



**2025-2030**



**NORTHERN IRELAND POLICING BOARD**

# **CORPORATE PLAN**

**CONSULTATION**

2025-2030

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# FOREWORD

## BY THE BOARD CHAIR

The Northern Ireland Policing Board (the Board) is currently developing its Corporate Plan and is seeking the views of the wider public and stakeholders. The Board's Corporate Plan has been designed as a 5 year plan to align with the development of the new Policing Plan 2025-2030.

This consultation document sets out the key challenges and high-level priorities for the Board to address and how the Board will advocate for policing in the next 5 years.

In order to develop the Board's Plan, we would like your feedback on our priorities, the most significant actions we should take to address them and specifically how the Board can best contribute to the key draft outcomes for policing which are that:

1. **PSNI is Victim Focused**
2. **We have Safe and Engaged Communities with Confidence in Policing**
3. **PSNI has a Representative, Valued and Enabled Workforce**

The consultation will run for 12 weeks commencing on **9 December 2024**, and responses should be submitted by **3 March 2025**.

We look forward to hearing from you.



**Mukesh Sharma MBE DL**

Chair



2025-2030

# GLOSSARY

<b>NDPB</b>	Non-Departmental Public Body
<b>PSNI</b>	Police Service of Northern Ireland
<b>NCA</b>	National Crime Agency
<b>OBA</b>	Outcome Based Accountability
<b>DoJ</b>	Department of Justice
<b>HMICFRS</b>	His Majesty's Inspectorate of Constabulary Fire and Rescue Services
<b>NIAO</b>	Northern Ireland Audit Office
<b>CJINI</b>	Criminal Justice Inspectorate NI
<b>SET</b>	Service Executive Team
<b>PCSP</b>	Policing and Community Safety Partnership
<b>ASB</b>	Anti-Social Behaviour

## OUR ROLE

The Northern Ireland Policing Board is an independent non-departmental 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, including through delivery of the Outcomes in the draft 2025-2030 Policing Plan which are:



**PSNI is Victim Focused**



**We have Safe and Engaged Communities with Confidence in Policing**



**PSNI has a Representative, Valued and Enabled Workforce**

# SOME OF OUR KEY STATUTORY DUTIES ARE:

The Northern Ireland Policing Board takes its powers from the Police (NI) Act 2000 and 2003. Our main statutory duties are to:



Secure an effective, efficient and representative police service and hold the Chief Constable accountable for service delivery.



Consult with people on how their area is policed.



Set outcomes for police performance and inform the public about what they can expect from their police service.



Support the work of the PCSPs in making communities safer.



Manage and administer the police pension and injury benefit schemes.



Monitor the exercise of the functions of the National Crime Agency in Northern Ireland.



Monitor the work of the police and their performance against the outcomes set by the Board.



Monitor how the PSNI meets its responsibilities under the Human Rights Act 1998.



Appoint the Chief Constable, Deputy Chief Constable, Chief Operating Officer, Assistant Chief Constables and Assistant Chief Officers.



Adjudicate complaints and act as the appropriate authority in disciplinary proceedings against senior officers.



Approve budgets and ensure PSNI and the Board deliver against continuous improvement commitments.

# OUR VISION & MISSION STATEMENT

VISION



An efficient and effective police service contributing to a safe society which has the support, trust and confidence of the community it serves.



MISSION STATEMENT

To deliver effective, independent oversight of policing, driving forward, on behalf of the community, a continually improving police service which is representative of the community it serves.

# OUR VALUES

The Board has agreed the following values which will inform the approach it will take in meeting its statutory responsibilities in developing an appropriate culture and informing how the Board Members and its staff will get things done.

## Accountability

We will be accountable to the community and demonstrate this through adherence to our governance arrangements. We will publish an Annual Report which will include briefings and updates on all the work we have undertaken.

## Collaboration

We will foster the development of partnership arrangements with the community, police, police support staff, staff associations, central and local government and other organisations.

## Integrity

We will ensure that proper consideration is given to the interests of our partners, the PSNI, other stakeholders and the public. Our actions will be human rights compliant and consistent with our values and statutory responsibilities.

## Respect

We will ensure that, in all of our engagements with the public, police and other statutory and voluntary agencies, we will demonstrate respect and acknowledge their purpose and statutory roles.

