Northern Ireland PolicingBoard

Police Service of Northern Ireland

THE NORTHERN IRELAND
POLICING PLAN
2025-2030
AND
ANNUAL PERFORMANCE PLAN 2025/26

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FOREWORD

BY THE CHAIR OF THE BOARD

I am pleased to present the Northern Ireland Policing Plan 2025-2030 and Annual Performance Plan 2025/26.

This Plan has been developed in partnership with the Police Service of Northern Ireland (PSNI) and outlines our collective policing ambition for the next five years.

It has been shaped by feedback from a series of public events and an online consultation which has given us invaluable insight into what good policing means to you and how both the Northern Ireland Policing Board (the Board) and PSNI can best serve the people of Northern Ireland.

Northern Ireland is a safe place to live with the lowest crime rate in the UK, but it is also a post conflict society. The terrorist threat remains and the long shadow of paramilitaries persists - drugs, intimidation and extortion. We have also seen an increase in violence against the person, particularly women and girls and an increase in domestic abuse. Other emerging issues include cyber crime and most recently, hate motivated crime. These more complex demands are in addition to the need to provide a service that tackles the day to day issues which arise in local areas.

Against this backdrop we have set out three strategic Outcomes for policing over the next five years that PSNI is victim focused, that we have safe and engaged communities with confidence in policing, and PSNI has an a representative, valued and enabled workforce.

This Policing Plan focuses attention to the future, and how we hope policing and police oversight will serve the people of Northern Ireland. As a Board we strongly believe that working to the outcomes set in the Policing Plan will enable the PSNI to deliver effective policing that is visible, accessible, responsive, victim-focused and continually improving.

To achieve these ambitions, and those set in the Programme for Government, we need to make sure that PSNI as an organisation is properly resourced and enabled to deliver on the outcomes set so that the community can have confidence in the service being delivered.

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The Board supports PSNI in its current Recovery Plan to increase officer numbers to 7,000 and staff numbers to 2,572 over the course of the next 3 years. As a Board we have discussed at length with the Chief Constable the real and serious societal risks if officer numbers are not restored. Evidence shows that overall day to day demands on policing are increasing through 101 and 999 calls for service, through increasingly complex crime investigations, through the prevalence of crime perpetrated online and using new technologies, as well as dealing with increased levels of vulnerability in the community. Risks to confidence in policing and police community relations are heightened due to reduced levels of officers in local policing roles, alongside risks to victims of crime and the delivery of other key priorities listed in the Programme for Government including tackling Violence Against Women and Girls, Tackling Paramilitarism and dealing with domestic abuse. Risks that were exposed in 2024 with the need for outside support to enable the police to respond to spontaneous disorder and increasing numbers of hate crime incidents.

Policing does have a substantial budget, but the evidence shows the serious consequences of not rebuilding officer and staff numbers. As a Board we recognise that there are opportunities to increase effectiveness and efficiency in the service through reform, transformation, innovation and digitisation and this Plan seeks to achieve that.

There also needs to be investment to increase the effectiveness of the wider criminal justice system as the current pace of dealing with cases has a very negative impact on overall public confidence in law and order, and justice being seen to be done.

The Policing Board now looks forward to the delivery of the Policing Plan over the next five years, to measuring year on year progress against the three outcomes set and to telling you, the community who we work for, what has been achieved.

Mukesh Sharma MBE DL
Chair | Northern Ireland Policing Board

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FOREWORD

BY THE CHIEF CONSTABLE

As Chief Constable of the Police Service of Northern Ireland (PSNI), I am pleased to present our 2025-2030 Northern Ireland Policing Plan.

I consider it a great personal and professional privilege to lead this world renowned organisation. The PSNI has unique challenges not least of which include policing a post conflict society, a consequence of this being a continuing threat to our officers and staff. We must always recognise and be incredibly thankful that each of our officers and staff made the commitment to join the PSNI whilst such threats remain. No other policing workforce in the UK has to confront such a reality when considering whether to join the police service. I also acknowledge the impact of this on the families of our officers and staff, this is often exacerbated for those from the nationalist community. They have my utmost respect and gratitude. We remain an armed police service due to this enduring threat.

I have been tremendously impressed by the professionalism, courage and commitment that our officers and staff demonstrate on a daily basis. The challenges of policing Northern Ireland are significant, but I am reassured that we have the right people to meet them head on and despite the threat from dissident terrorists we continue to provide an impartial and compassionate service to all communities.

Policing is continually evolving as more traditional crime gives way to cyber related offences committed online where offending often crosses many international boundaries making it more complex and challenging to investigate. I am particularly concerned by the threat from those vile criminals and organised crime gangs who can access children and vulnerable people from anywhere in the UK and beyond through the internet. We need to do all we humanly can to educate and protect people from the significant risks posed online.

The level of vulnerability within our communities impacts significantly upon policing. Every day we respond to calls for service with a mental health component.

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This is hugely traumatising for those members of the public who are in health crisis and places an unenviable burden on policing. People in health crisis require appropriate health care from health professionals.

There are also the additional costs associated with parading, protests and dealing with the past, yet at the same time there is an expectation for an improved response from policing to how we answer calls, deal with everyday crime and anti-social behaviour alongside the demand for police visibility. I recognise the need to ensure that your police service has the ability to deliver this Policing Plan, and our other responsibilities, effectively and efficiently.

As I have highlighted previously our ability to deliver against not only the Policing Plan, but also the Programme for Government is significantly impacted due to our current resourcing and budget position. It is evident to me and numerous independent bodies that the lack of financial support for policing has already put lives at risk and this position will worsen significantly if a sustainable fiscal plan for policing is not put in place. Without a substantial baseline uplift, our numbers will remain at an unacceptable and dangerously low level, the PSNI will not be able to keep people safe in the way that we would all want. Put simply, people are now and will continue to come to harm who should be protected, but we no longer have the police numbers to do this. Our focus must include the wellbeing of our officers and staff. In recent years of an unacceptable reduction in police funding it is our remarkable workforce who have somehow kept society in Northern Ireland safe. The stark contrast in the support for policing between Northern Ireland and the Republic of Ireland exemplifies this issue.

