recommendations from the Board's Human Rights Reports**

The Human Rights Advisor continues to work closely with PSNI in relation to the [Five Year Review](#), [Children and Young People](#), [Human Rights Annual Report 2024/25](#) and the [Privacy and Policing Review](#) to ensure all recommendations are reviewed at the six-month stage and actioned by the first year of publishing. The Board has agreed that all future reports and recommendations will be monitored in this way.

### **Police Professional Standards**

#### **Revise the Code of Ethics for Police Officers and make recommendations to the Board in respect of the publication and assess the effectiveness of the Code of Ethics.**

The Board has a statutory duty to assess the effectiveness of the [PSNI Code of Ethics](#) and revise it when appropriate. The original Code was published in 2003 with the last major review carried out in 2008. Since that time there have been several significant developments in the area of police professional standards and misconduct. Therefore, the PSNI and the Performance Committee agreed to review the current Code and consider recent developments in England and Wales and any key issues regarding misconduct that are not currently reflected in the Code.

During 2024/25 and 2025/26, significant focus has been brought to this area of work. The Performance Committee agreed that a working group would be set up to discuss all changes and new articles. A public consultation on changes to the Code of Ethics commenced on 18 August 2025 and ran until 10 November 2025, with a public consultation event held on 29 October 2025. 18 responses were received and Members were provided with an analysis of those replies and informed of next steps for consideration in finalising the draft Code of Ethics. The working group and met

again on 15 January 2026 to consider the responses and consult on whether any further changes should be made to the draft copy. The new draft was presented at the Performance Committee on 12 February 2026 and approved by Members. The Board approved the new Code of Ethics at its March 2026 meeting and a letter was issued to the Minister requesting an update to the regulations to enable the enforcement of the new Code.

### **Monitor trends and patterns in complaints against PSNI and keep under review the outcome of disciplinary procedures**

The Board has a statutory duty to keep itself informed as to the measures in place to deal with PSNI complaints and disciplinary proceedings and to monitor trends and patterns in complaints. The Performance Committee does this by reviewing the Annual Report of the PSNI's Professional Standards Department (PSD). Senior Officers from Professional Standards provided a briefing on their Annual Report 2024/25 in October 2025. The Performance Committee scrutinised the PSNI's Annual Report with DCC Singleton reporting that in terms of PSD investigations there were 138 new investigations with 152 ongoing live investigations by March 2025, with 14 officers being dismissed. PSNI updated Members on suspensions and repositionings, anti-corruption investigation figures, confidential reporting methods, misconduct meetings and hearings and duty adjustments. PSNI informed Members on vetting issues and the development of new vetting software 'Core Vet' which will improve efficiency and create resources to use elsewhere. Members were updated on PSNI's new Service Instruction on Conflicts of Interest (including Notifiable Memberships). Discussions also took place regarding various PSNI issues arising from the report including vetting, failure in duty, and who deals with these cases, the suspensions involving domestic and sexual misconduct allegations and confidential reporting.

### **Consider investigation reports of the Police Ombudsman and liaise with the Police Ombudsman in relation to policy and practice**

In relation to the Police Ombudsman's reports, the Performance Committee considered the [OPONI Annual Statistical Bulletin for 2024/25](#) in relation to monitoring trends and patterns of complaints regarding the PSNI. In September 2025, senior officials from the Police Ombudsman attended Performance Committee to provide

an overview of the latest annual statistical report and to highlight key concerns and challenges. Members engaged in discussion on several issues including the increase in complaints, trends or patterns emerging in respect of multiple complaints against individual officers, the difference in the statistics by geographical area and police district and the Ombudsman's annual statistical report. The Board has agreed with the Police Ombudsman and updated the Memorandum of Understanding. The Police Ombudsman published a report entitled "[Abuse of Position for Sexual Purposes by PSNI Officers](#)" in February 2026 and OPONI officials will attend the April 2026 Committee meeting to present the main findings of this report.

### **Keep under review the outcome of Police Appeal Tribunals**

From April 2025 to March 2026 the Board received three Police Appeal Tribunals (PATs) and one was carried over from 2024/25. There are currently three PATs under consideration with one awaiting a criminal hearing. During this year one PAT decision to dismiss the appeal was reviewed and after consideration the dismissal stood. Another PAT was dismissed without a hearing and another was heard in November 2025 and is currently waiting direction from the Legally Qualified Chair (LQC). One of the remaining PATs is under Regulations 2000 and is currently being reviewed by an LQC and we are waiting on a date for the hearing.

### **Consider appeals on PSNI Officer Business Interests**

No Business Interest Appeals were received by the Board in 2025/26 for consideration.

## **Performance Committee impacts in 2025/26**

### **Review of the Code of Ethics 2026**

The Committee invested time and effort into completing a review of the Code of Ethics 2008 during this year. The Board added a 'Duty of Candour' Article and modernised the Code which has had a very positive response from all key stakeholders and members of the public who took part in the consultation. The Board approved the new Code of Ethics at its March 2026 meeting and correspondence has issued to the Minister requesting an update to the regulations to enable the enforcement of the new Code.

## **Policing Research Partnership**

Committee Members supported the establishment of the Policing Research Partnership during 2025/26. This new partnership between the Board and both Queen's University and Ulster University was agreed and work has commenced on two strategic research projects. The Performance Committee agreed the Terms of Reference for the Community Background Monitoring research and this will be delivered in 2026.

## **Immigration Status and PSNI Reporting**

The Performance Committee were the catalyst in working with PSNI officials regarding immigrants being cautious about coming forward as victims of crime and being fearful they would be reported to the Home Office. As a result, there has been a 77% reduction in officers reporting victims when they have come forward with information when they have been a victim or witness to a criminal offence.

In April 2024 [The Detail reported](#) that "Tens of thousands of migrant victims and witnesses of crime, including those subjected to racist attacks and domestic abuse, were reported by the PSNI to the UK immigration authorities over a five-year period." The Committee raised this specific issue with the PSNI, who then agreed to establish a working group to consider this issue. Independent Board Member Les Allamby represented the Board on this working group that also included the Commissioner Designate for Victims of Crime. Working with this group the PSNI developed a new policy and Service Instruction that resolved this issue. Launched in February 2026, the policy states that data sharing will now only happen "in very specific and exceptional circumstances" and will require the sign off of a senior chief officer.

## **Power of Arrest TACT vs PACE**

The Human Rights Advisor worked with ACC Crime on the disproportionate numbers of arrests under the Terrorism Act 2000 (TACT) compared with those under the Police and Criminal Evidence Order 1989 (PACE). This concern is particularly acute because those arrested under TACT have significantly fewer rights than those arrested under PACE. This issue was discussed at the Performance Committee in September 2025 with the Human Rights Advisor recommending that:

- The Performance Committee should write to ACC Crime welcoming the guidance and suggesting that point (vi) should be expanded setting out in more detail the rights of the suspect under the two systems
- It should also make it clear that TACT should only be used when the additional powers that it provides to officers are necessary and required for the police's investigation into the suspected crimes of the person arrested
- The guidance should state more clearly that officers should make their choice as to which power to use on the basis of a proportionality assessment, taking into account the rights of the suspect and the specific necessity of the extra powers they will require in the context of the specific investigation

The PSNI have considered these recommendations and have updated their guidance on the Power of Arrest accordingly.