## Transparency

We will discharge our duties and responsibilities in a transparent, open and honest way demonstrating to the community we exist to serve, how we are fulfilling our role.



# OUR OBJECTIVES



## OBJECTIVE A

**To monitor PSNI's resourcing plans, advocating on issues which support policing, including transformational change and delivery of a representative service.**

This high-level strategic objective will allow the Resources Committee to scrutinise PSNI plans around funding, people and transformational change.

The subject matters over the timeframe the Corporate Plan covers will change, and this objective will facilitate scrutiny of priorities as key issues emerge. Finances currently revolve around funding but may shift towards allocation of the funding to support the required outcomes from the policing plan objectives, and effectively advocating for a more sustainable multi-year funding model for PSNI. Police numbers is the current focus on the people agenda, and this is likely to continue, including steps that can be taken to increase representation at all levels within PSNI (including civilian staff) over the period of the Corporate Plan.

The current PSNI Horizon 2025 transformation strategy and the related individual strategies on IT, Estates, Fleet, People and Transport will be refreshed during the period of this Corporate Plan, and this corporate objective covers the area of oversight of transformation within the Police Service, and the annual business plan actions can therefore reflect changes to the focus and detail of this work. The future financial settlements for PSNI will have an impact on how this objective will be delivered.

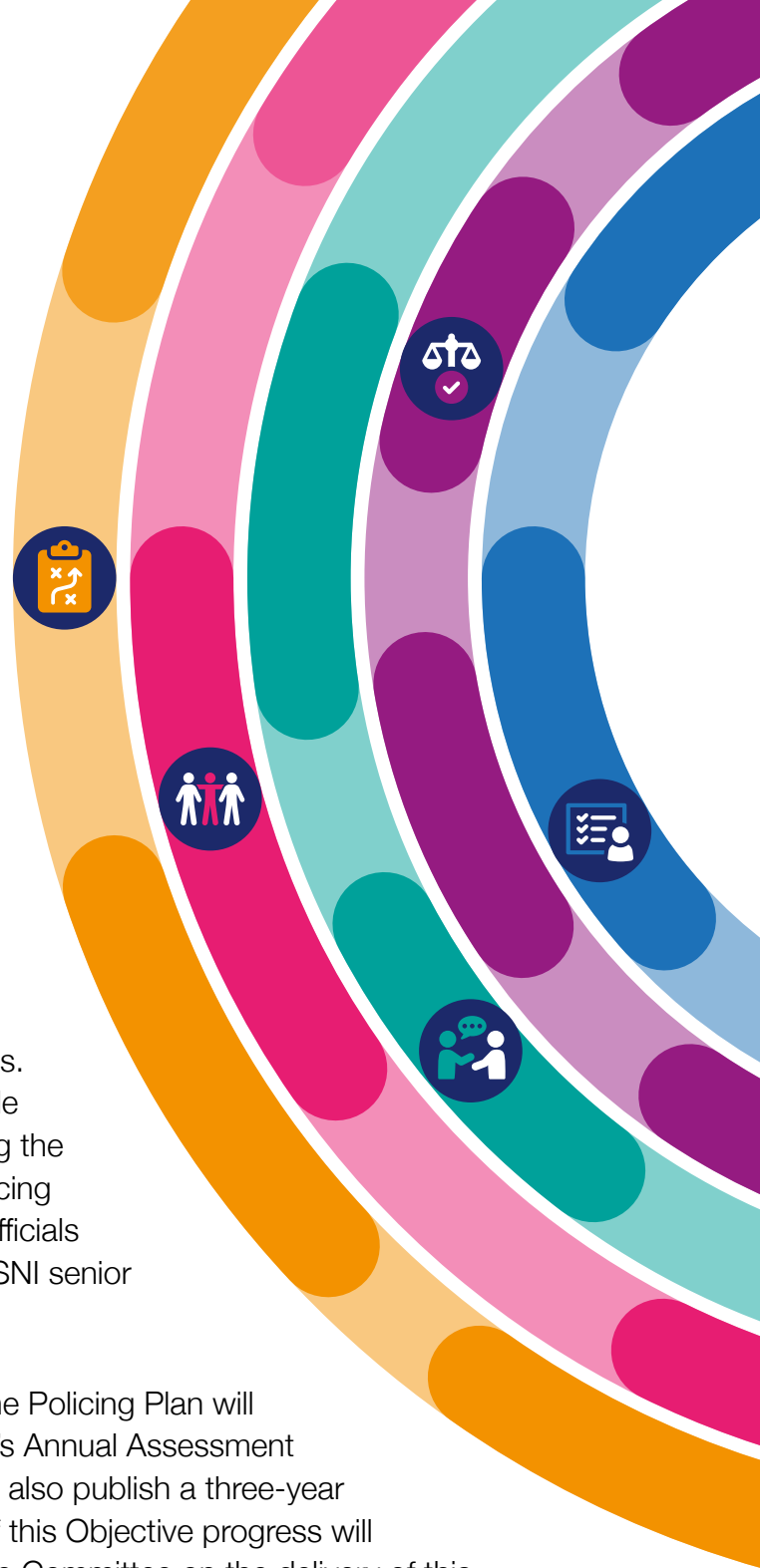


 **OBJECTIVE B**

**To monitor, oversee and assess the performance of the PSNI through the Board and its Committees and ensure the delivery of Human Rights based, community focused policing.**

This Objective focuses on the monitoring of PSNI's Performance in a number of critical areas for the Board. All the indicators and measures identified in the new Policing Plan 2025-2030 will be monitored through the work of the Committees. Based on the OBA methodology, PSNI will provide the Board with Measure Report Cards highlighting the progress made on the implementation of the Policing Plan measures. This will be analysed by Board officials and Members scrutinise this performance with PSNI senior officers at Committee.

