



**THE NORTHERN IRELAND**  
**POLICING PLAN**  
**2025-2030**

**CONSULTATION  
RESPONSE**

**APRIL 2025**



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# 1. INTRODUCTION

**The Northern Ireland Policing Board (the Board) would like to thank all those who took the time to consider and provide comprehensive responses to the Northern Ireland Policing Plan 2025-2030 Consultation.**

This document provides a high level summary of responses to the public consultation exercise carried out between 17 September 2024 and 10 December 2024.

# 2. CONSULTATION SUMMARY

**The consultation sought views on three draft outcomes and sixteen draft indicators for policing by way of the following questions:**

- Do you agree with our outcomes for policing?
- What will tell us that the PSNI is victim focused?
- What will tell us that we have safe and engaged communities with confidence in policing?
- What will tell us that the PSNI has a representative, valued and enabled workforce?

The consultation document was officially launched at an event in the Board's Headquarters on 17 September 2024. It was published on the Board and PSNI websites and active on both organisations' social media platforms. The document included an easy to read version particularly aimed at young people.

The Board invited members of the public, Policing and Community Safety Partnerships (PCSPs), and other interested stakeholders from the public, voluntary and community sectors to three public consultation engagement events held on:

- 15 October 2024 - Derry/Londonderry;
- 22 October 2024 - Dungannon; and
- 5 November 2024 - Belfast.
- 12 November 2024 - Online



Over 70 people attended these events. Further engagement took place at existing meetings, for example the PSNI's Reference, Engagement and Listening (REaL) events for the ethnic minority and LGBTQIA communities and the Board's Human Rights Review of Children and Young People and Policing. All the events were aimed at providing attendees with the opportunity to discuss the proposed Policing Plan and invite their opinion and feedback on the draft outcomes and indicators.

Individuals and organisations were invited to respond online to the consultation with email and postal options made available also. To encourage responses from a wide cross section of respondents, provision was offered for the consultation document to be made in alternative formats.

### 3. OVERVIEW OF RESPONSES

**A total of 43 responses were submitted to the consultation online. Over two thirds (67.45%) of those responding either agreed or mostly agreed with the three outcomes that were identified. Almost 14% of respondents disagreed with the three outcomes. Of these 43 responses, 38 were from individuals (88%) and 5 were from organisations (12%).**





A further 9 written responses to the consultation were received from:

- The Commissioner for Older People for Northern Ireland (COPNI);
- Northern Ireland Commissioner for Children and Young People (NICCY);
- Office of the Commissioner Designate for Victims of Crime (CVOC);
- The Police Federation NI (PFNI);
- Lisburn and Castlereagh PCSP (LCPCSP);
- Northern Ireland Fire and Rescue Service (NIFRS);
- The Executive Programme on Paramilitarism and Organised Crime (EPPOC);
- The Minister of Justice (MoJ); and
- The Equality Commission for Northern Ireland (ECNI).

COPNI, NICCY, CVOC, PFNI, LCPCSP, NIFRS and MoJ responses all expressed agreement with the three Outcomes identified within the draft Policing Plan. There was no disagreement from any of the written responses with the draft Outcomes identified within the Policing Plan.



## 4. WHAT YOU TOLD US

**There was general agreement with the draft outcomes and the indicators outlined in the consultation document. Below are some examples of the general feedback regarding the three draft outcomes.**

*I think the three outcomes complement each other, valued workforce that is victim focused leads to safer communities.*

*We agree in broad principle with the 3 primary outcomes, which focus on Victims; Safe and Engaged Communities with Confidence in Policing; and Workforce; however, the specifics will need to be included in the Annual Performance Plan. Given that 50% of the indicators listed in the current version of the draft plan 2025-2030 pertain to 'The Effectiveness', how will effectiveness be measured? And What does success annually and in 5 years (Effectiveness) look like? This necessitates thorough examination of targets, metrics and qualitative analytics that will require clear qualitative and quantitative measures to be defined within the Annual Performance Plan to ensure delivery of each major outcome.*