### **Community Background Monitoring**

During 2025/26 the Committee worked in partnership with the PSNI to improve Community Background Monitoring processes particularly in relation to stop and search. Members reviewed the evaluation of the pilot project and made a number of recommendations on how PSNI could improve the gathering of this data. Members agreed that this area is worthy of further consideration and agreed to carry out a strategic deep dive. Ulster University are currently carrying out research in this area and will report back to the Committee in 2026.

### **Committee Publications**

The Committee has published the following documents in 2024/2025:

- [Northern Ireland Policing Board Human Rights Annual Report 2024/25](#)
- [Policing Plan & Performance Plan - Annual Assessment 2024/25.pdf](#)

### **Performance Committee Minutes**

[Committee Minutes can be found on the Board's website.](#)

## 6. RESOURCES COMMITTEE

### Role of the Resources Committee

The role of the Resources Committee is to support the Board in fulfilling its legislative and oversight responsibilities for all issues related to PSNI Finance, Human Resources (including Representativeness, Police Pensions and Injury on Duty Awards), Land and Property, Information Technology and Equality in the PSNI. The Committee also has responsibility for oversight and approval of the Board's financial management.

The Strategic Objective of the Committee is:

“To monitor resourcing plans for the PSNI, advocating on issues which support policing including transformational change and delivery of a representative service; and to deliver independent, fair and transparent processes in line with Police Pension, Injury Benefit and Appeals legislation.”

This report details the work of the Resources Committee during 2025/26.

### Committee Meetings and Membership

During 2025/26 the Committee held eight meetings. These took place on 29 May 2025, 26 June 2025, 25 September 2025, 23 October 2025, 27 November 2025, 18 December 2025, 19 February 2026, 19 March 2026.

The Membership of the Committee during the year included the following members:

- Alan Chambers MLA
- Frank McManus (Vice Chair)
- Gerry Kelly MLA
- Kate Laverty
- Keith Buchanan MLA
- Les Allamby
- Linda Dillon MLA
- Marian Cree
- Nuala McAllister MLA
- Peter McReynolds MLA

- Peter Osborne
- Trevor Clarke MLA (Chair)

## Committee Terms of Reference

In line with the Board's Standing Orders which state "The Terms of Reference for all Committees should be approved by the Board prior to the Committee being established and reviewed every two years (at the beginning of the financial year)", the Committee Terms of Reference were considered at the 19 March 2026 Resources Committee meeting and subsequently agreed by the Board at the 2 April 2026 Board meeting. The Committee Terms of Reference will be reviewed again in March/April 2028.

The Committee's role and remit is set out in the Terms of Reference where the Committee's responsibilities are identified as follows.

The Committee will:

### Governance and General Matters

- Review policies and procedures pertinent to the Committee's Terms of Reference and make recommendations to the Board in respect thereof
- Monitor police performance against the measures/indicators specific to the Committee in the Policing Plan and Annual Performance Plan and support the Board in holding the Chief Constable to account for delivery of the Plans
- Monitor and approve as appropriate, PSNI strategies relevant to the work of the Committee

### Financial Management

- Oversee and report to the Board on the functions performed by the Chief Constable on behalf of the Board<sup>4</sup> namely:
  - Keeping proper accounts and related records
  - Preparing and submitting an annual statement of accounts in relation to amounts put at his/her disposal
  - Make a recommendation to the Board regarding approval of the PSNI and Board's budget for the financial year

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<sup>4</sup> Statutory requirement outlined in the Police (NI) Act 2000

- Monitor the effectiveness of the PSNI's strategic financial planning process including monitoring and scrutiny of management accounts, the budget and forward financial forecasts
- Monitor the Board's financial performance, including scrutiny of management accounts, the budget, the contracts register and forward financial planning
- Consider and approve expenditure above delegated limits and novel, contentious or repercussive proposals in respect of PSNI and the Board and make a recommendation to the Board accordingly
- Consider and approve issues relating to borrowing, gifts made, write-offs, losses and other special payments in respect of PSNI and the Board and make a recommendation to the Board accordingly
- Monitor and consider compensation claims made against the Chief Constable.
- Consider and approve expenditure above delegate limits in respect of compensation claims against the Chief Constable and make a recommendation to the Board accordingly
- Consider and approve expenditure in respect of compensation and other legal cases against the Board and make a recommendation to the Board accordingly
- Monitor, review and, if appropriate, approve any Finance or associated Strategies<sup>5</sup>

## Estates

- Oversee functions performed by the Chief Constable on behalf of the Board namely providing and maintaining buildings and equipment for police purposes
- Monitor, review and approve, the PSNI's Estates and any associated strategies
- Consider and recommend to the Board acquisition, vesting and disposal of land and property
- Monitor, review and, if appropriate, approve all strategies relating to police equipment<sup>6</sup>

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<sup>5</sup> e.g. Capital and Procurement

<sup>6</sup> e.g. Transport and Information Technology

## Human Resources

- Oversee the functions performed by the Chief Constable on behalf of the Board namely directing and controlling Police staff
- Monitor trends and patterns in the recruitment of police and police support staff
- Assess the effectiveness of measures taken to ensure that membership of the police service and the police support staff is representative of the community.
- Monitor the representativeness and composition of the PSNI Senior Officer and staff equivalent positions and assess the effectiveness of measures taken to address underrepresentation in the Senior Management Team
- Undertake the Board's responsibilities in relation to the provision of advice and assistance to international organisations etc. by PSNI officers and staff up to and including the rank of Chief Superintendent
- Exercise strategic oversight of equality and diversity and monitor the implementation of Section 75 within PSNI and the Board
- Consider the approval of payment for accommodation and, if necessary, storage costs for PSNI Officers and Staff under the PSNI/DoJ Assisted Removals Scheme should there be a requirement for such provision beyond the 26-week limit
- Undertake the Board's responsibilities in relation to police pay, allowances and conditions of service and provide a recommendation to the Board on input to the Police Remuneration and Review Body (PRRB) annual review of pay for police officers
- Undertake the Board's responsibilities under Police and Police Pension Regulations
- Make recommendations to the Board in respect of pension forfeiture cases.
- Monitor, review and approve the PSNI People and associated Human Resources strategies<sup>7</sup>

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<sup>7</sup> e.g. Health & Wellbeing, Training, Leadership and Equality & Diversity.