Over the course of each year every Measure of the Policing Plan will be scrutinised and then reported on in the Board's Annual Assessment of PSNI's performance. In addition, the Board will also publish a three-year Human Rights Monitoring Framework. As part of this Objective progress will be reported on a regular basis to the Performance Committee on the delivery of this framework and the work of the Board's Human Rights Advisor. This Objective will also include the work of other scrutiny bodies including HMICFRS, NIAO, CJINI and the Police Ombudsman and in particular a focus will be on following up those recommendations where relevant to the PSNI. This area of work also includes the monitoring of trends and patterns in complaints against the PSNI and the work of the Professional Standards Department in terms of officer behaviours. The Board's work on Policing Appeals Tribunals is also included within this Objective.



## **OBJECTIVE C**

**Through engagement and collaboration, to raise awareness of the Board's work to enable local communities, PCSPs and partners to support the delivery of policing outcomes.**

This high-level objective focuses on the Board's engagement work with local communities and partners to encourage partnership working to solve local policing issues. This Objective aligns with and supports Policing Plan 2025-2030 Objectives 1 (PSNI is victim focused) and 2 (we have safe and engaged communities with confidence in policing), as well as the Department of Justice Strategic Themes of supporting safe and resilient communities and addressing harm and vulnerability. As part of this objective the Board will engage new Independent PCSP Members in training in respect of their role and duties to support them to improve community safety and increase confidence in policing by working with local communities, partners and statutory agencies to address key areas of concern.

The Police Property Fund Programme distributes large and small grants to projects that are aligned to a charitable purpose and contribute to community safety and building confidence in policing. The Board will continue to progress the programme with the launch of a Large Grants Scheme offering grants of up to £30,000 for strategic projects. This objective also includes the work undertaken by the Board's Communications Team who will continue to raise awareness of the Board's work through the publication of information and reports about the Board's role and work using a range of communication channels. Support will continue, including for Board and Committee meetings and outreach campaigns. In addition, and in support of the Boards Engagement Strategy, a series of strategic engagement events linked to Outcomes 1 and 2 of the Policing Plan 2025-2030 and DoJ Strategic Themes will be progressed in order to provide Members qualitative information and enhance our accountability role. Domestic Abuse (incorporating Violence Against Women and Girls) has been identified as the first area to be considered.