However, this will not divert us from moving forward with our intention to deliver a Police Service which is Victim focused, Community focused and Workforce focused. These three straightforward strategic priorities have been advocated by me since my first day as your Chief Constable. We look forward to working with the Policing Board, our partners and the public in delivering the Outcomes in this Policing Plan.

It is the biggest honour of my career to lead this globally recognised organisation and serve the people of Northern Ireland.

Jon Boutcher QPM
Chief Constable | PSNI

INTRODUCTION

POLICING PLAN 2025-2030 AND ANNUAL PERFORMANCE PLAN 2025/26

Issuing a Policing Plan and a Performance Plan are key legislative responsibilities of the Board. Both Plans have been developed in partnership with PSNI so there is agreement on what we want to achieve and how we plan to do it.

The Northern Ireland Policing Plan 2025-2030 outlines three Outcomes that we want policing to deliver for the people of Northern Ireland. This will allow the Board to strategically assess and monitor the impact of this Plan over the next five years.

The Performance Plan[1], is a one-year document which will support the evaluation and delivery of the Policing Plan across a 12-month period. It sets out the information we will use to tell us if PSNI has made progress towards achieving the Outcomes. The suite of 16 Indicators and descriptors outlined in the Performance Plan will be used to help quantify the progress towards our Outcomes, inform the basis of the information reported to the Board and provide an insight into how well both Plans are progressing.

The Board values evidence-based monitoring, analysis and evaluation. Therefore, both Plans have been developed using the Outcomes Based Accountability (OBA) framework. This approach is in line with the Programme for Government (PfG) and enables the Plans to focus on Outcomes which clearly demonstrate continuous improvement[2] in police performance and a positive impact within the community.

In order to inform both Plans the Board completed a 12-week public consultation process which closed on 10 December 2024. During this period the Board and PSNI, in partnership with PCSPs, engaged with a range of representative groups and local people. All responses have been considered in the development of the final Plans.

1   Found on pages 22-39.
2   Collaboratively the Board and PSNI agreed the definition of continuous improvement as "*Working collaboratively to continuously identify and implement improvements to the economy, efficiency and effectiveness of policing and to evaluate progress and impact on service provision to the community*".

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Key documents and evidence also informed the Plans such as the Justice Minister's Long Term Policing Objectives, the Programme for Government 2024-2027, and His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspections of PSNI Effectiveness and Efficiency.

Monitoring and analysis of police performance against the Plans will take place throughout the year, with both Plans reviewed on an annual basis, in line with the provisions of the Police (NI) Act 2000. This will provide the opportunity for the Board and PSNI to address specific issues that may emerge throughout the year. This will include the benchmarking of PSNI performance against other policing organisations elsewhere.

CONTEXT OF POLICING

The Policing Board is responsible for the independent oversight of PSNI and has a range of legislative duties to deliver. These include:

- Monitoring trends and patterns in police complaints;
- The extent to which police officers and police staff are representative of the community;
- Appointing senior officers;
- Overseeing complaints and disciplinary proceedings against senior officers;
- Monitoring PSNI's compliance in carrying out their functions with the aim of securing the support of the local community and of acting with the co-operation of the local community;
- Monitoring the exercise of the functions of the National Crime Agency (NCA) in Northern Ireland;
- Assessing the effectiveness of PCSPs and Belfast District Policing and Community Safety Partnerships (DPCSPs); and
- Administering and facilitating Police Appeals Tribunals (PATs) and administering Injury on Duty (IoD) Awards.

More information on the Board's work can be found at **www.nipolicingboard.org.uk**

The work of PSNI is extensive and it is not possible to include everything in relation to policing within this Policing Plan. Set out below are some of the other key documents and work areas that shape day to day police service delivery.

LOCAL POLICING PLANS

In consultation with PCSPs, PSNI is responsible for the development of local policing plans to provide a district focus. These plans set out policing commitments in each district and can cover issues such as anti-social behaviour (ASB), hate crime and road safety matters.

You can read your local policing plan here

PCSP ACTION PLANS

Each PCSP, including the four Belfast DPCSPs has an annual Action Plan in place. These include how the PCSP will improve community safety by tackling actual and perceived crime and how they will support community confidence in policing. The PCSP Policing Committee will monitor the work of PSNI in delivering the local Policing Plan.

HUMAN RIGHTS BASED POLICING

Having a rights based police service is a key element in both delivering and building public confidence in the service provided by PSNI. The Board is legislatively required to monitor PSNI's compliance with the Human Rights Act 1998 and it carries out this role with the assistance of an Independent Human Rights Advisor. Each year the Board produces a report on its assessment of that compliance against specific areas of policing. These may include issues such as human trafficking and stop and search.

COLLABORATION WITH CRIMINAL JUSTICE PARTNERS

The Department of Justice (DoJ) is responsible for a Northern Ireland wide Community Safety approach which includes issues such as crime prevention; addressing volume crime; reducing harm and vulnerability; and enforcement through the provision of the legislation and relevant powers, all deliverable through problem solving and partnership working.

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THE NORTHERN IRELAND POLICING PLAN 2025-2030

VISION

A safe and peaceful Northern Ireland.

PURPOSE

To prevent and tackle crime to keep people safe, through being a victim, community and workforce focused police service.

VALUES

We care: We listen: We act.

OUTCOME 1

PSNI IS VICTIM FOCUSED

Victims of crime will be treated with compassion and respect and kept informed in line with the principles of the Victim Charter for Northern Ireland and a trauma informed approach. PSNI will target resources to protect the most vulnerable victims of crime, including repeat victims.

INDICATORS

1.1 The Effectiveness in Tackling Violence Against Women and Girls.
1.2 The Effectiveness in Tackling Domestic Abuse.
1.3 The Effectiveness in Tackling Child Criminal Exploitation.
1.4 The Effectiveness in Tackling Hate Crime.
1.5 Providing a High Quality Service to Victims.
1.6 Delivery of Effective Outcomes for Recorded Crimes.