## Police Training

- Advise the Board as appropriate on the facilities and provision of both pre-service and in-service training and development for police officers and staff, and oversee quality standards
- Monitor the provision of continuous professional development and the opportunities for career development of all police officers and staff

## Evaluation of performance

- The Committee will assess its own effectiveness on an annual basis. The Committee will formally report the results of its review of effectiveness to the Board.

## Resources Committee Areas of Focus

Set out below are the key areas of business conducted during the 2025/26 year.

### Governance and General Matters

#### Monitoring PSNI performance against the Policing Plan

The new Policing and Annual Performance Plans published in April 2025 moved to an improved 4-tier RAGG model (Red/Amber/Green/Green). Each PSNI OBA report card contains PSNI's self-assessment of its progress in this area. This new model will be used to evaluate all future performance. This was the first year of the Policing Plan 2025-2030.

1. Not achieving	2. Limited progress	3. Adequate progress	4. Good progress
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The Committee is responsible for monitoring the PSNI's performance against Policing Plan indicators 3.1 Representativeness of the Service and 3.3 Making Best Use of Resources.

## **HR Transformation Plan - Deployable Resources (June 2025) & Deployable Resources (September 2025) - Policing Plan indicator 3.3**

The Committee received a briefing in June 2025 on PSNI HR Branch Transformation from the ACO People & Organisational Development and the Head of Human Resources. The ACO noted the findings of the 2021 independent review of the PSNI's HR function and emphasised that the focus of the transformation project on improving things which matter most to the workforce. The Committee was provided with an overview of activities undertaken by PSNI HR in the previous year, including management of a backlog of pay remits, the REA uplift for police staff, delivery of five internal promotion processes, and external recruitment processes for officer and staff posts. The briefing outlined the three-phase approach to delivery of HR transformation, outlined key initiatives progressed under phase, outlined activities which will be prioritised in the next 6 months and upcoming workshops relating to the SAP replacement project.

Following the presentation, Members raised several important questions about the transformation programme. These included inquiries regarding the full-time equivalent staffing complement within PSNI HR and current vacancy levels within the branch. Members questioned allowances currently paid to police staff and the wider issue of potential reform of these allowances, and it was that PSNI would revert to the Committee with initial estimates regarding implementation costs of any amendment to CRTP payment. Members raised concerns about indicators or tangible targets which could be used to measure the success of the HR transformation programme, such as reduction in the number of people in temporarily promoted roles and monitoring of absence levels compared to other police services. Members also raised questions about the evaluation of effectiveness of new management training programmes and reasons behind high recruitment numbers at more senior levels within PSNI HR. The paper supporting the briefing outlined broader transformation initiatives including the appointment of a permanent Director of Human Resources, introduction of a quality team for service improvements and policy reviews, District Absence Support Panels for local absence management, development of Occupational Psychology and Meditation Services, and recruitment of a specialist Equality, Diversity and Inclusion Strategic Lead. 71% of PSNI HR staff

have completed Mandatory Attendance Management Training, and exploration of AI tools for use in internal recruitment pilots is underway.

In September 2025, the Committee received a briefing on “Deployable Resources”. This was the first time this subject had been discussed at the Committee. As the definition of “Deployable Resources” had not been finalised, the Chief Operating Officer, the ACO People & Organisational Development and the Director of Human Resources introduced a PSNI paper which presented Members with two options for their consideration and sought Committee direction on the preferred option to enable relevant data to be collated and presented for future reports. Members decided that the College of Policing definition was their preferred option which includes the ability of police officers and police staff to be deployed to tasks or operations that match their skills and experience, considering factors like health, welfare, training, and operational needs. The Director of HR also noted that PSNI are currently developing and testing a mobilisation dashboard for inclusion with future reports which would include data from various sources across the business. The PSNI presentation provided an overview of the key data relating to deployable resources within PSNI including current average deployability figures for police officers and staff, duty adjustment figures and ongoing work to reduce sickness absence. In relation to average deployability figures for police officers, Members noted that this currently sits at 75.8% which is below the nationally recognised informal benchmark of 80-85% across other UK police and emergency services.

In relation to duty adjustment figures, PSNI updated the Committee on the re-establishment of local Duty Adjustment Panels to ensure duty adjustments in place are reviewed on a regular basis. Discussion with Members on this issue included pathways to move officers out of adjusted duty roles (for example, either back to normal duties or referrals to Occupational Health and Wellbeing (OHW) for consideration of IHR), clarification on the timeframe that constitutes a ‘permanent’ duty adjustment (PSNI confirmed this is four years) and the benchmark against which officers are assessed in terms of being ‘fit for work’ (i.e. against the duties of a Local Policing Team officer). It was also noted that 18% of the workforce are on restricted duties, which compares unfavourably with Home Office workforce statistics for England and Wales (8.9% to 11.3%).

Member questions following the PSNI presentation focused on:

- Measures used by other Most Similar Forces (MSF) to capture data on deployable resources, whether they collect the same data as is proposed by the PSNI in their preferred definition, and whether comparable/benchmarking data would be available should the Committee agree the PSNI's preferred definition of Deployable Resources
- Key drivers limiting the deployability of resources (i.e. physical, psychological, neurodiverse conditions, officers on the IHR pathway etc)
- How PSNI compares with other MSFs in respect of duty adjustment figures
- The availability of job-share/flexible working arrangements and whether restrictions on these arrangements can subsequently lead to increased sickness absence levels

### **Transformation/Estates Strategy Update - Policing Plan indicator 3.3**

In September 2025 the Committee received a briefing from the ACO Transformation which focused on the key strands within the transformation program including workforce recovery, and individual projects (22 noted in the briefing paper) each of which are aligned to 3 key areas: workforce, community or victims. Members were advised that the overall transformation program is much broader than these individual projects and during discussions following the briefing Member questions focused on:

- Governance arrangements and whether broader transformation work relating to PSNI Estates, HR and Digital are overseen by the PSNI Transformation Board
- External/gateway reviews of large-scale transformation projects
- Information Members would like included in future updates including estimated completion dates for the projects listed and more specific categorisation of the projects when they crosscut multiple areas

At the same meeting in September 2025 Members were provided with 3 papers to support the overall PSNI Estates Strategy Update:

- An update on The State of the Estate

- The second on the Estate Strategy 2021 and Beyond: 2025 Update
- A written update on the South Armagh Review (SAR) Recommendations (see further information of the SAR recommendations below).

PSNI summarised the key highlights throughout the 2024/25 year (including the purchase of the former Kinnegar site - new Redburn - for the new police college), the disposals in the final stages of completion, and key aspects relating to their seven key pillars for estate transformation. Member discussions following the presentation related to:

- Rationalisation of the PSNI estate in the Belfast area and whether anyone is currently based at and working from the new Redburn site
- The information to come to the Committee in future in respect of the PSNI estate footprint across NI (including proposed future disposals)
- Running/maintenance costs for vacant properties

### South Armagh Review Recommendations

The Committee also received an update on the implementation of the nine recommendations from the South Armagh Review Report which sit with Resources Committee.