 **OBJECTIVE D****To deliver independent, fair and transparent processes for former and serving officers in line with Police Pension, Injury Benefit and Appeal legislation.**

This objective will provide for oversight and delivery of the Board's processing of Injury on Duty (IOD) assessments and discharging the Board responsibilities as Police Pension Scheme Manager. Reporting on this objective through applicable actions we will advocate on the need to review the current roles and responsibilities of tripartite partners (Board, PSNI and DOJ) in relation to the Ill Health Retirement (IHR) and Injury on Duty (IOD) processes in line with the Northern Ireland Audit Office (NIAO) 2020 report recommendations<sup>1</sup>, and will continue to support the need to move the IHR/IOD responsibilities from the Board. There has been a 146% increase in the number of serving officers engaging with the IHR process over the last four years, with a year-on-year increase of 52% in the past year alone and this is coupled with a similar increase in the number of officers pursuing an IOD.

The Board has seen that Appeals and Reconsiderations to the Independent Medical Referee (IMR) have also increased by 435% between 2020 and 2024, therefore addressing the issues and recommendations highlighted in the NIAO report will continue to be a critical part of reporting on this strategic objective.<sup>1</sup>

<sup>1</sup> [Injury on duty schemes for officers in the Police Service of Northern Ireland and the Northern Ireland Prison Service | Northern Ireland Audit Office](#)

 **OBJECTIVE E****To manage our organisation and deliver our responsibilities efficiently and effectively ensuring high standards of organisational governance.**

This high level objective focuses on the good governance of the organisation and its operational effectiveness, ensuring the Board functions effectively as an organisation making best use of its people, systems and financial resources which is critical to the successful delivery of the other 4 corporate objectives.

This objective places a focus on how well the Board and its Committees perform their role, including the functioning of the Board as a whole, informed by effectiveness reviews and Member development sessions.

This objective includes ensuring our internal structures and processes for governance and oversight are robust, which will include annual programmes of audit, the risk management framework, internal financial controls and reporting against business plan targets.



# STRATEGIC CONTEXT

## Financial Challenges

The Police Service has significant resourcing issues particularly with reduced budgets and staffing at the lowest level experienced by the Service. The capacity of the Service to provide a high level of service to the public is increasingly strained. A collective approach to resourcing issues across Government is now more important than ever. While continuing to advocate for sufficient funding, the Board looks forward to being part of the discussions needed on the policing model that will enable delivery of an effective policing service, that meets the demands now, and those to come over the next ten years.

## Demands on Policing

The public rightly have expectations around police service delivery, and whilst Northern Ireland recorded crime figures are lower than other areas, there is still much work to do in ensuring a safe community for all.

Policing now operates in a much more resource intensive environment, dealing with a range of vulnerabilities in many of the calls for service and in the complexity of investigations progressed such as those relating to cyber related crime, child criminal exploitation, serious and organised crime and sexual offences.

Many of the demands facing policing also require more than a policing response, such as tackling hate crime and violence against women and girls. Collaboration working with other Government Departments will be central to dealing with these issues. As a Board we will support the Police Service in making the case for resourcing to be prioritised, and advocate for legislative change if appropriate.

In keeping our communities safe, policing faces challenges that most other services don't, particularly the ongoing and very real security threat by dissident republicans in the targeting of police officers and staff. With police numbers at the lowest level the organisation has experienced, there is a recognised impact on resilience within the service and PSNI staff and officer morale and welfare have been affected. Attacks and assaults have also increased which impacts on organisational and operational resilience. PSNI continues to deal with legacy investigations, parading, paramilitarism and the policing of interface areas.

Policing remains central to building a peaceful society and we will continue to work to ensure that policing delivers on its responsibilities in building a safer community.

## Confidence in Policing and the Policing Board

Accountability through the Board and openness and transparency around police decision-making are essential to confidence in the police service. This scrutiny becomes all the more important where there are specific incidents or issues of public concern.

We also know that there are communities which are much less likely to work in partnership with the police – either because they don't trust the police or have little confidence in the PSNI's ability to deal with issues that are affecting them.

The Board will work with the PSNI and local communities to build trust and confidence in policing. We will continue to place an emphasis on securing a rights-based policing service that is accountable for its actions. And we will strive for the procedural fairness and ethical standards in policing that will engender trust and confidence in policing.