*We note the reference to an annual review, and we respectfully suggest that in order to achieve good governance, a Mid-Year Review of the Policing Plan be considered to measure progress against the outcome indicators, as well as to determine whether the action plan targets are on track. If things aren't going well, then steps could be identified and measures taken to get back on track by the annual review.*

*Lisburn & Castlereagh PCSP is supportive of the three outcomes identified in the draft Policing Plan: Victim Focused Policing, Safe and Engaged Communities with Confidence in Policing, and a Representative, Valued, and Enabled Workforce. These outcomes align closely with the priorities of Lisburn and Castlereagh PCSP, particularly in fostering local partnerships to reduce crime, support victims, and enhance community confidence in policing (LCPCSP).*



## OUTCOME 1: PSNI IS VICTIM FOCUSED

Below are some of the key themes emerging from the feedback in relation to Outcome 1:

- Violence against Women and Girls
- Communication with Victims
- Compliance with the Victim Charter
- Adopting a Trauma-Informed Approach
- Trauma-Informed Services
- Partnership with other stakeholders
- Victim satisfaction
- Speeding up justice
- Race/hate
- Children

### Below are some examples of the feedback received in relation to Outcome 1:

*We agree with the outcome that the police service is 'victim focused'. Tackling violence against women and girls is a NI Executive priority and it is right that this is the first indicator under outcome 1 within the policing plan. It is right that the police service responds to vulnerability related risk as reflected in the rest of the indicators under outcome 1.*

*There needs to be a process where the victim is kept more informed about the status of any investigation. However putting the emphasis on the victim rather than the perpetrator means that as a society we are shying away from identifying and addressing the crime causation factors. There is no reference to the role of PSNI in the prevention of crime and how it can work with agencies, organisations and communities to address this.*

*We believe that if the PSNI were to implement a trauma informed approach, this would help ensure that a victim focus is embedded in the organisation and ensure that individual needs are responded to. There are opportunities to promote greater partnership links and a stronger systems/multi-agency approach to working with victims.*

*What is the definition of a victim? Would need to encompass all other crimes within the primary outcome 1. We recognise that Tackling Violence against Women and Girls, Domestic Abuse, Child Exploitation, and Hate Crime are four key priorities for the service over the next five years which we are assuming is evidence based on crime statistics, but that doesn't mean other crimes disappear and you are potentially positively discriminating against half the demographics i.e. Older Victims and males and in effect it is important to be mindful that does not translate to a message to some victims that you're not victim focused, i.e. that the crime an individual may have experienced is not as relevant than the specific four listed. We appreciate there is cross over in outcomes 1 and 2, however, would indicator 2.8 be better incorporated as an indicator within outcome 1 and reference 'Delivery of Effective Outcomes for All Reported Crimes'. This would demonstrate that all-victims matter and you are a fully victim focused organisation.*



## **OUTCOME 2: WE HAVE SAFE AND ENGAGED COMMUNITIES WITH CONFIDENCE IN POLICING**

Below are some of the key themes emerging from the feedback in relation to Outcome 2:

- Local/Neighbourhood policing resources
- Road safety
- Partnerships
- Crime reporting
- Legacy
- Confidence
- Measurement
- Cross-border policing
- Visible policing
- Paramilitarism

### **Below are some examples of the feedback received in relation to Outcome 2:**

*Outcome 2 is unclear and a combination of two previous outcomes. It seems to be an attempt to crowbar in some aspirational concepts about policing but is unfocused so less deliverable. "We have safer communities" or "We have confidence in the PSNI" makes more sense.*

*There is a lot in outcome 2, as it combines the three outcomes from the prior plan into one. As a result, it would be useful to identify what would be done differently than in the preceding five years to increase efficacy between 2025 and 2030. How much of the previous plan was not achieved, and what steps will be done to assure delivery under this current plan, if still applicable? It is good to see that there is flexibility and a means for responding to and a way of addressing any unforeseen opportunities or issues that may emerge during the lifespan of the 2025-2030 Plan.*