As at the 25 September 2025 Resources Committee meeting, Members noted the status updates on the nine recommendations as below:

Rec Number	Recommendation	Status (as at March 2025)
4.	Selection	Complete
6.	South Armagh Police Station	In progress
12.	Tactical Patrolling Training	Complete
13.	Uniform	Complete
14.	Liveried Vehicles	Complete
15	Armoured Vehicles	Complete

41.	Continuous Professional Development	Complete
42.	Training Governance	Complete
43.	Neighbourhood Policing Development Programme	Complete

The Committee noted information provided on the perimeter softening work due to commence at Newtownhamilton police station in line with recommendation six of the Review Report. In respect of the aspect of recommendation six relating to the proposed closure of both the Newtownhamilton and Crossmaglen stations in favour of one new South Armagh Police Station in their place, PSNI acknowledged that the current lack of funding means PSNI have been unable to progress this and therefore no new site has been identified for the recommended new station. Members agreed that further updates on the implementation of recommendation six of the SAR report would be incorporated with future Estate Strategy updates.

### **Annual Digital Strategy Update - Policing Plan indicator 3.3**

In October 2025 the Committee received a presentation from the PSNI which included an update on the current Digital Strategy and a briefing on the new Digital Strategy 2025-2030. The briefing and subsequent questions from Members included amongst other things:

- Recent developments in relation to the use of AI, related governance arrangements and community engagement to promote public confidence around PSNI's use of AI
- The recent launch of My PSNI Portal where victims can create an account and use this service to request investigation updates from the investigating officer
- Data ethics and where PSNI currently sits in relation to the use of facial recognition. PSNI noted the work going on nationally in relation to this and advised that currently PSNI capabilities are limited to retrospective use

- The level of return on digital investment, how much of this investment supports business-as-usual and how the benefits will be collated by the new Digital Change & Innovation Group

In relation to the new Digital Strategy 2025-2030, Members discussed the importance of ensuring data quality as the use of AI increases and steps taken by PSNI to assure data quality, the impact of network coverage challenges across NI and possible engagement and collaboration with the NI Assembly in relation to working with schools to highlight career development opportunities in this area.

### **Annual Fleet Strategy Update - Policing Plan indicator 3.3**

In November 2025 the PSNI Head of Transport provided Members with an update on PSNI's Fleet Strategy and highlighted the following key areas:

- Fleet composition, mileage per year, and maintenance hours per year
- The number of new vehicles in service since the previous update
- Support provided by the Fleet department since June 2025 including in Ballymena during the unrest and to the Open Golf Championship
- Ongoing challenges in respect of the recruitment of mechanics and the need to seek mutual aid mechanic assistance due to the staffing shortfall and overarching issues in the motor industry sector in Northern Ireland

Members were also updated on the expansion of the HVO (Hydrotreated Vegetable Oil) pilot scheme. The full Steeple site will move to this as part of a larger test of the use of HVO.

Discussion with PSNI following the presentation centred on:

- The challenges in securing qualified mechanics, the job re-evaluation process to re-grade some of these positions and the possible use of apprenticeships as one avenue to address this challenge
- EVs and progress in terms of the installation of the necessary infrastructure across the PSNI estate
- Announcements in the recent budget in relation to a £0.03/mile road charge and whether PSNI will be exempt from this charge
- The roll out of ANPR on the PSNI fleet

## Annual Update on Learning and Development (Police College) - Policing Plan Indicator 3.3

In November 2026 the Committee received a presentation on the work of the Police College from the ACO People & Organisational Development and the Director of Training, Learning & Organisational Development. The presentation covered:

- New Student Officer intakes
- Ongoing mandatory and compliance training across the organisation.  
Members noted the uptake so far in relation to the new Violence Against Women and Girls (VAWG) module, and were advised of the ongoing increase in uptake since the presentation was drafted
- Driver training
- Management and Leadership development

Some areas discussed with the Committee following the presentation included:

- The overall stabilisation of the Police College to support the planned increase in the recruitment of new officers
- The new approach in relation to making driver training available to new student officers at the end of their initial training period and balancing this with the training needs of other Local Policing Team officers who have yet to receive the driver training module
- The percentage completion rates for some mandatory training and why these, in some cases, are not higher - PSNI advised of some of the causes of this including in respect of those not in work (for example on sick leave or awaiting IHR)
- The proportion and types of training carried out in person vs online
- What training is made available to newly appointed line managers
- The newly extended validity of promotion exams which is now five years
- The percentage uptake of mandatory firearms training and the cohorts within PSNI who need to avail of this training and varying intervals depending on their specific role
- How the new Code of Ethics will be embedded in the training of new officers

Other areas of discussion with the Committee included in relation to the availability of pre-employment learning, challenges in respect of keeping successful candidates interested should there be an extended wait while on the merit pool and the development of senior leaders within PSNI including in respect of those eligible for consideration for the Executive Leaders Programme (ELP).

### **Annual Cultural Audit update - Policing Plan indicator 3.3**

The Committee received an update on progress against the 16 action areas arising from the 2023 'Your Service, Your Voice' Cultural Audit. Members were informed on key initiatives including Team PSNI, a calendar of high impact 'all staff engagement events' championed by the Chief Constable and Senior Executive Team and the Culture Development Implementation Group (CDIG). This group is jointly led by the Chief Operating Officer and the Assistant Chief Officer People & Organisational Development with membership including staff associations and minority/diversity support representatives, and it oversees the delivery of the Cultural Audit action plan.

Members were also provided results from the Inclusion 2025 Pulse survey which achieved a 50.3% engagement rate (more than double the England and Wales benchmark) with 4,300 officers and staff participating. The survey assessed emerging themes including performance and how valued staff feel, leadership effectiveness, inappropriate behaviour and discrimination, fairness and psychological safety, and pride in working for PSNI. Members were informed that results would be shared with the workforce and all staff minority group associations on 18 December 2025, with full results from both quantitative and qualitative focus groups to be shared in 2026.

