



# **POLICING PLAN**

**CONSULTATION**  
**2025-2030**



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# FOREWORD

## CONSULTATION ON THE DRAFT POLICING PLAN 2025-2030

**The Northern Ireland Policing Board (the Board) and Police Service of Northern Ireland (PSNI) are seeking your views to help in the development of the Policing Plan 2025-2030. This document explains the consultation process and provides context to help you understand how we have drafted the Policing Plan 2025-2030.**

So that you can make an informed and meaningful contribution to the development of the new five year plan, this document tells you about what else the Policing Board is responsible for across Northern Ireland's policing landscape.

We want to hear your views on the four key questions outlined within the Consultation Response Form (online and included at the end of this document). Your response will help us to shape the Policing Plan, which includes the Outcomes and Indicators for policing in Northern Ireland to ensure that we have a safe and peaceful Northern Ireland.

We are hosting a number of regional and online events which you may wish to attend - you can find further information on these within this document and on the Board's and on our websites.

The consultation will run from 17 September 2024 to 10 December 2024. You can submit the consultation response form online or send us your response by email or post. Responses collected during this process will be analysed and the resulting report will assist in shaping the new Policing Plan 2025-2030.

Thank you for your anticipated input which will help define the way the Board provides independent oversight of policing, and the way PSNI strive for the delivery of an outstanding police service.

**Mukesh Sharma MBE DL**  
Chair  
Northern Ireland Policing Board

**Jon Boutcher QPM**  
Chief Constable  
PSNI



# GLOSSARY

## ABBREVIATIONS:

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|               |   |
|---------------|---|
| <b>BOARD</b>  | Northern Ireland Policing Board                     |
| <b>CCE</b>    | Child Criminal Exploitation                         |
| <b>DPCSPs</b> | District Policing and Community Safety Partnerships |
| <b>DoJ</b>    | Department of Justice                               |
| <b>GDPR</b>   | General Data Protection Regulation                  |
| <b>NCA</b>    | National Crime Agency                               |
| <b>OCGs</b>   | Organised Crime Gangs                               |
| <b>PCSPs</b>  | Policing and Community Safety Partnerships          |
| <b>PSNI</b>   | Police Service of Northern Ireland                  |

## DEFINITIONS:

|                   |   |
|-------------------|---|
| <b>Outcomes</b>   | These are what we want for the people of Northern Ireland                               |
| <b>Indicators</b> | These will collectively tell us if we have made progress towards achieving the Outcomes |



# ABOUT THE **POLICING PLAN 2025-2030** CONSULTATION

## **WHAT IS THE POLICING PLAN?**

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**The Northern Ireland Policing Plan 2025-2030 will outline how the Board and PSNI want to deliver and improve policing in Northern Ireland.**

Effective policing is central to having a safe community. It is collectively our job to make sure the service delivered is fair, impartial and protects the rights of individuals and the community.

Issuing a Policing Plan is one of the key legislative responsibilities of the Board.

It is developed in partnership with PSNI so there is agreement on what we want to achieve and how we plan to do it.

We are publishing a five year Policing Plan for 2025-2030 that will allow the Board and PSNI to assess and monitor the impact of this plan over a similar period to the previous Policing Plan to ensure continuity and consistency.

We are mindful that issues or opportunities could emerge during 2025-2030 which may impact on what we want to achieve or how we plan to do it.

We will report on the Policing Plan on an annual basis and explain any changes we may have made in response to new circumstances.

The Policing Plan is developed using a range of information and evidence sources. It is shaped by an analysis of crime trends and patterns of harm caused to individuals and communities. Alongside this, what people tell us through this consultation is a vital consideration.

We are seeking your views and this collective information will support a Policing Plan that will enable PSNI to deliver on meeting the Outcomes in a way that is visible, responsive and accessible to individuals and communities.



# A PARTNERSHIP APPROACH TO POLICING

**Effective policing is more than just the role that PSNI play. The police have key duties to meet in keeping people safe and tackling crime, but they need to work in partnership with the community and others to achieve this.**

The Board is the accountability body for PSNI. It works to deliver effective and efficient policing in Northern Ireland. It is responsible for holding the Chief Constable accountable for the performance of the police and advocating for policing in communities and across the public, private, voluntary and community sectors. Through the Board's engagement and outreach work, we listen to the views of the community so that issues raised can be addressed with the police.