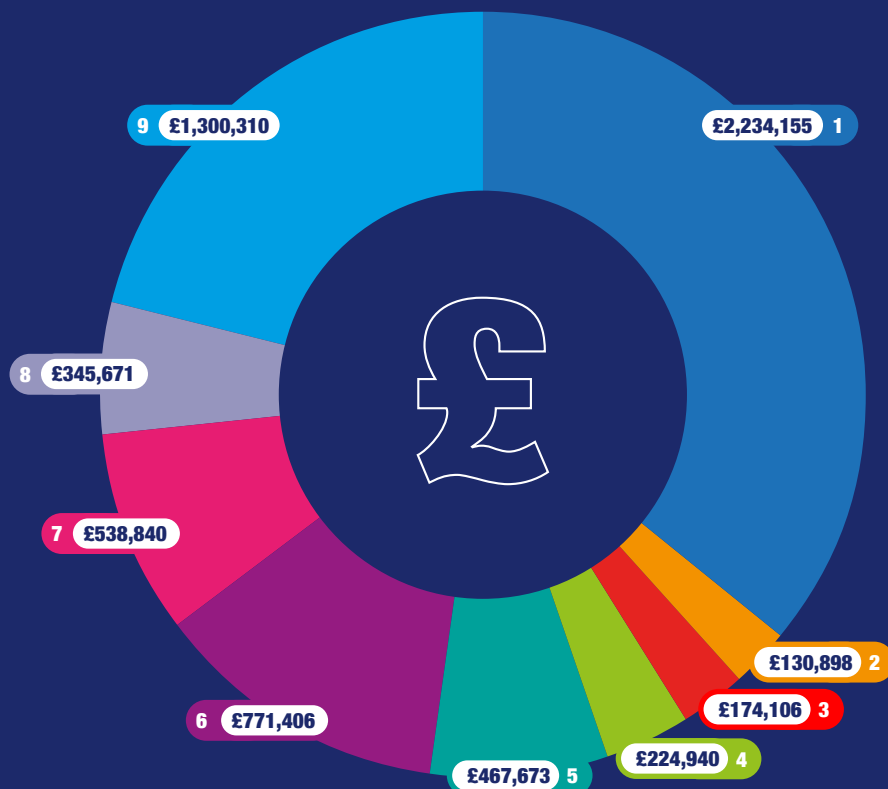
We will also put a specific focus on the relationship between young people and the police.

## Representativeness

The legitimacy of the police service is closely linked with representativeness. Policing works best when it is representative and reflective of the community it serves – including in terms of gender, disability, sexual orientation, ethnicity and community background. Like other police services, the PSNI still faces significant challenges in achieving a service that is truly representative of the community. The Catholic community, women, disabled people and people from ethnic minority backgrounds continue to be under-represented in PSNI. We are committed to contributing to initiatives that will address these challenges, while recognising the limitation placed on this goal by reduced levels of recruitment.

# BUDGET

While the Board does not yet have a budget for the 2025/26 period, to represent the first year of this corporate plan, an example of our spend across our key functional areas as a percentage of our overall budget is set out in the pie chart below (based on 2022/23 figures).



## 1. DELIVERY OF PCSPS:

Provide and monitor funding to support annual Action plans developed by PCSPs to address community safety and confidence in policing issues are jointly fund with DoJ.

## 2. DELIVERY OF ENGAGEMENT ACTIVITIES:

Management NIPB engagement activities.

## 3. DELIVERY OF CUSTODY VISITING:

Management of the PSNI Custody Visiting scheme.

## 4. DELIVERY OF POLICE PERFORMANCE MONITORING:

To hold the PSNI to account for performance through Policing Plan.

## 5. DELIVERY OF HUMAN RIGHTS & PROFESSIONAL STANDARDS:

To monitor the performance of the PSNI in complying with the Human Rights Act 1998 and provide a secretariat function for administration of all Police Appeals Tribunals.

## 6. DELIVERY OF POLICE PENSION & INJURY BENEFITS:

Management of PSNI ill Health Retirement, Injury on Duty award scheme and PSNI Pension Scheme Management function.

## 7. DELIVERY OF AUDIT/LEGAL/PROCUREMENT ACTIVITIES:

Delivery of Internal and external audit, procurement costs and legal fees.

## 8. DELIVERY OF PEOPLE & ORGANISATIONAL DEVELOPMENT:

Day to Day HR functions, recruitment and selection of NIPB staff and Senior PSNI Officers and input to PSNI pay and rewards.