Following the presentation questions from the Committee focused on:

- Concerns at the timing of the release of the results given the upcoming student officer recruitment
- The percentage of minorities within PSNI who feel they have experienced discrimination
- Work with student officers in the College to eliminate bias and promote inclusive attitudes

- Concerns of Members that profiling questions in the survey did not include community background
- The embedding of the PSNI values within the organisation and how these should drive the culture of the organisation

### **Representativeness, Equality, Diversity and Inclusion - Policing Plan indicator 3.3**

Members received information from the PSNI at its meeting on 18 December 2025. At the meeting, the PSNI provided an update that it had begun drawing candidates from the January 2025 student officer recruitment campaign. The PSNI also updated that it was preparing to launch the next student officer recruitment campaign on 14 January 2026. The PSNI provided an overview of the report card and an overview of the 3 sections, covering the period April 2025 to September 2025:

#### **1. External Recruitment**

##### Student Officer 2025 Recruitment

- Assessment centre attendance increased to 71.2%; Catholic attendance 69.2%, female 69.8%
- Catholic candidates had a higher pass rate (82.4%) than Protestant candidates (78.1%); females outperformed males (82.6% vs 76.6%)
- Socio economic diversity: 17.2% of passes from the most deprived areas (up 2.1%), 39.1% from least deprived (down 4.9%)
- Merit list (1,195 candidates): 24.8% Catholic, 36.9% female, 1.8% ethnic minority, 8.5% LGBT+, 4.1% disability
- Decline in candidates with degrees (31.2%), likely due to improved school engagement
- Continued strong outreach: schools/further education colleges, career events, Pride, MELA, Balmoral Show
- Next Student Officer campaign planned for Jan 2026 with refreshed advertising and focused outreach

##### Police Staff Recruitment

- 22 external campaigns launched; 99 appointments made across admin, operational and professional roles
- New Administrative Support Officer recruitment attracted 1,797 applicants with 26.2% Catholic, 69.1% female, 3.7% ethnic minority, 8.3% LGBT+, 8.9% disability
- Assessment ongoing; appointments expected early 2026
- Custody Detention Officer campaign planned for Jan 2026 alongside Student Officer campaign

### Impact

- Increased external recruitment expected to support overall representativeness
- Persistent challenge: Catholic applicants remain at ~30% over 10 years despite significant outreach
- Appointment rates remain lower than applicant rates (avg. 21% Catholic, 30% female appointees)
- Geographic under representation persists (e.g., Mid Ulster, Derry City and Strabane, Newry and Mourne)

## 2. Internal Representation

### Internal Selection and Promotion

- New promotion processes launched for Sergeant and Inspector ranks
  - Inspectors meeting standard: 42.1% Catholic, 30.2% female
  - Sergeants meeting standard: 30.8% Catholic, 36.2% female
- Positive action supports introduced:
  - Preparation time for interview questions
  - Tools/equipment for neurodiverse candidates and others (e.g., headphones, coloured paper)

### Learning & Development

- 'Power to Change' training launched (Tackling VAWG plan)
- Preparations underway for new PDRChat performance process

## Culture & Engagement

- New workforce strategy launched: “Being Workforce Focused, Being Team PSNI”
- Inclusion survey completed with 50.3% participation
- Race & Ethnicity Action Plan (2025–2027) launched; Disability Action Plan due December 2025

## Impact

- Appointment increases not yet improving local policing due to 22 week training lead time
- Specialist departments remain constrained to protect frontline policing
- Significant improvement over five years at some senior ranks, Chief Inspector: 39.4% female, 42.6% Catholic
- Future improvements expected from planned ~200 Sergeant promotions and police staff promotion processes

### 3. Retention

#### Stability Rates

- 93.4% Police Officers (no change)
- 92.7% Police Staff (up 0.6%)
- 95.1% Officers with <3 years’ service (up 0.6%)
- Variation by group:
  - Catholic officers: 92.4% (slightly lower)
  - Female officers: 94.7% (higher)
  - Catholic police staff: 94% (higher)
  - Female police staff: 93.2% (higher)

#### Exit Interview Trends

- 42% of voluntary leavers completed exit interviews
- Main reasons for leaving:
  - New employment opportunities (majority)
  - Working conditions (25%), health (6%), domestic reasons (6%)

- Exit interview process being redesigned for better data and action planning.

#### Impact

- Stability rates largely unchanged over 5 years (c93% officers, c92% staff) despite NI unemployment being low (2.6%)
- Officer profile: Average service 13 years, age 41, 33% female, 32% Catholic
- 10 year forecast: average age 38; 34% female, 23% Catholic (decline expected)
- 37% of officer leavers in past 12 months were Catholic, reflecting retirement patterns from Patten era recruitment - anticipated future decline in Catholic representation due to lower recent appointment rates

Members raised the following points with the ACO People and Organisational Development and Head of External Recruitment:

#### **Police staff representativeness and external recruitment**

PSNI police staff representativeness and whether external recruitment in this area is likely to improve these representativeness figures. PSNI noted a number of factors which have historically affected these figures, including that at the time of the Patten Report, there was no voluntary exit scheme for police staff to reflect what was implemented for police officers. PSNI also noted that recent budget constraints and limitations on police staff recruitment have impacted on PSNI's ability to address this imbalance.

#### **Internal promotion processes**

The impact of recent internal promotion processes on representativeness within certain officer grades.

#### **Increase in personnel identifying as 'other'**

The increase in the number of those identifying as 'other'.

#### **Catholic attrition and withdrawal feedback**

Member concerns at the attrition rates of Catholics throughout the overall recruitment process and whether feedback is obtained from those electing to withdraw from the process.

### **Geographical disparities in applications**

How PSNI are responding to geographical disparities in terms of applications and the read across to those from a Catholic community background

### **Retention of officers with over 30 years' service**

The potential to incentivise those with over 30 years' service to remain within the organisation to support succession planning.

## **Update on Occupational Health and Wellbeing (OHW) - Policing Plan Indicator 3.3**

At the March 2026 meeting the Committee received a briefing from the Assistant Chief Officer People & Organisational Development and the Head of Occupational, Health & Wellbeing on Occupational Health & Wellbeing (OHW) activities and performance against Policing Plan Indicator 3.3. The briefing outlined two key focus areas: the Wellbeing Trauma & Resilience Programme and the CARE Framework (Career Assistance for Resilience and Empowerment). Other key information presented included OHW referral volumes which have remained relatively stable with 4,624 referrals in 2024/25 and 4,620 in 2025/26. Operational improvements implemented in August 2025 have improved referral flow and enabled faster access to appropriate assessment. Musculoskeletal referral pathways demonstrate stable capacity with average waits to initial assessment at approximately 37 working days, representing a significant improvement from 29.5% of absence in 2020 to 19.23% in 2025. Mental health treatment access remains a significant challenge, with initial assessments completed promptly within seven days but treatment waiting times remaining prolonged—average waits of 8.5 months for cognitive behavioural therapy (CBT), 6.5 months for clinical/counselling psychology, and longer waits for other mental health services. Psychological conditions remain the single largest cause of sickness absence, accounting for 52.79% of all recorded absence, representing a

marked increase from 35.40% in 2020. Peer support and wellbeing volunteer services continue to demonstrate strong demand, with 153 peer support requests and defusing/debriefing support provided to 473 officers and staff during 2025, and over 100 wellbeing volunteer referrals, with no waiting times for these services. The Committee was also briefed on information included in the OHW dashboard, ongoing work in respect of understanding organisational stressors, and the development and embedding of the CARE Framework. PSNI outlined 20 initiatives planned for 2026/27 to strengthen wellbeing and make best use of resources, including a review of the medical and nursing operating model, development of an ergonomic framework for roles at highest musculoskeletal risk, and the finalisation of the PSNI mental health strategy.