Local Policing and Community Safety Partnerships (PCSPs) are also a key partner within policing. They aim to help make communities safer and ensure the voices of local people are heard on policing and community safety issues.

The PCSPs want our communities to be empowered to develop local solutions with the police, and with key partners such as the Northern Ireland Housing Executive, Probation Board for Northern Ireland, Youth Justice Agency, Health & Social Care Trusts, Education Authority and Northern Ireland Fire & Rescue Service, to tackle crime, the fear of crime, and make all communities safer and more resilient.

## MAKING A DIFFERENCE

### WHAT

The Policing Plan is **what** we want to achieve in the next five years.

### HOW

**How** we are going to carry it out is published separately in an Annual Performance Plan.

The Performance Plan outlines the measures by which the Board will assess PSNI in making progress towards achieving the Indicators and, ultimately, the identified Outcomes of being victim focused, having safe and engaged communities with confidence in policing, and having a representative, valued and enabled workforce.



# THE CONTEXT

**Across the public sector in Northern Ireland, organisations face some fundamental challenges about how best to operate within restricted budgets, fewer resources and a range of competing demands for service.**

PSNI are facing these issues too and no longer have the same level of resources or workforce to continue to do things as they have always been done. As a result, the Chief Constable while seeking additional resources must carefully manage competing demands and ensure that the resources allocated are deployed effectively to protect the most vulnerable and keep our communities safe from harm. PSNI are also often left to deal with the implications of pressures on other public services, for example, mental health.

In keeping our communities safe it is important to note that PSNI face policing challenges that most other police services don't, particularly the ongoing and very real security threat by dissident republicans in the targeting of police officers and staff. PSNI is also dealing with legacy investigations, parading, paramilitarism and the policing of interface areas.

It is recognised that, in recent years crime has reduced, nonetheless, the complexity and type of work faced by police has changed and is constantly evolving. Demand for policing increasingly includes more complex and resource intensive investigations such as cyber facilitated and enabled crime, child criminal exploitation, serious and organised crime, and sexual offences. Moreover, challenges can emerge overnight such as the recent anti-migrant demonstrations and violence.

There are also crimes less likely to be reported to PSNI such as domestic violence, hate crime and human trafficking. Police also need to work in partnership with the community to deal with everyday crime and anti-social behaviour and to find local solutions to local problems.

The Board and PSNI recognise our joint responsibility in helping to raise awareness with the public about the current context of policing. We need to continue to work to build community confidence in policing so that the public feel assured around reporting crime to the police and that the police response they receive will be effective.



# OUR OUTCOMES

**We want to focus on the positive change we make in communities, so that Police can deliver a service which shows that PSNI care, listen and act in relation to the concerns of our communities, victims, partners and staff. There are three Outcomes we have set for policing over the next five years.**

Through these Outcomes the Board and PSNI are committing to deliver lasting change in our communities in collaboration with partners in the public, private, voluntary and community sectors.





## **POLICING PLAN 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 Victims' Charter for Northern Ireland. PSNI will target resources to protect the most vulnerable victims of crime, including repeat victims.

## **WHAT WILL TELL US THAT PSNI IS VICTIM FOCUSED?**

### **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



## POLICING PLAN 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.

## WHAT WILL TELL US THAT WE HAVE SAFE AND ENGAGED COMMUNITIES WITH CONFIDENCE IN POLICING?

### INDICATORS:

- 2.1 Level of Public Confidence in Policing
- 2.2 People Feel Safe in their Community
- 2.3 The Effectiveness in Tackling the Threat Posed by Terrorism, Paramilitaries and Serious and Organised Crime Groups
- 2.4 The Effectiveness in Tackling Repeat Offending
- 2.5 The Effectiveness of Working in Partnership with PCSPs and Local Communities to Provide Solutions to Local Problems
- 2.6 The Effectiveness of Working in Partnership to Reduce Deaths and Serious Injury on our Roads
- 2.7 Working in Partnership to effectively Tackle Cyber Crime
- 2.8 Delivery of Effective Outcomes for Reported Crimes