OUTCOME 2

WE HAVE SAFE AND ENGAGED COMMUNITIES WITH CONFIDENCE IN POLICING

The police will work with local communities and partners to deliver local solutions to local problems, building confidence in policing and supporting a safe environment for people to live, work, visit and invest in Northern Ireland.

INDICATORS

2.1 Level of Public Confidence in Policing.

2.2 The Effectiveness of Working in Partnership with local communities and community organisations, PCSPs and Statutory Agencies to Provide Solutions to Local Problems.

2.3 People Feel Safe in their Community.

2.4 The Effectiveness in Tackling the Threat posed by Terrorism, Paramilitaries and Serious and Organised Crime Groups.

2.5 The Effectiveness in Tackling Repeat Offending.

2.6 The Effectiveness of Working in Partnership to Reduce Road Deaths and Serious Injury on our Roads.

2.7 Working in Partnership to effectively Tackle Cyber Crime.

OUTCOME 3

PSNI HAS A REPRESENTATIVE, VALUED AND ENABLED WORKFORCE

Our Service will be more representative of the community, supported through a positive working environment and appropriately resourced to serve the public with high standards of professionalism and care.

INDICATORS

3.1 Representativeness of the Police Service.

3.2 Standards of Professionalism and Conduct.

3.3 Making Best Use of Resources.

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OUTCOME 1: PSNI IS VICTIM FOCUSED

Victims of crime will be treated with compassion and respect and kept informed in line with the principles of the Victim Charter for Northern Ireland and a trauma informed approach. PSNI will target resources to protect the most vulnerable victims of crime, including repeat victims.

The following indicators have been developed to tell us if we have made progress towards achieving a victim focused PSNI.

INDICATOR 1.1:
THE EFFECTIVENESS IN TACKLING VIOLENCE AGAINST WOMEN AND GIRLS

Violence Against Women and Girls (VAWG) continues to be a prominent issue across the UK over the last three years. In response to this PSNI has developed a VAWG Strategy and Action Plan. PSNI will be asked to demonstrate progress against their Violence Against Women and Girls Strategy and Action Plan. The Board will scrutinise PSNI's performance on delivering against the actions identified within the Action Plan and the levels, trends, repeat victims and the number of offences committed in this area.

INDICATOR 1.2:
THE EFFECTIVENESS IN TACKLING DOMESTIC ABUSE

Domestic Abuse is an ongoing, long-term issue which accounts for a significant and increasing proportion of overall crime across the whole of Northern Ireland. The number of reported domestic abuse crimes is increasing and the types of crimes are becoming more severe, with approximately a fifth of all sexual offences and a third of all violent offences being domestically motivated. In this indicator PSNI will be asked to report on activities and their impact on tackling domestic abuse crimes including initiatives to support repeat victims of domestic abuse.

INDICATOR 1.3:
THE EFFECTIVENESS IN TACKLING CHILD CRIMINAL EXPLOITATION

Crimes against children have seen a significant rise over the last 20 years and the types of crimes children are victims of are becoming more harmful. There has been a steady increase in reporting of rape, sexual grooming and other sexual offences involving children. In this Indicator PSNI will be required to report on the delivery of relevant aspects of their Children and Young People Strategy and on other activities and their impact to support the victims of Child Criminal Exploitation and Child Sexual Exploitation including those who are at particular risk such as children in care and repeat child victims.

INDICATOR 1.4:
THE EFFECTIVENESS IN TACKLING HATE CRIME

Hate Crime is an ongoing issue which causes significant harm to individuals and the community and has increased in prominence. There are six strands of hate: race, sexual orientation, sectarian, disability, religion and transgender identity. This indicator will scrutinise the PSNI's performance in tackling hate crime and repeat victims of hate crime across Northern Ireland.

INDICATOR 1.5:
PROVIDING A HIGH QUALITY SERVICE TO VICTIMS

Ensuring that PSNI is providing a high-quality service to victims of crime is essential. This will also contribute to maintaining and building confidence in policing. PSNI will demonstrate a strong commitment to victims, including partnership working with the Commissioner for Victims of Crime and will listen to victims' feedback and engage with them in relation to the service they receive. In this indicator the Board will monitor compliance with the Victim Charter to ensure PSNI is providing a high-quality service to all victims of crime and reinforce it as an essential factor in maintaining and building confidence in policing. The Board will also analyse the data received from the PSNI Victim Satisfaction Survey.

INDICATOR 1.6:
DELIVERY FOR EFFECTIVE OUTCOMES FOR RECORDED CRIMES

Every crime which is reported to PSNI has a victim and is recorded using an Outcomes Framework. This framework outlines how the police deal with all crimes, not just those with a criminal justice outcome. By ensuring all crime outcomes are recorded the framework provides a tracking mechanism to establish if effective and timely crime outcomes have been met. This indicator will monitor the levels of crime outcomes to demonstrate police effectiveness, in its role in achieving criminal justice outcomes and will seek to benchmark performance in this area with other similar police services.

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

The police will work with local communities and partners to deliver local solutions to local problems, building confidence in policing and supporting a safe environment for people to live, work, visit and invest in Northern Ireland.

The following indicators have been developed to tell us if we have made progress towards achieving safe and engaged communities with confidence in policing. They are based on research and evidence into how to build confidence in policing.

INDICATOR 2.1:
LEVEL OF PUBLIC CONFIDENCE IN POLICING

Communities where people feel safe and have confidence in PSNI will feel empowered to encourage essential co-operation with the police in the provision of vital information and reporting of crime. Maintaining and enhancing public confidence in policing within the community and among victims of crime in particular, can help in improving both the prevention and detection of crime. Improving the trust within some communities, in particular those which have lower confidence in the police, is vital in tackling a range of criminal activity. It is therefore essential that everyone sees the positive impact of policing in their communities, with victims supported, less repeated criminality, crimes solved, and offenders brought to justice. This indicator will assess the number of people and victims of crime in Northern Ireland who have confidence in PSNI and local policing, as informed by the NI Safer Community Telephone Survey and NI Policing Plan Survey results.