## 9. DELIVERY OF OFFICE SERVICE:

Includes accommodation costs, IT, Process Freedom of Information request, Data Protection, Communication activity and record management.



# EQUALITY, PEOPLE & VOLUNTEERS

## Our Commitment to Equality

We are committed to meeting our statutory equality responsibilities in all areas of our work. Equality screening has been completed on the draft Corporate Plan 2025-2030. This screening document can be found on our website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk). As we take forward the actions within our Annual Business Plan, which will support this Corporate Plan, we will undertake equality screening, and where deemed necessary, conduct an EQIA of workstreams.

## Investing in Our People

The Board is an IIP accredited organisation and as such we recognise the value of supporting our staff to give of their best. We are committed to ensuring staff feel connected to the organisation and feel valued and supported. Building on the results of Investors in People surveys we will be refreshing our People Plan, which has been co-designed with staff at all levels throughout the organisation, and focusing on delivery of those actions which will have most impact.

## Investing in Our Volunteers

We are an accredited Investors in Volunteers and Quality Assurance Framework organisation which is the quality standard for good practice in volunteer management and we are committed to maintaining the standards of the schemes. Our volunteers assist in key aspects of our oversight work in terms of the Human Rights of detainees in custody and ensuring fairness and equitability of Police Officer recruitment.

# HOW WE WILL DELIVER/REPORTING ON PERFORMANCE

It is important that there is regular review of performance against the outcomes and objectives set within the Corporate Plan and the Annual Business Plan that supports delivery. This is fully integrated into our governance arrangements with quarterly reports from the Chief Executive on progress and any associated risks.

Performance against the Corporate and Annual Business Plan is included in our Annual Report and Accounts along with a range of financial and organisational information.

As a public body acting for and on behalf of the community, we want people to know about our work and the types of issues that we are dealing with. To assist with this, we undertake a varied programme of engagement and communications activity so that people can find out about issues that we are working on.

We provide updates to the Department of Justice on a quarterly basis through a well-established reporting mechanism. We will measure the success of our Corporate Plan through a range of tools including attitudinal and crime surveys.

## CONSULTATION INFORMATION

This consultation will run from **9 December 2024 - 3 March 2025**.

There are **two** questions that we are seeking your views on. These are:

- 1. Do you agree with the Board's objectives over the coming years?**
- 2. Are there any other issues you think we should consider in our Corporate Plan?**

We want to make the process of consultation on the Corporate Plan as accessible as possible, so there are a number of ways in which your views can be submitted.

### Submit Your Views:

#### Email:

Please email your Consultation Response Form to:

[corporateplan@nipolicingboard.org.uk](mailto:corporateplan@nipolicingboard.org.uk)

#### By scanning this code:



#### Post:

Strategic Planning & Governance  
Northern Ireland Policing Board  
James House, Block D  
2-4 Cromac Avenue  
The Gasworks  
Belfast BT7 2JA

If you require the consultation document in an alternative format, please contact the Board on 028 90 408500 or email

[corporateplan@nipolicingboard.org.uk](mailto:corporateplan@nipolicingboard.org.uk)

We aim to publish a response to the consultation within three months following the close of the consultation period.

### Equality Screening

Equality screening has been completed on the Corporate Plan 2025-30.

This screening document can be found on our website at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)

# NIPB PRIVACY NOTICE FOR RESPONDING TO OUR CONSULTATIONS AND SURVEYS

**Data Controller Name: Northern Ireland Policing Board**

**Address:**

James House  
Block D, 2 – 4 Cromac Avenue  
The Gasworks  
Belfast  
BT7 2JA

**Tel: 028 90 408500**

**Email: [information@nipolicingboard.org.uk](mailto:information@nipolicingboard.org.uk)**

**Data Protection Officer Name: William Magee**

**Tel: 028 90 408500**

**Email: [data.protection@nipolicingboard.org.uk](mailto:data.protection@nipolicingboard.org.uk)**

## **Why are you processing my personal information?**

Personal data collected in this consultation exercise will be used for analysis and reporting of consultation responses.

Data protection legislation states that, a public body may process personal data as necessary for the effective performance of a task carried out in the public interest such as a consultation.