Members raised the following questions and discussion points:

- Significant concern regarding wait times for mental health treatment
- Levels of musculoskeletal disorders and initiatives in place to address this
- Processes in place to deal with impact of fatigue and, exposure intensity and where the use of AI in specified roles could be helpful, for example in relation to public protection related roles
- Appropriate training for temporary promoted managers - Members expressed concern that while this is mandatory for permanent staff, in respect of temporary promoted supervisors/managers it is offered on a voluntary basis
- High levels of overtime for some officers and whether there is an internal system of automatic referral to OHW for officers working these hours - Members also discussed the implication of officers opting out of the Working Time Directive including the potential impact this could have on any future compensation claim made by an officer
- Risks in respect of officer tenure in certain roles and whether rotation in and out of roles (such as those in public protection) would be beneficial
- Vacancy levels within OHW, recruitment plans to address these vacancies and the use of external contractors to alleviate back logs - PSNI advising Members on the clinical governance arrangements in place in relation to the provision and use external contractors in this area

## **PSNI Financial Management**

### **Oversight of PSNI Budget including Resource Plan 2025/26 and Annual Capital Strategy**

The PSNI presents their financial update through their management accounts to Committee each month.

At the May meeting of Committee PSNI presented their resource plan for 2025/26, providing details on allocating the budget and highlighting ongoing pressures. The PSNI's resource requirement for 2024/25 was £1,193m.

The overall resource requirement included, recovery and growth of police officer and staff numbers, pay awards including uplifts to the revised environmental allowance, overtime across the various departments, inflation and contractual increases, Injury on Duty and Ill Health retirements, increases in legal cost, the implementation of the data breach recommendations, holiday pay and McCloud pension costs. The Resource Plan did not include any funding to settle legacy compensation claims

PSNI advised of an initial funding gap of £222k when estimated costs were compared to the budget allocation, however the exceptional items of holiday pay and the data breach were recognised as significant and cannot be absorbed by PSNI. By excluding the exceptional items of holiday pay and the data breach, the funding gap remained at £21m. PSNI advised that after a period of sustained cuts, the reality is the cost base is largely fixed, as costs are payroll related, contractually committed or operationally essential.

Following the autumn monitoring round PSNI received an additional funding which balanced the resource DEL budget for the year, and through the January monitoring round received £353k additional ringfenced resource DEL funding (Protocol costs) and £1.028 to meet the depreciation and impairment pressures. Following the various additional allocations PSNI advised committee that the budget for 2025/26 balanced.

The PSNI Annual Accounts and Pension Accounts were scrutinised at the September meeting of the Committee.

## **PSNI Procurement Annual Report**

In October 2025 Members were provided with a briefing on the PSNI Annual Procurement Report 2024/25. The Committee noted that PSNI have over 350 contracts in place and that the spend on third party contracts increased 3.8% in the 2024/25 year from £184m in 2023-24 to £192m at the end of the 2024/25 year.

The Committee was updated on:

- Governance arrangements and the outcome of recent audit activity in the procurement area
- Collaboration with PSNI departments and also via public sector frameworks to deliver the best value for money (VFM)
- Procurement training being delivered across the organisation
- Procurement spend, broken down by department

Members' questions following the briefing related to:

- Potential efficiencies in the system, the large number of contract managers and whether this could be considered the best use of resources
- The procurement framework, safeguards in relation to human rights and due diligence carried out further up the supply chain and how this is balanced with ensuring VFM
- The number of contracts due to expire within the next 18 months and governance arrangements in place to ensure procurement processes are commenced in a timely way to ensure VFM in the next contract
- The purchase of electric vehicles (EVs) and lessons learned in respect of the necessary infrastructure needing to be in place to fully deploy the EVs

## **Litigation/Above Delegated Authority Requests and Settlement of Legal Claims**

In line with the Committee's responsibility to monitor and consider compensation claims made against the Chief Constable, in February 2026 the Committee received a briefing from PSNI Legal Services Branch which included:

- An overview of civil litigation costs and damages associated with defending cases brought against the PSNI

- Analysis of key cost drivers and challenges including delays, legacy related pressures and both internal and external legal fees
- Current volume of claims and active cases across legacy and non-legacy, including a breakdown by claim type
- Early resolution strategies aimed at improving efficiency and effectiveness including proactive case assessment, the use of mediation and alternative dispute resolution and settlement where appropriate to avoid protracted litigation
- Increasing efficiency in dealing with processes through greater use of technology - Members noted that a business case for a new case management system is still progressing
- Lessons learned from litigation, claim themes and trends and feeding that information to operational policing

Throughout the year and in line with the Committee's Terms of Reference the Committee considered and made recommendations to the Board regarding 17 Above Delegated Authority requests received from PSNI.

### **Human Resources**

Monitoring of PSNI Human Resources has throughout the year been primarily carried out through the Policing Plan Annual Performance Plan (see above). Other areas covered by the Committee throughout the year with relate to PSNI Human Resources are noted below:

### **Police Remuneration Review Body Submission (PRRB) and Senior Salaries Review Body (SSRB)**

At the February 2025 meeting, Board Officials presented 55 evidence and information requests issued by the PRRB that required a response from the Board. Members agreed the responses at that meeting, and these formed the basis of the Board's draft submission to the PRRB. The two draft submissions (PRRB and SSRB) were brought to the March 2026 meeting and were approved.

### **Senior Officer Recruitment**

There has been no senior officer recruitment within this reporting period.

## **Presentation on lessons learned from recent recruitment and internal promotion processes (Sargeant & Inspector)**

At the June 2025 meeting Members were provided with a briefing which set out the findings and lessons learned following recent recruitment and internal promotion processes.

The Committee was provided with a brief overview of the Exams Unit which sits within the Police College and the scope of the review which included:

- The timeline and various stages of the internal promotion processes
- Data relating to the Sergeant & Inspector promotion processes including total numbers who sat the exams and the numbers which progressed to interview
- The key themes which emerged during the learning review
- The learning points identified with proposed short, medium and long term action

Other areas discussed with Members included a potential move to a more modular approach to exams, improved revision support for candidates and a move towards a more digitised process from the current entirely paper-based system.

Member questions following the presentation centred on:

- Whether there is any external accreditation of the exams provided by the Police College, and whether having this would increase the length of time exam results are valid - PSNI noted that while there is no external accreditation, PSNI use the College of Policing blueprint in the development of the questions and exams taken at the Police College
- Consideration of the introduction of a percentage pass mark for the Stage 1 written section of the internal promotion process

## **PSNI Recruitment Vetting – Report of Independent Assessor**

In June 2025 Members were provided with an update of the Annual Report submitted to the Minister of Justice from Sir John Gillen, the Independent Assessor of PSNI Recruitment Vetting. The report from Sir John provided an overview of his

considerations during the period 5 April 2024 to 4 April 2025 and progress made on recommendations from the previous report.