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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

Community engagement, partnership working and co-design has a vital role to play in successfully achieving this outcome. This includes supporting and enabling the community to identify and help to implement solutions to local problems and influence local policing priorities and decisions, thereby building community confidence in policing.This indicator will seek to ensure policing is meeting local needs by providing qualitative data on the various community engagement initiatives under the Here for You Public Engagement Strategy and the associated Hallmarks of Neighbourhood Policing strategy. It will also report on the effectiveness and capacity of Neighbourhood Policing Team (NPT) to address local problems and tackle local issues, using the annual NPT Survey to provide quantitative and measurable data. It will also assess and evaluate the impact of partnership working with local communities, using the Community Policing Survey to provide quantitative and measurable data.

INDICATOR 2.3:
PEOPLE FEEL SAFE IN THEIR COMMUNITY

Often, people's 'feelings of safety' are not directly related to crime levels. Therefore, this Indicator has specifically been put in place to enable people to feel safe regardless of their location. It will assess how safe people feel in their community, local town centre and at night as informed by the NI Safer Community Survey results. It will also assess the responsiveness of the police by monitoring the levels of 999/101 call data.

INDICATOR 2.4:
THE EFFECTIVENESS IN TACKLING THE THREAT POSED BY TERRORISM, PARAMILITARIES AND SERIOUS AND ORGANISED CRIME GROUPS

Paramilitary organisations exercise considerable harmful influence on local communities through fear, intimidation and control. Their criminal activity and that of other Organised Crime Groups causes significant economic and social harm to communities, in particular those most vulnerable. Organised Crime Groups supplying drugs creates an environment where other drug related crimes occur in local communities. In order to support local people and communities and enable a strong, resilient and peaceful society, PSNI has a key role in disrupting organised crime groups and paramilitary organisations.

This indicator will scrutinise the delivery of the PSNI Serious and Organised Crime Strategy and the joint work of PSNI and its partner agencies in combatting terrorism, tackling the harm caused by paramilitaries on our communities and generally diminishing the capacity of organised crime groups. The assessment of how effectively Organised Crime Groups and paramilitary groups are tackled will include the number of minor, moderate and major disruptions to their activities, the seizures of drugs, firearms and cash and the confiscation of personal assets acquired through their criminal activities.

INDICATOR 2.5:
THE EFFECTIVENESS IN TACKLING REPEAT OFFENDING

Offenders represent a small proportion of the population in Northern Ireland. However, from this small proportion over 60% of offenders had committed previous offences, with repeat offenders posing a significant risk to individuals and communities. This indicator will monitor the level of repeat offending and report on the management of offenders, PSNI activities and their impact in protecting our communities.

INDICATOR 2.6:
THE EFFECTIVENESS OF WORKING IN PARTNERSHIP TO REDUCE ROAD DEATHS AND SERIOUS INJURY ON OUR ROADS

After a period of falling numbers, unfortunately in recent years road deaths and serious injuries are again on the increase. PSNI has a critical role to play in enforcement and education alongside others in reducing deaths and serious injury on our roads. Therefore, this indicator will monitor the trend of deaths and serious injury on our roads and assess PSNI activities and partnership arrangements and their impact on road safety.

INDICATOR 2.7:
WORKING IN PARTNERSHIP TO EFFECTIVELY TACKLE CYBER CRIME

Online crime is increasing. This is a particularly dynamic area and this indicator focuses on tackling crime in the digital age by assessing PSNI's response to tackling cybercrime specifically in relation to online fraud, ransomware and sextortion, including the online exploitation of children. This will also include PSNI's effectiveness in processing digital evidence. Developing effective arrangements with others, improving reporting and recognising the police's role and responsibilities will also be key to success in this evolving area of crime.

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OUTCOME 3: PSNI HAS A REPRESENTATIVE, VALUED AND ENABLED WORKFORCE

Our Service will be more representative of the community, supported through a positive working environment and appropriately resourced to serve the public with high standards of professionalism and care.

The following indicators have been developed to tell us if we have made progress towards achieving a representative, valued and enabled workforce.

INDICATOR 3.1:
REPRESENTATIVENESS OF THE POLICE SERVICE

A representative police service is more likely to understand the communities it serves and as a result engage more effectively with members of these communities, enhancing the legitimacy of policing. This indicator will monitor the representativeness of PSNI across ranks, grades and departments by gender, community background, ethnic origin, disability, sexual orientation and in respect of recruitment, socio-economic background. This indicator aims to achieve a more representative police service, where people can identify with the police officers and staff working for PSNI and enhance the attractiveness of PSNI as an employer of choice.

INDICATOR 3.2:
STANDARDS OF PROFESSIONALISM AND CONDUCT

A culture of high standards is vital and the Policing Board is currently reviewing and updating the Code of Ethics. Poor standards and behaviours undermine confidence in policing and cause reputational damage. Any delays in investigating misconduct have a knock on impact for victims, officers and staff. PSNI's performance in this area will continue to be scrutinised under this Indicator in order to ensure a culture of high standards of professionalism within PSNI and that any misconduct is being dealt with effectively.

INDICATOR 3.3:
MAKING BEST USE OF RESOURCES

PSNI's current funding arrangements are inadequate with officer and staff levels being at an all-time low. This creates severe pressures for the Service. In addition to advocating for additional investment, the Board and PSNI each have a role in ensuring best use of deployable and other resources that are available for policing. This indicator describes the need for PSNI to make best use of its available resources to enable, equip and prioritise the wellbeing of its workforce in order to protect victims of crime and local communities. This indicator also considers the need for PSNI to continuously improve and modernise to support the need for financial sustainability, and will include the scrutiny of performance against transformational strategies and optimising assets.