## **POLICING PLAN OUTCOME 3:**

# **PSNI HAVE 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.

## **WHAT WILL TELL US THAT PSNI HAVE A REPRESENTATIVE, VALUED AND ENABLED AND WORKFORCE?**

### **INDICATORS:**

- 3.1** Representativeness of the Police Service
- 3.2** Standards of Professionalism and Conduct
- 3.3** Making Best Use of Resources



# THE POLICING PLAN AND MORE

**Not everything is included within the Policing Plan - but it is elsewhere. This includes the Local Policing Plans at District level, PCSP Action Plans, Human Rights Monitoring and the Board's statutory functions.**

## **LOCAL POLICING PLANS**

PSNI is responsible for the development of their local policing plans in consultation with PCSPs. While the content, format and publication of the local plans is the responsibility of PSNI, they should be consistent with the overall Policing Plan. Issues that are not captured in the overall Northern Ireland Policing Plan may be included in the local policing plans.

## **PCSP ACTION PLANS**

The PCSP's strategic priorities are set by the Board and Department of Justice (DoJ). They include how they will improve community safety by tackling actual and perceived crime and anti-social behaviour, and how they support community confidence in policing. Each PCSP develop their action plan in consultation with the community and the local police and it sets out how they will meet these priorities.

## **A RIGHTS BASED APPROACH**

Having a rights based policing service is a key element in both delivering and building public confidence in the service provided by PSNI. The approach of the Board and PSNI to embedding human rights principles into day to day policing in Northern Ireland ensures the rights of the public and the rights of police officers are protected.

The Board has a statutory duty to monitor how well PSNI meet their human rights responsibilities and has devised a framework to annually assess the work of the Service.

All officers must attest to uphold fundamental human rights in the course of their duty. A PSNI Code of Ethics sets out the professional standards and behaviours and all officers are expected to meet these standards.



# THE BOARD'S STATUTORY FUNCTIONS

**The Board has a range of legislative duties. These include monitoring trends and patterns in police complaints; the extent to which the police and police staff are representative of the community; appointing senior officers and civilian staff; overseeing complaints and disciplinary proceedings against senior officers; monitoring the exercise of the functions of the National Crime Agency in Northern Ireland; assessing the effectiveness of PCSPs and DPCSPs; administering and facilitating Police Appeals Tribunals and Injury on Duty Awards.**

The Board must also monitor how officers carry out their functions with the aim of securing the support of the local community and of acting in cooperation with the local community. More information on the Board's work can be found at [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).



# CONSULTATION EVENTS

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## **DERRY & STRABANE TUESDAY 15 OCTOBER 6.30-8PM**

St Columb's Park House  
4 Limavady Road  
Derry/Londonderry  
BT47 6JY

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## **DUNGANNON TUESDAY 22 OCTOBER 6:30 - 8:00PM**

Hill of the O'Neill and Ranfurly House  
26 Market Square  
Dungannon  
Tyrone BT70 1AB

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## **BELFAST TUESDAY 5 NOVEMBER 12:00-2PM**

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

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## **ONLINE TUESDAY 12 NOVEMBER 6:30 - 8PM**

To book your place at any of the above events just email [\*\*rsvp@nipolicingboard.org.uk\*\*](mailto:rsvp@nipolicingboard.org.uk) and advise which event you wish to attend. Refreshments will be provided at all in-person events so, when confirming your attendance, please advise of any dietary and or access requirements.



# FURTHER CONSULTATION INFORMATION

**THIS CONSULTATION WILL RUN FROM  
17 SEPTEMBER UNTIL 10 DECEMBER 2024.**

There are four questions that we are seeking your views on. We want to make the process of consultation on the Policing Plan as accessible as possible, so there are a number of ways in which your views can be submitted.

## SUBMIT YOUR VIEWS:

### ONLINE:

Go to our **website** and click on the link

### EMAIL:

Please email us your Consultation Response Form to  
**[policingplan@nipolicingboard.org.uk](mailto:policingplan@nipolicingboard.org.uk)**

### BY SCANNING THIS CODE:



### POST:

Performance Directorate, 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 9040 8500 or email **[policingplan@nipolicingboard.org.uk](mailto:policingplan@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 Policing Plan 2025-2030 and it has been screened out. This screening document can be found on our website at  
**[www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)**.



## DATA PROTECTION

Data collected during the course of the consultation process will be analysed and a summary report will be published. Any contact details or other information that will identify a respondent as a private individual will be removed prior to publication. All information will be handled in accordance with the General Data Protection Regulation (GDPR). Your information will not be shared outside the Board or PSNI.