We have identified our lawful basis for processing your personal information as being Article 6 (1) (e) of the UK General Data Protection Regulation (UK GDPR) (Public Task as the processing is necessary for us to perform a task in the public interest).

Where you have provided us with special category data, such as health, religious or ethnic information the lawful basis we rely on to process it is article 9(2)(j) of the GDPR, and Schedule 1 part 1(4) of the DPA 2018.

### **Do you share my personal data with anyone else?**

The personal data collected in our consultations will not routinely be shared outside of the Northern Ireland Policing Board (NIPB).

Please note, however, that we may be required to share your data to meet our legal or public function requirements, to pursue debt, for fraud, or crime prevention and detection purposes, or in your vital interest.

We may receive Freedom of Information and Environmental Information Regulations requests for third party personal data. We have a legal obligation to process any personal data we hold when considering requests under these laws. In most cases we will consider whether disclosure would contravene principle (a) of the GDPR.

### **Do you transfer my personal data to other countries?**

The Board does not transfer personal information overseas.

### **How long do you keep my personal data?**

We will retain your data in line with our Retention and Disposal Schedule.

### **Do we use Data Processors?**

We may, on occasion use a data processor to gather information on our behalf. However, for the purposes of this consultation the Board will not be using a Data Processor.

### **What rights do I have?**

- **You have the right to object to the processing in specific circumstances.**

In addition:

- You have the right to obtain confirmation that your data is being processed and access to your personal data.
- You are entitled to have personal data rectified if it is inaccurate or incomplete.
- You have a right to have personal data erased and to prevent processing in specific circumstances.
- You have the right to 'block' or suppress processing of personal data in specific circumstances.
- You have the right to data portability in specific circumstances.
- [You have rights in relation to automated decision making and profiling.](#)

### How do I exercise my rights or complain if I am not happy?

You can find out more information about your rights on the [Information Commissioner's Office website](#) or you can contact them at the address provided below.

**If you wish to exercise any of your rights or if you are unhappy with any aspect of this privacy notice please contact the Board's Data Protection Officer at:**

#### **Northern Ireland Policing Board**

James House  
Block D, 2 – 4 Cromac Avenue  
The Gasworks  
Belfast BT7 2JA

Email: [Data.protection@nipolicingboard.org.uk](mailto:Data.protection@nipolicingboard.org.uk)

Tel: 028 90 408500

For further information about confidentiality of responses please contact the Information Commissioner's Office.

#### **Northern Ireland Information Commissioner's Office**

3rd Floor  
14 Cromac Place  
Belfast BT7 2JB

Tel: 028 90 278757 or 0303 123 1114

Email: [ni@ico.org.uk](mailto:ni@ico.org.uk)

Website: [www.ico.org.uk](http://www.ico.org.uk)

# CONSULTATION RESPONSE FORM

The questionnaire can be completed by individual stakeholders, members of the public, or on behalf of a group or organisation.

Please indicate if you are responding as:

**A member of the public**

**On behalf of an organisation**

**Other** (Please specify)

**Your name** (optional):

**Organisation's Name** (if responding on behalf of an organisation required):

**If other, please specify:**

## Communications Consent (optional)

If you wish to be added to the Board Communication emails please tick the box below and provide your email to confirm.

**Email:**

Please note that replying 'yes' we will use your contact details to provide information on the role and work of the Board and PCSPs. Our privacy notice can be found at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)

## 1. Do you agree with the Board's objectives over the coming years?

Yes     No

Please state the reasons for your answer including any additional suggestions for priority areas.



**2. Are there any other issues you think we should consider in our Corporate Plan?**

Please state the reasons for your answer.

**Thank you for completing our questionnaire**



# 2025-2030



## Northern Ireland Policing Board

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[information@nipolicingboard.org.uk](mailto:information@nipolicingboard.org.uk)



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[Northernirelandpolicingboard](https://www.linkedin.com/company/northernirelandpolicingboard)

## DOCUMENT TITLE

The Northern Ireland Policing Board  
Corporate Plan Consultation 2025-2030

## ONLINE FORMAT

This document is available in PDF format from our website.

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This document may also be made available upon request in alternative formats or languages. Requests should be made to the Northern Ireland Policing Board.

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