### **Implementation of PSNI Data Breach Review Recommendations**

At the October 2025 Resources Committee meeting Members received an update from the Deputy Chief Constable and Chief Superintendent Sam Donaldson on the implementation of the recommendations in the Data Breach Independent Review. Members were advised of the governance arrangements in place including the Service Data Board (chaired by the DCC) and the Data Delivery Group (chaired by C/Supt Donaldson) which have oversight of delivery against the Independent Review recommendations and noted that 61% of the recommendations have now been fully implemented. Members were also advised that the ToR for the Independent Review Group to carry out a follow-up review have now been agreed and that PSNI were also now gathering data and evidence or providing narrative on why not all recommendations have been realised.

The Committee was also updated on separate data-management matters including:

- The Data Risk Strategy 2025-30
- the action plan to address Subject Access Request (SAR) and Freedom of Information (FOI) backlogs, mindful that the ICO are seeking full compliance (90%) by 31 December 2025
- The possible future appointment of a Chief Information Officer
- Increased staffing in the Data Protection Branch/Office

Discussions following the presentation related to:

- Reference in the Data & Information Risk Strategy to the use of AI and predictive policing technologies and the balance between openness and transparency with data protection
- Internal FOI requests and potential cultural issues within the organisation which can lead staff to seek information via an FOI request as opposed to through their line manager
- Whether PSNI had any specific concerns about the recommendations which have not progressed to plan - PSNI advised the Committee of their current

focus on reducing the backlog of FOI/Subject Access requests given the deadline for full compliance set by the ICO and that 21 of the outstanding recommendations would be met via Operation Thistle

### **Section 8 Requests regarding the Provision of International Assistance**

Section 8 of the Police Act (Northern Ireland) 2000 confers a statutory duty on the Board to consider requests to provide advice or assistance to international organisations and states:

(1) Subject to the provisions of this section, the Board may provide advice and assistance to—

- a) an international organisation or institution; or
- b) any other person or body engaged outside the United Kingdom in the carrying on of activities similar to any carried on by the Board or the Chief Constable.

In line with the Resources Committee's obligation to undertake the Board's responsibilities in relation to the provision of advice and assistance to international organisations etc. by PSNI officers and staff up to and including the rank of Chief Superintendent, throughout the reporting period the Committee considered and approved two requests from PSNI.

At the December 2025 meeting the Committee considered a Section 8 request from PSNI in relation to the provision of training by two PSNI trainers in the United States to support public safety in relation to the 2026 World Cup competition being hosted across continental North America. The Committee approved this request.

In January 2026, by way of written procedure, the Committee considered a further Section 8 request in respect of a request for PSNI to host a 3-day study visit for participants from the National Police of Ukraine and Ukrainian Ministry of Internal Affairs. The Committee also approved this request.

### **Ill Health Retirement/ Injury on Duty Cases**

During the reporting year, Members noted the outcome of decisions taken by Selected Medical Practitioners (SMPs) and confirmed the implementation and reassessment dates for a total of 234 SMP assessments.

Members also noted the outcome of appeal decisions taken by the Independent Medical Referee (IMR) and confirmed the implementation and reassessment dates for a total of 88 IMR assessments.

Members also considered and agreed implementation dates relating to both SMP and IMR cases where such dates were more complex to consider.

### **Pension Scheme Manager Reports**

The Committee were provided with an update on matters considered by the Police Pensions Board (PPB) which met on four occasions; 3 June, 1 October and 2 December 2025 and 3 March 2026. During the reporting year, PPB Members considered updates relating to the issuing of Remediable Service Statements (RSS) and work to connect to the Pension Dashboard. PPB Members also carried out their governance role by receiving updates from the Scheme Administrator on finance and governance matters and by reviewing and updating the Board's risk register as appropriate. In addition, PPB Members carried out their annual review of the Board's Terms of Reference, approved an update to the Board's Code of Conduct, and were advised of any national guidance released during the reporting year.

During the reporting year Committee Members agreed the approach in relation to the processing of IHR applications from officers subject to ongoing criminal and/or misconduct proceedings and following this, Members considered three cases whereby the officers concerned were subject to extant misconduct and/or criminal proceedings and had also applied for Ill Health Retirement. Members had to decide, as per Regulation 80 (3) of the Police Pension Regulations (Northern Ireland) 2015 whether they would require the officers concerned to continue to serve until the outcome of the extant misconduct and/or criminal proceedings. In two of the cases Members required the officers concerned to continue to serve and in one case Members permitted the officer to ill health retire.

During the reporting year members were also provided with information in respect of two former officers who had been subject to criminal proceedings resulting in a conviction. As per the Board's forfeiture procedure, Members were asked to decide whether pension forfeiture may apply for final consideration by the Minister of Justice (MoJ). Members determined that one case should be sent to the MoJ for a decision regarding pension forfeiture and in one case pension forfeiture should not apply.

In addition, Members considered and approved the Board's response to the DOJ Consultation on Amendments to the Police Pensions Regulations (NI) 2015 focused on removing potential indirect disability discrimination in the Scheme for the period 1 April 2015 to 31 March 2022.

Members also considered updates relating to the electronic transmission of documentation between PSNI and the Board using the BOX system which included the Information Sharing Agreement (ISA) and associated testing, and ongoing improvement work under the current regulatory framework.

### **Briefing with NIPSA Representatives**

In October 2025 NIPSA representatives briefed the Committee on the key areas of concern for their PSNI Police Staff membership.

The NIPSA representatives discussed a number of current and emergent issues with Members. These included:

- Matters previously raised in relation to security and police staff contacting NICS pensions directly with personal information
  - Members were advised that while PSNI have approved the appointment of an ASO to act as a liaison between PSNI police staff and NICS Pensions, due to delays in the security clearance process this appointment has still not been realised
  - The NIPSA representative noted NIPSA's preference for an audit to be carried out of the information held by the pension provider and dip sampling to be done in terms of who is accessing the pensions database

- NIPSA employee surveys being conducted in departments where there is evidence of high union activity -to provide context some examples of survey responses and concerns raised by police staff were provided to Members.
- Concerns raised in relation to police officers being positioned in roles previously carried out by police staff (for example when the police staff member leaves on a secondment), NIPSA representatives noted that this practice limits opportunities for police staff and can impact on police staff morale.

### **PSNI Training**

Monitoring of PSNI Training throughout the year been carried out through the Policing Plan Annual Performance Plan.