## WHAT RIGHTS DO YOU HAVE?

- 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 the right to object to the processing, in specific circumstances;
- You have rights in relation to automated decision making and profiling.

A copy of the Board's Privacy Notice can be found [here](#).

Respondents should also be aware that the Board and PSNI's obligations under the Freedom of Information Act 2000 (FOIA) may require that any responses not subject to specific exemptions under the Act be communicated to third parties on request.

If you have any concerns about how your personal data has been handled please contact the Board at [Data.Protection@nipolicingboard.org.uk](mailto:Data.Protection@nipolicingboard.org.uk) or PSNI at [dataprotectionofficer@psni.police.uk](mailto:dataprotectionofficer@psni.police.uk).

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 9027 8757 or 0303 123 1114

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

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



# APPENDIX 1

## EASY READ VERSION OF CONSULTATION

### WHAT'S THE POLICING PLAN ALL ABOUT?

The Board must, legally, develop a Policing Plan for Northern Ireland which outlines how the Board and PSNI want to deliver and improve policing.

Before we make this plan we talk to lots of different people and groups. This is to make sure that the final plan considers the views of everyone and we particularly want to hear the views of children and young people.

This document allows **you** to give **your** views on the Policing Plan for 2025-2030.

We want to hear from you on or before the 10 December 2024.

### WHY IS IT IMPORTANT?

Effective policing keeps communities safe. PSNI cannot deliver effective policing alone; they work in partnership with the community and other organisations to achieve **Outcomes**.

The Policing Plan is one important part to the policing landscape in Northern Ireland. We do our work in a range of ways so while not everything is included in the Policing Plan, it will be included elsewhere like Local Policing Plans, PCSP Action Plans and Human Rights Thematic Reports.

### WHAT DOES IT LOOK LIKE?

The draft Policing Plan has three Outcomes which are a way for the public to see if PSNI has delivered real change in communities, working alongside a variety of partners.

### POLICING PLAN 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 Victims' Charter for Northern Ireland. The Police will target resources to protect the most vulnerable victims of crime, including repeat victims.

## **HOW WILL WE KNOW IF PSNI IS VICTIM FOCUSED?**

- 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 and
- 1.5** Providing a High Quality Service to Victims.

## **POLICING PLAN 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.

## **HOW WILL WE KNOW IF WE HAVE SAFE AND ENGAGED COMMUNITIES WITH CONFIDENCE IN POLICING?**

- 2.1** Level of Public Confidence in Policing
- 2.2** People Feel Safe in their Community
- 2.3** The Effectiveness in Tackling the Threat posed by Terrorism, Paramilitaries and Serious and Organised Crime Groups
- 2.4** The Effectiveness in Tackling Repeat Offending
- 2.5** The Effectiveness in Working in Partnership with PCSPs and Local Communities to Provide Solutions to Local Problems
- 2.6** The Effectiveness of Working in Partnership to Reduce Roads Deaths and Serious Injury on our Roads
- 2.7** Working in Partnership to effectively Tackling Cyber Crime
- 2.8** Delivery of Effective Outcomes for Report Crimes

## **POLICING PLAN 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.

## **HOW WILL WE KNOW IF PSNI HAS A REPRESENTATIVE, VALUED AND ENABLED WORKFORCE?**

- 3.1** Representativeness of the Police Service
- 3.2** Standards of Professionalism and Conduct
- 3.3** Making Best Use of Resources

We now want you to help us develop our final Policing Plan and ensure we have the right Outcomes.

Follow the two steps below to have your say by 10 December 2024.

