

PROTECTIVE MARKING - OFFICIAL

FSNI Leadership Board Minutes

Meeting 03 December 2025

13.00pm @ FSNI TA meeting Room

Vision: to be a world leading provider of integrated Forensic Science Services.

Attended:	Apologies: -
FSNI Chief Executive - CEO	
Non-Executive Director –NEBM	
Non-Executive Director –NEBM	
Acting Reporting Services Director - DoRS	
Customer & Corp Services Director- CCSD	
Lab Service & Quality Director - DoLS	
Project Atlas Manager - PAM	
FSNI Finance Manager –FM	
PSNI Head of Scientific Support - HSS	
FSNI Corporate Secretary - CS	
FSNI PSO ADT - PSO	
FSNI HSO DNA/SMT representative – FSNI DNA	

Operational Performance and Service Delivery discussion items

1. Introduction and Apologies

The Chair welcomed all present to the meeting. No Apologies were received.

2. Meeting Status (Quorate) and Conflict of Interest Declarations

The meeting was quorate in line with the Leadership Board (LB) Terms of Reference (ToR).

LB members were reminded of their obligation to declare any potential conflicts of interest.

No conflicts of interest declared at this meeting.

3. Directorate Supplementary Reports

3.1. Operational Directorates Performance Report

The contents of the paper were noted. DoRS and DoLS provided an overview of the paper.

4. Pulse Dashboard

The Board noted the contents of the paper. HSS provided an overview of policing in general and the Pulse report.

FSNI Discussion Papers

5.1 Chief Executive update (verbal)

The Chief Executive gave the Board an update on current and emerging issues.

6. SMT Representatives update

CEO invited comment. FSNI DNA and PSO provided update. The Board thanked them for the updates.

7. FSNI Leadership Board 28/10/2025

7.1 Previous Minutes - LB meeting 28 October 2025

The minutes of the previous LB meeting held on 28 October 2025 were agreed. – **Decision**

7.2. Review of LB Action Table

The LB Action Table was reviewed. Any updates provided at the meeting have been added to the action table.

8. FSNI Finance Update

The contents of paper was noted. The Board were updated on current situation including any emerging issues.

9. FSNI Business Plan 2025-26

The contents of the paper were noted. The Directors updated the Board on the targets.

10. FSNI Corporate Risk Register 2025/26

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The Board noted the updates given by FSNI Directors/PAM.

10.2. Consideration of FSNI High Level Risks for escalation to DoJ

No risks were considered necessary for escalation to DoJ.

11. FSNI Staff Engagement and Stakeholder Communications Update

The Board noted the contents of the paper.

12. Quality Improvement Board Plan Update

The contents of the paper were noted.

13. FSNI Succession Plan/ Customer Demand Resource Plan

The Board noted the contents of the paper.

14. FSNI 3 Year DNA Strategy Delivery Plan Update

The contents of the paper were noted.

15. FSNI Calibration Service Delivery Plan Update

The Board noted the contents of the paper.

16. AOB

- **Project Atlas Update** - PAM gave the Board an update on the progress of Project Atlas.
- **Dates for ARAC/LB/SMT** – 1 change was request – noted by Board

17. Key messages

- The Board noted agreed the Key messages emerging from the meeting.

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Meeting ended at 15.55

Date of next meeting: 09 February 2026

25 March 2026