### **General and Occasional Authorisations**

The Committee is responsible, under Article 84 of the Licensing (NI) Order 1996 and Article 51 of the Registration of Clubs (Northern Ireland) Order 1996 for approving General and Occasional Authorisations to permit the selling, supplying, keeping and consumption of intoxicating liquor at specific locations on the police estate. Members considered and approved the following applications:

- April 2025 (Written Procedure) – two General Authorisation Extensions/one Occasional Authorisation
- June 2025 – three General Authorisation Extensions
- July 2025 (Written Procedure) – two General Authorisation Extensions
- November 2025 (Written Procedure) – one Occasional Authorisation
- February 2026 – one General Authorisation Renewal

Members also received progress updates throughout the year on work being undertaken by PSNI on the introduction of a new service instruction to replace the old Service Procedure No.48/2007. A further update was provided in February 2026 regarding the completion of this work, and the introduction of the new Service Instruction (SI) 0325.

## **Evaluation of Performance/Committee Effectiveness Review**

Paragraph eight of the Committee ToR note that the Committee will assess its own effectiveness on an annual basis and formally report the results of its review of effectiveness to the Board.

In May 2025 the Committee considered the findings of the Resources Committee Self-Evaluation Questionnaire relating to the 2024/25 year. Members particularly noted the feedback received in respect of “What area/s should the Committee focus on over the next 12 months?”.

The Committee discussed how this feedback could inform the Committee’s ‘deep dive’ oversight of particular areas as envisaged in the new Policing Plan 2025-2030 and discussed the areas of Committee business which fall under Indicator 3.3 of the Policing Plan (Making Best Use of Resources), and whether external assistance will be available for this work, and the likely impact on Committee programmes of work.

The Committee subsequently agreed a strategic deep dive in the area of firearms licensing and in September 2025 draft Terms of Reference for this deep dive were brought to the Committee for consideration. At the meeting Members’ noted confirmation in correspondence from the Chief Constable that PSNI intended to proceed with an internal review of firearms licensing. On foot of consideration of this correspondence, that than progress consideration of the draft ToR provided, the Committee agreed to engage with PSNI regarding the joint development (Board /PSNI) of terms of reference for the strategic deep dive review of the firearms licensing service, timeframes for the commencement/completion of the review and that, on completion, the final PSNI report should be issued concurrently to the Board.

At the October 2025 meeting correspondence from PSNI was considered (including draft terms of reference for the strategic deep dive of firearms licensing) and following consideration correspondence was issued to PSNI requesting several further areas be covered in the review.

The Terms of Reference for the review are now agreed, and the report will come back to the Committee early in the 2026/27 Committee programme.

In respect of the 2025/26 year, in February 2026 Committee Effectiveness questionnaires were circulated to Committee Members requesting they be completed and returned to Board officials.

Members were asked to respond to the 4 questions below:

4. Is the Committee delivering against its Terms of Reference?
5. Could the Committee be more effective? How can it improve?
6. What area/s should the Committee focus on over the next 12 months?
7. Perceived political dominance within the Committee?

These responses have been collated and will be considered at the April 2026 Resources Committee meeting.

### Committee Responsibilities Regarding NIPB

During the development of the Board's Corporate Plan 2025-2030 and related Annual Business Plan 2025/26, an additional objective (Objective E) with 6 related annual business plan actions was agreed which focused on internal governance of the Board as an organisation.

As part of this process the Board agreed that the Audit and Risk Assurance Committee (ARAC) would in the 2025/26 year assume responsibility for overseeing the aspects of NIPB governance which have to date sat with Resources Committee, these included:

- NIPB Equality/Section 75 Responsibilities
- NIPB Resourcing
- NIPB Finance (including Management Accounts)
- NIPB Legal Cases

In March 2026 following a period to allow the new arrangements to become embedded, the Committee reviewed the Resources Committee Terms of Reference to reflect these revised governance arrangements and a synopsis of the ARAC's consideration of the above Board related matters can be found in the 2025/26 ARAC Annual Committee Report.

As noted at the start of the report, the Resources Committee [revised Terms of Reference](#) were approved by the Board at the April 2026 Board meeting.

### **Committee Minutes**

[Committee Minutes can be found on the Board's website.](#)

## 7. MEMBER ATTENDANCE AT MEETINGS

The table below provides details of attendance by the Members at Board and Committee meetings from 1 April 2025 – 31 March 2026:

Members	Board Attendance (7)	Audit and Risk Assurance Committee Attendance	Partnership Committee Attendance	Performance Committee Attendance	Resources Committee Attendance	Discipline Committee	Senior Officer Employee Matters Group
Les Allamby	14/15			9/9	7/8		
Cathal Boylan MLA (1)	8/11		4/4	5/6			
Cheryl Brownlee MLA	11/15		3/6	8/9		4/5	
Keith Buchanan MLA	12/15	2/5	5/6		6/8		
Alan Chambers MLA	13/15			0/9	0/8		
Marian Cree	11/15		6/6		8/8	4/5	
Trevor Clarke MLA	14/15			7/9	7/8		0/1
Linda Dillon MLA	13/15		6/6		8/8		
Mark H Durkan MLA (2)	5/7		0/3	0/4			
Deirdre Hargey MLA (3)	4/4		2/2	3/3			
Gerry Kelly MLA	14/15	3/5		9/9	7/8	5/5	1/1
Kate Laverty	10/15	5/5	6/6		7/8		
Nuala McAllister MLA	14/15			7/9	4/8	0/5	0/1

Members	Board Attendance (7)	Audit and Risk Assurance Committee Attendance	Partnership Committee Attendance	Performance Committee Attendance	Resources Committee Attendance	Discipline Committee	Senior Officer Employee Matters Group
Colin McGrath MLA (4)	7/8		4/4	3/5			
Frank McManus	12/15			9/9	6/8		
Peter McReynolds MLA (5)	11/15	0/5	3/6		3/8		
Brendan Mullan	15/15			6 (6)	7 (6)	5/5	1/1
Patrick Nelson	11/15	4/5	6/6	7/9			
Tommy O'Reilly	13/15	5/5	5/6	7/9	8 (6)		1/1
Peter Osborne	11/15			7/9	8/8		
Mukesh Sharma	14/15		1 (6)	3 (6)	2 (6)		1/1

- (1) Cathal Boylan MLA resigned from the Policing Board on 24 November 2025
- (2) Mark H Durkan MLA resigned from the Policing Board on 4 September 2025
- (3) Deirdre Hargey MLA was appointed to the Policing Board on 27 November 2025
- (4) Colin McGrath MLA was appointed to the Policing Board on 11 September 2025
- (5) Peter McReynolds MLA was on family leave from October 2025 to early January 2026
- (6) Attended these meetings in ex-officio capacity
- (7) 5 of the 15 Board meetings were special/ad hoc meetings

Full or partial attendance at Board and Committee meetings is published with the minutes of each meeting which are available on the Board's website.

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**Northern Ireland Policing Board  
Committee Annual Reports  
2025/26**

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