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OUTCOME 1: PSNI IS VICTIM FOCUSED

INDICATOR 1.1
THE EFFECTIVENESS IN TACKLING VIOLENCE AGAINST WOMEN AND GIRLS

MEASURES

Baselines
- Trends and levels of VAWG Offences compared to 5 year average
  - Number of VAWG offences and % of victim based crime that are VAWG offences as at 31/03/25
- Trends and levels of domestically motivated VAWG offences compared to 5 year average
  - Number of domestically motivated VAWG crimes and % of domestic crimes as at 31/03/25

Quantitative
- Number and rate of Repeat Victims of VAWG Offences
- Number and rate of Repeat Offenders of VAWG Offences
- Number of stalking prevention orders/non molestation order (female victims)
- VAWG offences and trends compared to other similar police services

Five Year Trend for each Outcome Type for VAWG offences
- Charge/Summons
- Out of Court
- Evidential Difficulties (victim does not support)
- Evidential Difficulties (victim supports)
- Other
- Investigation complete – no suspect identified

Qualitative
- Initiatives carried out to tackle VAWG and the results
- Progress reports on the VAWG Strategy and Action Plan

IMPACTS

- PSNI's performance in tackling VAWG has improved as measured by:
  - The trend in the number of VAWG offences and their % of victim based crime
  - % of VAWG crimes not proceeding to court because victim does not support (attrition rate)
  - Comparison with other similar police services
- Victims of VAWG satisfaction with PSNI has improved

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INDICATOR 1.2
THE EFFECTIVENESS IN TACKLING DOMESTIC ABUSE

MEASURES

Baselines
- Trends and levels of domestic abuse incidents compared to 5 year average
    - Number of domestic abuse incidents as at 31/03/25
- Trends and levels of domestic abuse crime compared to 5 year average (by crime type, gender, age etc)
    - Number of domestic abuse offences and % of victim based crime as at 31/03/25

Quantitative
- Number and rate of Repeat Victims of domestic abuse
- Number and rate of Repeat Offenders of domestic abuse Offences

Five Year Trend for each Outcome Type for domestic abuse offences
- Charge/Summons
- Out of Court
- Evidential Difficulties (victim does not support)
- Evidential Difficulties (victim supports)
- Other
- Investigation complete – no suspect identified

Qualitative
- Initiatives carried out to tackle domestic abuse and the results

IMPACTS

- PSNI's performance in tackling domestic abuse has improved as measured by:
    - The trend in the number of domestic abuse offences and their % of victim based crime
    - % of domestic abuse crimes not proceeding to court because victim does not support (attrition rate)
    - Comparison with other similar police services
- Victims of domestic abuse satisfaction with PSNI has improved

INDICATOR 1.3
THE EFFECTIVENESS IN TACKLING CHILD CRIMINAL EXPLOITATION

MEASURES

Baselines
- Trends and levels of crimes with child victims compared to 5 year average
- Trends and levels of sexual crimes with child victims compared to 5 year average

Quantitative
- Number and rate of Repeat Child Victims (crime)
- Number and rate of Repeat Child Offenders
- Number and rate of Repeat Offenders with a child victim
- Number of child victims at risk of child sexual exploitation and no of children no longer deemed at risk of child sexual exploitation
- Number of Persons of Concern (POC) suspected of posing a risk to children
- Number of intelligence referrals received by the Child Internet Protection Team (CIPT)
- Number of child referrals for human trafficking from the National Referral Mechanism (NRM)

Five Year Trends for Child Victims of Crime by Outcome Type
- Charge/Summons
- Out of Court
- Evidential Difficulties (victim does not support)
- Evidential Difficulties (victim supports)
- Other
- Investigation complete – no suspect identified

Qualitative
- Initiatives including training carried out to tackle child criminal exploitation and the results
- Progress reports on the Children and Young People Strategy

IMPACTS

- PSNI's performance in tackling child criminal exploitation has improved as measured by:
  - The trend in the number and rate of criminal offences against children
  - % of crimes against children not proceeding to court because victim does not support (attrition rate)
  - Comparison with other similar police services

INDICATOR 1.4
THE EFFECTIVENESS IN TACKLING HATE CRIME

MEASURES

Baselines
- Trends and levels of hate crimes and incidents compared to 5 year average
  - Number of hate motivated incidents 31/03/25
  - Number hate motivated crimes and % of overall victim based crime at 31/03/25

Quantitative
- Number of racially motivated incidents and crimes
- Number of sectarian motivated incidents and crimes
- Number of sexual orientation motivated incidents and crimes
- Number of religion motivated incidents and crimes
- Number of disability motivated incidents and crimes
- Number of transgender identity motivated incidents and crimes
- Number and rate of hate crime repeat victims
- Number and rate of hate crime repeat offenders

Five Year Trend for each Outcome Type for hate crime offences
- Charge/Summons
- Out of Court
- Evidential Difficulties (victim does not support)
- Evidential Difficulties (victim supports)
- Other
- Investigation complete – no suspect identified

Qualitative
- Initiatives carried out to tackle hate crime and abuse and the results
- Progress Reports on the Race and Ethnicity Action Plan

IMPACTS

- PSNI's performance in tackling hate crime has improved as measured by:
  - The trend in the number of hate motivated crimes and their % of overall victim based crime
  - % of hate crimes not proceeding to court because victim does not support (attrition rate)
  - Comparison with other similar police services
- Victims of hate crime satisfaction with PSNI has improved

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INDICATOR 1.5
PROVIDING A HIGH QUALITY SERVICE TO VICTIMS

MEASURES

Baselines
- Trends in victim satisfaction survey results
  - the police officers / staff treated me with fairness and respect (PSNI 2024/25)
  - how well victims have been kept informed of the progress of their case (PSNI 2024/25)
  - satisfaction with the service received from the Police Service of Northern Ireland (PSNI 2024/25)
  - if a family member or friend was a victim of crime, I would recommend they report it to police (PSNI 24/25)
  - satisfaction with the response from the PSNI (NIPPS 24/25)

Quantitative
- Online Reporting - % of users rating the service as good/very good
- 10 day victim updates as per Victim Charter
- % of referrals to victim support
- Other relevant victim satisfaction survey data

Qualitative
- Initiatives carried out to improve the service to Victims and the results
- Compliance with the Victim Charter
- Report on progress of the Victims Advisory Board

IMPACTS

- Victim satisfaction with PSNI's service as measured by:
  - Improvements in updating victims of case progress (Question 2) and satisfaction with contact with PSNI (Question 3) from the PSNI text satisfaction survey results
  - Maintaining levels of satisfaction with regard being treated with fairness and respect (Question 1) and recommending reporting to family or friends (Question 4) PSNI text satisfaction survey results
  - Improve victim satisfaction Policing Plan survey results
  - PSNI Compliance with the Victim Charter