*I don't feel that all communities feel safe and engaged, particularly ethnic minority communities as it seems there are nearly daily reports on the news of hate related incidents and attacks on homes of people from ethnic minority communities. There are not enough visible police on the streets to deter these incidents and more should be done with local community leaders to make all members of our society feel they have support from both the public services and their own communities in the areas in which they live.*

*Overall, PBNI concur with the indicators outlined. We would propose that 2.5 'The Effectiveness in working in partnership with PCSPs and Local Communities to provide solutions to local problems' is expanded to include statutory organisations such as PBNI who work to resettle and reintegrate people who have offended in the local community. Additionally, that an indicator is added to reflect the partnership working on public protection given the potential to impact upon the wider communities' feelings of safety and confidence in policing.*





## OUTCOME 3: PSNI HAVE A REPRESENTATIVE, VALUED AND ENABLED WORKFORCE

Below are some of the key themes emerging from the feedback in relation to Outcome 3:

- Staff engagement
- Recruitment
- Staff wellbeing
- Training and development
- Incentives/pay
- All-Ireland approach
- Measurement
- Resources
- Sickness/medical retirement

### Below are some examples of the feedback received in relation to Outcome 3:

*The Plan has articulated a dedicated outcome regarding the make-up and working environment of the PSNI: 'PSNI have a representative, valued and enabled workforce'. Striving to have a representative workforce is commendable and it is important that victims of all backgrounds see themselves represented and reflected in the police force.*

*Police service has become remote and anonymous... No local community based officers.. I personal have stopped reporting crime I have witnessed because my experience with the PSNI over the last 5 years not been a positive experience.. disinterested officers .. failure to deal with issues excuses constantly being given 'lack of resources' etc. talking head senior officers on the media spouting meaningless management speak .. the list goes on and on.*

*Many of the issues facing the police service such as domestic abuse, hate crime and child exploitation require a collaborative approach with partners and wider civic society to create safer communities. PBNi would have a strong view that the role of the community, the voluntary sector and other statutory organisations is key to achieving better outcomes for citizens and we would therefore support this partnership approach being explicitly referenced throughout all the outcomes in the draft plan.*

*What has not been included in this list is improving the access to mental health support services. Wellbeing volunteers, post incident peer support or the wellbeing resilience support booklet can only get people to make a referral to OHW, they can't provide the mental health support/counselling that officers require due to the incidents they deal with and the trauma they experience.*



## 5. WHAT WE DID

**Over two thirds of the online and written responses welcomed the three Outcomes and indicated that they were appropriate. Therefore, no change is recommended to the three Outcomes themes of Victims, Community and Workforce. However, the Board's Policing Plan Development Group (PPDG) considered all the feedback obtained from the consultation responses and implemented the following changes:**

There were a number of comments on the size and extent of Outcome 2. For example, – *“Those 8 points in themselves are vast! It seems the police will literally do everything.”* And *“Outcome 2 is unclear and a combination of two previous outcomes. It seems to be an attempt to crowbar in some aspirational concepts about policing but is unfocused so less deliverable.”*

**ACTION TAKEN:** Indicator 2.8 in relation to crime outcomes has been moved to Outcome 1 as Indicator 1.6. This is more relevant here as it relates to victims of crime. In addition to make the Outcome clearer, the remaining seven indicators of Outcome 2 have been reordered to reflect the themes of Confidence, Engagement and Safety. Therefore Indicator 2.5 regarding partnership working with communities has been moved to become Indicator 2.2.

There were also a number of comments regarding what measurements would be used to show evidence of PSNI delivering against each Indicator. Some responses even suggested specific measures that could be used for certain indicators. Whilst it wouldn't be feasible to list them all here, applicable measures were taken on board.

**ACTION TAKEN:** The Board has produced an Annual Performance Plan 2025/26 that includes applicable baselines, measures and impacts for each Indicator.

Concerns have been expressed through the consultation responses regarding the budget and resources to implement this proposed Plan. Comments were made that this is an ambitious plan, however concerns have been raised throughout the consultation in relation to the availability of resources and budget to implement it in full.

**ACTION TAKEN:** Further information in relation to Paying for the Plan is now included within the final Policing Plan document at Annex 1. Also, references have been added to the budget and resourcing situation in the foreword by the Chair and the Chief Constable.