## **STEP 1: QUESTIONS**

To have your say on the Policing Plan, please answer the following questions:

- Q1 Do you agree with our Outcomes for policing?**
- Q2 What will tell us that PSNI is victim focused?**
- Q3 What will tell us that we have safe and engaged communities with confidence in policing?**
- Q4 What will tell us that PSNI has a representative, valued and enabled workforce?**

## **STEP 2: SEND US YOUR VIEWS ONLINE**

[www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk)

## **EMAIL**

Please email us your Consultation Response Form to  
[policingplan@nipolicingboard.org.uk](mailto:policingplan@nipolicingboard.org.uk)

## **BY SCANNING THIS CODE:**



## **POST**

Performance Directorate  
Northern Ireland Policing Board  
James House Block D  
2 Cromac Avenue  
The Gasworks  
Belfast BT7 2JA



# APPENDIX 2

## CONSULTATION RESPONSE FORM

Please indicate if you are responding as:

|   |   |  |
|---|---|--|
| <input type="checkbox"/> <b>A member of the public</b>    | <input type="checkbox"/> <b>On behalf of an organisation</b>          | Other (please specify) <input type="text"/>                      |
| Complete form below & 'Communications Consent' on page 19 | Complete 'Organisation' & 'Communications Consent' section on page 19 | Complete 'Other' and 'Communications Consent' section on page 19 |

**Council Area:**

|  |   |  |
|--|---|--|
| <input type="checkbox"/> Antrim & Newtownabbey | <input type="checkbox"/> Ards & North Down      | <input type="checkbox"/> Armagh, Banbridge & Craigavon |
| <input type="checkbox"/> Belfast               | <input type="checkbox"/> Causeway Coast & Glens | <input type="checkbox"/> Derry City & Strabane         |
| <input type="checkbox"/> Fermanagh & Omagh     | <input type="checkbox"/> Lisburn & Castlereagh  | <input type="checkbox"/> Mid & East Antrim             |
| <input type="checkbox"/> Mid Ulster            | <input type="checkbox"/> Newry, Mourne & Down   |  |

**If a member of the public: (All optional; please tick just one box per category.)**

Name:

**Age:**

|  |                                |
|--|--------------------------------|
| <input type="checkbox"/> 0-11              | <input type="checkbox"/> 40-49 |
| <input type="checkbox"/> 12-17             | <input type="checkbox"/> 50-59 |
| <input type="checkbox"/> 18-29             | <input type="checkbox"/> 60+   |
| <input type="checkbox"/> 30-39             |                                |
| <input type="checkbox"/> Prefer not to say |                                |

**Gender:**

Male     Female     Other     Prefer not to say

**Disability:**

Yes     No     Prefer not to say

**Community Background:**

|                                     |   |
|-------------------------------------|---|
| <input type="checkbox"/> Catholic   | <input type="checkbox"/> Mixed Catholic/Protestant                        |
| <input type="checkbox"/> Protestant | <input type="checkbox"/> Other <input type="checkbox"/> Prefer not to say |

**Ethnicity:**

White

Irish Traveller

Black African Caribbean

Asian

Chinese

Mixed

Other Ethnic Group

Prefer not to say

**Sexual Orientation:**

My sexual orientation is towards someone:

Heterosexual or straight

Gay or Lesbian

Bisexual

Prefer not to say

Other

**Political Views:**

Nationalist

Unionist

Neither

Prefer not to say



## CONSULTATION RESPONSE FORM

### If organisation:

Organisation's name (required):

Your name (optional):

### 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.

Yes

Email:

*Please note by 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)*



## QUESTION 1

### DO YOU AGREE WITH OUR OUTCOMES FOR POLICING?

Yes     No

Please state the reason(s) for your answer



## **QUESTION 2**

**WHAT WILL TELL US THAT PSNI IS VICTIM FOCUSED?**



### **QUESTION 3**

**WHAT WILL TELL US THAT WE HAVE SAFE AND ENGAGED COMMUNITIES WITH CONFIDENCE IN POLICING?**





## **QUESTION 4**

**WHAT WILL TELL US PSNI HAS A REPRESENTATIVE,  
VALUED AND ENABLED WORKFORCE?**

## Northern Ireland Policing Board

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



**028 9040 8500**



**information@nipolicingboard.org.uk**



**www.nipolicingboard.org.uk**



**policingboard**



**@nipolicingboard**



**nipolicingboard**



**Northernirelandpolicingboard**

## DOCUMENT TITLE

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The Northern Ireland Policing Board  
and Police Service of Northern Ireland  
Policing Plan Consultation 2025-30  
17 September – 10 December 2024

## ONLINE FORMAT

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This document is available in PDF format from our website.

## PUBLISHED SEPTEMBER 2024

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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.

## DISCLAIMER

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While every effort has been made to ensure the accuracy of the information contained in this document, the Northern Ireland Policing Board will not be held liable for any inaccuracies that may be contained within.