INDICATOR 1.6
DELIVERY OF EFFECTIVE OUTCOMES FOR RECORDED CRIMES

MEASURES

Baselines

Five Year Trend for each Outcome Type:
- Charge/Summons
- Out of Court
- Evidential Difficulties (victim does not support)
- Evidential Difficulties (victim supports)
- Other
- Investigation complete – no suspect identified

Quantitative
- Outcome Types compared to other most similar police services
- Average number of days from a person is charged to a file sent to PPS
- Median number of days for outcomes to be added by crime type

Qualitative
- Report on progress against initiatives to deliver effective outcomes for victims
- Report on progress against initiatives to speed up justice

IMPACTS

- PSNI's performance in delivering effective outcomes for victims has improved as measured by trends in:
  - Charge/summons rate
  - % of crimes not proceeding to court because victim does not support (attrition rate)
  - Average number of days from a person is charged to a file sent to the Public Prosecution Service

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

INDICATOR 2.1:
LEVEL OF PUBLIC CONFIDENCE IN POLICING

MEASURES

Baselines
- NI Safer Community Telephone Survey Results
  - overall confidence in policing (NISCTS 2023/24)
  - overall confidence in their local police (NISCTS 2023/24)

- NI Policing Plan Survey results
  - confidence in the PSNI's ability to protect the people of NI (NIPPS 2024/25)
  - victims of crime confidence in the PSNI's ability to protect the people of NI (NIPPS 2024/25)
  - confidence in contacting the PSNI if they needed to (NIPPS 2024/25)

Quantitative
- Other relevant results from the above surveys relating to confidence including fear of crime and visibility

Qualitative
- Initiatives carried out to improve confidence in policing and their results
- Comparisons with England & Wales overall, Police Scotland and An Garda Síochána

IMPACTS

- The level of public confidence in policing has improved for communities and victims of crime as measured by:
  - NI Safer Community Telephone Survey results
  - Policing Plan Survey results

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

MEASURES

Baselines

- Policing Board Survey results and comparisons with previous surveys
  - PSNI engagement with their local communities
  - PSNI support of local communities
  - involvement with PSNI in seeking solutions to local issues
  - % of people who agree their involvement with the PSNI arrived at a mutually satisfactory solution

- PSNI Neighbourhood Policing Team (NPT) survey results and comparisons with previous surveys
  - NPT effectiveness at engaging local communities in the identification of problems and solutions
  - NPT effectiveness in approach to problem solving
  - Number of NPTs whose work with communities to tackle the issue resulted in the issue being improved/resolved/prevented/unchanged
  - NPTs who understand the Hallmarks of Neighbourhood Policing

- Community Policing Survey results and comparisons with previous surveys
  - % of people involved with PSNI in seeking resolution to community issues
  - % of people who agreed their community's involvement with PSNI in resolving issues had increased
  - % of people who agreed their involvement with PSNI arrived at a mutually satisfactory solution

- NI Safer Community Telephone Survey results and comparison with previous surveys
  - % of people who agree that the local police seek views about ASB and crime issues that matter
  - % of people who agreed that these issues are being dealt with
  - % of people who have overall confidence in engagement

MEASURES

Quantitative
- Number of problem solving folders opened and resolved
- Number of Local Policing Team (LPT) and Neighbourhood Policing Team (NPT) officers
- Trends in abstraction of officers to other duties

Qualitative
- Initiatives carried out to improve problem solving within communities and their evaluation where available
- Report on Here for You public engagement strategy and the associated Hallmarks of Neighbourhood Policing

IMPACTS

- PSNI's performance in working in partnership with local communities and community organisations, PSCPs and statutory agencies to provide solutions to local problems has improved as measured by trends in:
  - Assessment of all survey results as above

INDICATOR 2.3
PEOPLE FEEL SAFE IN THEIR COMMUNITY

MEASURES

Baselines
- NI Safer Community Telephone Survey Results
  - % respondents who feel unsafe/very unsafe walking alone in area after dark (NISCTS 2023/24)
  - % respondents who feel unsafe/very unsafe alone in home at night (NISCTS 2023/24)
- NI Policing Plan Survey Results
  - % respondents who feel unsafe/very unsafe in the community they live in (NIPPS 2024/25)
  - % respondents who feel unsafe/very unsafe in their local town centre (NIPPS 2024/25)
- Trends and levels of response times for calls for service

Quantitative
- The median (typical) arrival times for emergency (999) calls
- The median (typical) arrival times for priority (101) calls

Qualitative
- Initiatives carried out to improve community safety and responsiveness and their results
- People feeling safe in comparison with other similar police services eg England & Wales overall

IMPACTS

- People feel safer in their communities as measured by trends in:
  - NI Safer Community Telephone Survey and Policing Plan Survey results
- PSNI's response times

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INDICATOR 2.4
THE EFFECTIVENESS IN TACKLING THE THREAT POSED BY TERRORISM, PARAMILITARIES AND SERIOUS AND ORGANISED CRIME GROUPS (OCGS)

MEASURES

Baselines
- Number of OCGs disrupted in the following categories (i) minor (ii) moderate (iii) major as at 31/03/25

Quantitative
- Number of OCGs currently being investigated by PSNI
- Number and % of OCGs with paramilitary links
- Performance output of the Paramilitary Crime Task Force
- Number of people charged and reported in connection with OCGs
- Number of security related deaths
- Number of shootings, bombings and paramilitary style attacks
- Number and % of security related arrests under S41 of the Terrorism Act 2000
- Number of persons subsequently charged as a result of these arrests
- Overview of activity against Drugs threat

Qualitative
- Assessment of the capacity and capability of OCGs and paramilitaries
- Assessment of the impact of major disruptions to OCGs and paramilitaries
- Assessment of the threat caused by terrorism
- Initiatives carried out to tackle the threat caused by OCGs

IMPACTS

- PSNI's performance in reducing the level of threat posed by terrorism, paramilitaries and OCGs has improved as measured by trends in:
  - Level of threat and risk posed by OCGs
  - No of people charged and reported in connection with OCGs
  - No of major disruptions
  - Reduction in terrorist threat and activity