The Probation Board for Northern Ireland stated that, *“The Probation Board for Northern Ireland (PBNi) agree with the proposed outcomes for policing. The outcomes support the Executive’s priorities within the draft Programme for Government (PfG), and we would propose that when finalised the PfG priorities are more explicitly referenced within the finalised policing plan.”*

**ACTION TAKEN:** Further information in relation to the Programme for Government is now included within the final Policing Plan document at Annex 4.

From the online feedback and at the consultation events there were quite a lot of comments in relation to ensuring that a trauma informed approach is adopted to engaging with victims. For example, *“We believe that if the PSNI were to implement a ‘trauma informed approach’, this would help ensure that a victim focus is embedded in the organisation and ensure that individual needs are responded to. There are opportunities to promote greater partnership links and a stronger systems/multi-agency approach to working with victims.”*

**ACTION TAKEN:** References to a Trauma Informed approach have been added to the descriptor for Outcome 1.

A lot of comments were received in relation to improving communications with victims, keeping them more informed and updated on the progress in their case. In addition, a number of comments were received in relation to the inclusion of the Victims Charter and the monitoring of compliance with this Charter.

**ACTION TAKEN:** Measures relating to improving communication with victims and monitoring compliance with the Victims Charter have been included in Annual Performance Plan 2025/26 for Indicator 1.5.

The Minister of Justice commented that, *“While I appreciate the outcomes and indicators are set at a high level, I wish to point out that there is no reference in the plan to ‘speeding up justice’. As I am sure you are aware, speeding up the justice system is one of my Department’s commitments in the draft Programme for Government. As a public facing organisation, I know that PSNI is acutely aware of the challenges faced and witness daily the impact that crime can have on people and communities. It is a significant priority of mine and that of the Criminal Justice Board, of which the Chief Constable is a key partner, to reduce avoidable delay so that cases can proceed as quickly and effectively as possible so justice is done in a timely way.”*



*I am aware that speeding up justice is also a key concern for Board members and was discussed during a recent meeting with you and the independent members. I would, therefore, be grateful if the Policing Plan Development Group (PPDG) gives this important justice area further consideration.”*

**ACTION TAKEN:** Measures relating to speeding up justice have been included in the Annual Performance Plan 2025/26 for Indicator 1.6.

The current indicator 2.5 refers to the effectiveness of working in Partnership. This topic attracted quite a few comments over the course of the Consultation. The Probation Board also made a number of suggestions in this area that includes, *“Overall, PBNI concur with the indicators outlined. We would propose that 2.5 ‘The Effectiveness in working in partnership with PCSPs and Local Communities to provide solutions to local problems’ is expanded to include statutory organisations such as PBNI who work to resettle and reintegrate people who have offended in the local community.”*

**ACTION TAKEN:** This Indicator has now been moved to 2.2 and its title now reads: ‘The Effectiveness of Working in Partnership with local communities and community organisations, PCSPs and Statutory Agencies to Provide Solutions to Local Problems.’

There were a number of responses that expressed concerns in relation to the withdrawal of local policing officers and the impact this is having on visibility and confidence. The potential impact that this could have on the delivery of Outcome 2 was highlighted. For example, it was stated that *“NPTs should be number one priority as it links to most indicators”* and that *“Trust and confidence is very important but difficult to deliver with less numbers and neighbourhood policing decimated.”*

**ACTION TAKEN:** A measure has been included for Indicator 2.2 in the Annual Performance Plan 2025/26 in relation to monitoring the number of Local Policing Team (LPT) and Neighbourhood Policing Team (NPT) officers.



## 6. CONCLUSION

The consultation attracted a broad range of views and raised important issues on the Northern Ireland Policing Plan 2025-2030. Having fully considered the views of those who responded to the consultation and those who provided further information during the engagement events the Board, in partnership with PSNI, has developed the Northern Ireland Policing Plan 2025-2030 and Annual Performance Plan 2025/26.

It is currently available on [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk), or alternatively a hard copy can be requested through the contact details below.

If you require further information regarding the consultation or this document, please contact:

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