INDICATOR 2.5
THE EFFECTIVENESS IN TACKLING REPEAT OFFENDING

MEASURES

Baselines
- Trends and levels of repeat offending compared to 5 year average
  - Number and rate of Repeat Offenders of all crime at 31/03/25

Quantitative
- Number of Repeat Offenders linked to over 6, 10, or 20 crimes
- Demographic of Repeat Offenders
- Types of crime committed by Repeat Offenders
- Number of Repeat Offenders managed by Reducing Offending Unit (ROU)

Qualitative
- Initiatives carried out to tackle repeat offending
- Report on PSNI management of sexual and violent offenders

IMPACTS

- PSNI's performance in tackling repeat offending has improved as measured by trends in:
  - No and rate of repeat offenders
  - No of Repeat Offenders linked to over 6, 10, or 20 crimes

INDICATOR 2.6
THE EFFECTIVENESS OF WORKING IN PARTNERSHIP TO REDUCE ROAD DEATHS AND SERIOUS INJURY ON OUR ROADS

MEASURES

Baselines
- Trends and levels of those killed and seriously injured in Road Traffic Collisions compared to last 10 years
- Number of total collisions as at 31/03/25
- Number of people killed in fatal road collisions as at 31/03/25
- Number of people seriously injured in RTCs as at 31/03/25

Quantitative
- Number of people killed and seriously injured in RTCs involving "The Fatal Five":
  1. Drink or Drugs;
  2. Careless Driving;
  3. Phone;
  4. Seatbelt; and
  5. Speed.
- Number of motoring offences by disposal type:
  - Fixed penalty notice;
  - Endorsable fixed penalty notice;
  - Speed awareness course:
  - Safer driver course; and
  - Referred for prosecution.

Qualitative
- Initiatives carried out in partnership to reduce road deaths and serious injury on our roads
- Report on Progress of PSNI contribution to the NI 2030 Road Safety Strategy

IMPACTS

- PSNI response to working in partnership to reduce road deaths and serious injury as measured by trends in:
  - Reduction in road deaths
  - Reduction in serious injury
  - Comparison with other similar services

INDICATOR 2.7
WORKING IN PARTNERSHIP TO EFFECTIVELY TACKLE CYBER CRIME

MEASURES

Baselines
- Baselines for online fraud, ransomware and sextortion to be developed in year 1

Quantitative
- Cyber crime
  - Volumes of crime by type – fraud, ransomware, sextortion
  - % of crimes with a criminal justice outcome
  - NI Safer Community Telephone Survey results

Cyber-Enabled Crime (eg retrieval and examination of digital devices):
- Average wait time for seized devices awaiting processing

Qualitative
- Initiatives carried out in partnership to tackle cyber crime
- Initiatives to help improve reporting by victims in particular young people
- Initiatives to improve the effectiveness of the policing response to cyber crime

IMPACTS

- PSNI response to working in partnership to tackle cyber crime has improved as measured by:
  - Report on initiatives to improve the effectiveness of the policing response to cyber crime
  - Trends in criminal justice outcomes

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OUTCOME 3: PSNI HAS A REPRESENTATIVE, VALUED AND ENABLED WORKFORCE

INDICATOR 3.1
REPRESENTATIVENESS OF THE POLICE SERVICE

MEASURES

Baselines
- Trends and levels of representatives within the service over past 10 years
  - % of officers and staff by Rank/Grade by gender, community background, ethnic origin, disability and sexual orientation as at 31/03/25
  - % of officers and staff by Department by gender, community background, ethnic origin, disability and sexual orientation as at 31/03/25
- % of applicants by socio-economic background in last campaign compared to population

Quantitative
- % of officers and staff by gender, community background, ethnic origin, disability and sexual orientation in last campaign compared to population
- Stability index (turnover) rate amongst officers and staff
- Exit interview trends

Qualitative
- Initiatives carried out to improve representativeness amongst under represented groups and their evaluation

IMPACTS

- The representativeness of the police service has improved as measured by trends in:

The representativeness of officers and staff across ranks, grades and departments *(by gender, community background, ethnic origin, disability, sexual orientation and socio-economic background)* within:

- Recruitment;
- Progression; and
- Retention

INDICATOR 3.2
STANDARDS OF PROFESSIONALISM AND CONDUCT

MEASURES

Baselines
- Number of investigations as at 31/03/25
- Number of reported breaches of the Code of Ethics as at 31/03/2025
- Number of misconduct proceedings (meetings and outcomes) as at 31/03/25

Quantitative
- Number of suspensions and repositions
- Number of Criminal convictions of police officers
- Number of complaints and allegations received by PONI
- Average no of days for investigations

Qualitative
- Initiatives carried out to improve standards of professionalism and conduct

IMPACTS

- PSNI standards of professionalism and conduct has improved as measured by:
  - Number of complaints and allegations received by Police Ombudsman for Northern Ireland
  - Number of investigations
  - Number of sanctions (dismissals and warnings)

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Police Service of Northern Ireland

Northern Ireland **Policing**Board

INDICATOR 3.3
MAKING BEST USE OF RESOURCES

MEASURES

Baselines
- Trends in workforce levels and absence rates compared to 5 year average
  - Number of Police Officers and Police Staff as at 31/03/25
  - Absence Rates % for Police Officers and Police Staff as at 31/03/25
  - Police officer and staff retention rates as at 31/03/25

Quantitative
- Deployable Workforce
- Average working days lost (Police Officers & Police Staff)
- Number of Occupational Health and Welfare referrals
- Average Occupational Health and Welfare Waiting Times
- Number of Peer Support & Wellbeing Volunteer requests
- Assaults on police officers

Qualitative
- Workforce Survey data to measure levels of employee satisfaction and engagement
- Initiatives carried out to make the best use of PSNI resources including the work of OHW and the Absence Management Group
- Report on progress against the People, Data, Digital, Estates and Fleet transformational Strategies
- Report on progress of Workforce Recovery Plan
- Evidence of professional development opportunities for all officers and staff to promote continuous improvement

IMPACTS

- PSNI has made best use of its resources as measured by the trends in:
  - Reduction in absence rates for Officers and Staff
  - Improvement in officer and staff welfare as shown by workforce survey data
  - Improvement in the levels of officer and staff satisfaction as shown by workforce survey data
  - Implementation of the transformational strategies

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ANNEX 1

RESOURCING THE PLAN 2025/26

WORKFORCE

Workforce levels in PSNI are now at a historical low with less than 6,300 officers and around 2,200 staff and this is no longer sustainable. It is creating real service impacts and resulting in a police service which is at significant risk of failing victims, local communities and its workforce.

In response, PSNI has submitted a business case to the Department of Justice to secure over £200m in additional funding covering the next five years in order to recover its workforce levels and to secure a more sustainable funding settlement for policing in Northern Ireland.

This provides for replacing the around 350 officers who retire each year to ensure workforce levels do not drop further and allows for modest growth to bring workforce numbers to 7,000 Police Officers and 2,572 Police Staff.

This measured and sensible approach will work to the capacity of the Training College and will be combined with initiatives under Indicator 3.3 "Making Best Use of Resources" to ensure the workforce are utilised in the most effective way possible.

FUNDING

Funding for policing has been challenging. Expenditure cuts have been made to live within budget, however, the limit for such cuts has been reached.

The total resource requirement for PSNI in 2024/25, ignoring exceptional items such as holiday pay and data breach claims, was £942m. This level of funding, adjusted for inflationary and pay pressures is the minimum requirement in 2025/26.

There are also a number of additional funding streams of over £40m, in respect of the terrorist and paramilitary threat which are used to cover the salary costs of specific cohorts of Police Officers and Police Staff. it is essential this funding is also maintained, otherwise it will compound the financial pressures on the Service.

In addition to a sustainable funding baseline as outlined above, changes to the current funding framework would assist in the successful delivery of the Plan. In particular, the provision of multi-year funding streams would provide a degree of certainty and greatly assist forward planning of delivery.

ANNEX 2

NORTHERN IRELAND POLICE COLLEGE LEARNING AND DEVELOPMENT ASSESSMENT 2025/26

INTRODUCTION

The Police Service of Northern Ireland (PSNI) is determined to support its staff to achieve the highest professional standards.

PSNI understands that investment in the development of its people is key to creating an empowered, engaged and confident workforce that feels valued and supported. Learning and development will support the long term development of its staff by developing the technical skills, competencies and values based behaviours necessary to deliver high quality policing services within Northern Ireland.

Development services fall into four main areas:

- Mandatory refresher training for existing Police Officers and Police Staff
- Foundation development for new Police Officers and Police Staff
- Organisational development
- Supporting and embedding change through leadership, supervisory and management development and assisting with the introduction of new technology, processes and equipment.

Priorities for the current Financial Year include:

- Stabilisation of the Police College to support the planned increase in the recruitment of new students
- Mandatory training
- Driver training
- Enhancement of leadership resources
- Further Development of a Neighbourhood Faculty
- Delivery of the PSNI Promotion and selection examinations

ANNEX 3

THE DEPARTMENT OF JUSTICE'S LONG TERM POLICING OBJECTIVES

The Department of Justice (DoJ) is legislatively required, in line with the Police (Northern Ireland) Act 2000, to determine the long term objectives for the policing of Northern Ireland. At present these are:

- The protection and vindication of human rights;
- Policing with the Community such as to provide 'an effective, accessible and accountable policing presence' which would increase public confidence in the police;
- Effective partnerships with the statutory, voluntary and private partners;
- The role of policing in building a more inclusive and cohesive society; and
- To be demonstrably independent, answerable to the community through the Northern Ireland Policing Board and the Policing and Community Safety Partnerships (PCSPs).

ANNEX 4

ALIGNMENT WITH THE PROGRAMME FOR GOVERNMENT

The Policing Plan 2025-2030 is aligned with the Programme for Government "Doing What Matters Most" and will contribute significantly to the successful delivery and achievement of objectives expressed by the Northern Ireland Executive. In particular the priorities within the Programme for Government of:

- **Ending Violence against Women and Girls** (Policing Plan Outcome 1)
- **Safer Communities** (Policing Plan Outcome 2)
- **Reform and Transformation of Public Services** (Policing Plan Outcome 3)

More generally the Policing Plan also underpins the priority to Grow a Globally Competitive and Sustainable Economy, through supporting a safe environment for people to live, work, visit and invest.

The Programme for Government also has an objective to Speed up Justice for victims of crime. This aspiration is supported within the Policing Plan through Indicator 1.6 – Delivery of Effective Outcomes for Reported Crimes where measures have been included to Speed up Justice and the average number of days from a person is charged to a file being sent to the PPS will be monitored.

More broadly, the Policing Board and PSNI welcome the commitment from the Northern Ireland Executive as expressed within the Programme for Government to meet the resourcing commitments for policing contained within New Decade New Approach (NDNA). The resourcing requirements to deliver the Policing Plan 2025-30 as outlined in Annex 1 are within the parameters of NDNA.

ANNEX 4

PSNI	Police Service of Northern Ireland
NIPB	Northern Ireland Policing Board
DoJ	Department of Justice
OBA	Outcomes Based Accountability
PfG	Programme for Government
PCSPs	Policing and Community Safety Partnership
HMICFRS	His Majesty's Inspectorate of Constabulary and Fire & Rescue Services
PAT	Police Appeals Tribunal
IoD	Injury on Duty
ASB	Anti-Social Behaviour
VAWG	Violence Against Women and Girls
NPT	Neighbourhood Policing Team
POC	Persons of Concern
CIPT	Child Internet Protection Team
NDNA	New Decade, New Approach
OHW	Occupational Health and Welfare
LPT	Local Policing Team
NISCTS	Northern Ireland Safer Community Telephone Survey
NRM	National Referral Mechanism
PONI	Police Ombudsman for Northern Ireland
PPS	Public Prosecution Service
PCTF	Paramilitary Crime Task Force
ROU	Reducing Offending Unit

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