



# ANNUAL REPORT 2024/25

# NORTHERN IRELAND POLICING BOARD

Annual Report and Accounts Together with  
The Assembly Accountability and Audit Report  
for The Period 1 April 2024–31 March 2025.

Laid before the Northern Ireland Assembly in accordance with paragraph 16 of schedule 1 to the Police (NI) Act 2000 as amended by the Police (NI) Act 2003 and Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010 on 4th July 2025.

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# Contents

<b>CHAIR'S FOREWORD</b>	<b>5</b>
<b>PERFORMANCE REPORT OVERVIEW</b>	<b>8</b>
<ul style="list-style-type: none"> <li>• Outcomes Overview Infographic</li> <li>• Overview</li> <li>• Chief Executive's Introduction</li> <li>• Statement of the Purpose and Activities of the Organisation</li> <li>• Risks and Key Issues</li> <li>• Going Concern</li> <li>• Performance Summary</li> <li>• Long Term Expenditure Trends</li> <li>• Northern Ireland Policing Plan 2020-2024 and Performance Plan 2024/25</li> <li>Annual Assessment</li> </ul>	9 9 9 10 11 14 15 48 52
<b>ACCOUNTABILITY REPORT</b>	<b>72</b>
<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Corporate Governance Report</li> <li>• The Director's Report</li> <li>• Policing Board Membership</li> <li>• Statement of Accounting Officer Responsibilities</li> <li>• Governance Statement 2024-25</li> <li>• Risk Management and Internal Control</li> <li>• Review of Effectiveness of the Governance Framework</li> <li>• Remuneration And Staff Report</li> <li>• Remuneration and Pension Entitlements</li> <li>• Fair Pay Disclosure (Audited Information)</li> <li>• Staff Report</li> <li>• Assembly Accountability And Audit Report</li> <li>• The Certificate Of The Comptroller And Auditor General To The Northern Ireland Assembly</li> </ul>	72 72 72 73 80 81 89 90 99 100 103 110 117 118
<b>NI POLICING BOARD FINANCIAL STATEMENTS</b>	<b>123</b>
<ul style="list-style-type: none"> <li>• Notes to the Accounts</li> </ul>	127
<b>Glossary</b>	<b>148</b>

## CHAIR'S FOREWORD

I am pleased to present the Northern Ireland Policing Board (NIPB) Annual Report and Accounts for the period of 1 April 2024 to 31 March 2025.

This Report outlines how the Board has delivered on our key legislative duties and oversight work, which is central to building and maintaining confidence in policing and police oversight.

Following what was a period of challenge for both the Board and the Police Service of Northern Ireland (PSNI), we are now able to turn our attention to planning for the future.



This year, we've made a number of substantive appointments across PSNI's leadership team, welcoming a new Deputy Chief Constable and three new Assistant Chief Constables. This brings stability to the team for the time ahead.

This Annual Report provides an assessment of Police Performance. Working with PSNI, we've developed and published the Policing Plan 2025-2030, which outlines our collective ambitions for the next five years of policing and police oversight.

Three key outcomes have been set: that PSNI is victim focused, community focused and workforce focused.

We collectively want the Service to focus on delivering effective policing that is visible, accessible, responsive, victim focused and continually improving. Through the new Policing Plan and the enhanced performance monitoring arrangements, we are committed to making sure that the resources within the service are used to best effect.

The issue of resources has been a key focus of all our Board meetings over the course of the last few years, and we fully support the Chief Constable in securing the additional officers and staff that have been promised in the Programme for Government.

Commitments given in the Programme for Government for Safer Communities are welcomed by the Board, and the new Policing Plan aligns with many of the issues that the Programme has set. However, as noted above, investment in the Police Service and the wider criminal justice system is now critical to meeting the significant challenges of policing and police oversight in Northern Ireland.



The latest crime figures published for the past year maintain the trend that Northern Ireland generally remains a safe place to live, but day to day demands for service are increasing: through more complex crime investigations, through the prevalence of crime carried out online, as well as dealing with increased levels of vulnerability in the community.

We have heard from both the community and officers and staff working within policing of the damage to confidence in policing and police-community relations arising from abstraction of officers from neighbourhood policing and other roles.

Trust in policing and police oversight has also been negatively impacted by allegations of inappropriate monitoring of journalists and lawyers, and Members shared in the serious concerns expressed by those impacted. We hope the subsequent establishment of the independent McCullough Review, and its eventual findings, will ensure the full transparency from PSNI that this issue requires. The Board takes its Human Rights monitoring responsibilities seriously, and we will continue to closely monitor the progress of the Review and of police surveillance powers.

We've also seen, much too frequently, reports of assaults on officers in the headlines. The impact of this on morale within the Service, and also in people's confidence that the police can deliver their work safely, efficiently and without interference, cannot be overstated. We condemn these assaults in the strongest terms.

There are real opportunities going forward to build safer communities, and everyone has a part to play in that, working with the police, other Departments, agencies and organisations. We are determined to make sure that policing deals with the priorities people in the community have told us about such as tackling violence against women and girls, tackling paramilitarism and dealing with domestic abuse.

As a Board we are committed to improving how we deliver on our duties, and in the year ahead we will work to embed recommendations made in the Independent Review of the Board as set out in our response to the Review.

I would like to take this opportunity to record my thanks to the Chief Constable, his leadership team and all those within the Police Service for their work to keep us safe. Thanks also to all those within the National Crime Agency who work with PSNI on a national level. Special thanks to those who support our oversight work through the independent Custody Visiting and Community Observer volunteer schemes, and the members who serve on the network of Policing and Community Safety Partnerships (PCSPs).

We are also grateful for the work of our Independent Human Rights Advisor John Wadham, who over the course of the year has provided expert advice on a range of important issues, as well as authoring two major reviews on how the PSNI meets its Human Rights responsibilities.

In conclusion, I would like to thank my fellow Board Members for their contributions, and the Board's Chief Executive and staff for their hard work.



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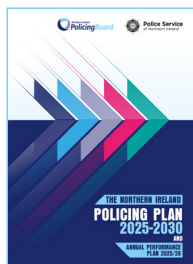
**MUKESH SHARMA MBE DL**

Policing Board Chair

# OUTCOMES OVERVIEW: 2024 - 2025



## KEY DOCUMENTS PUBLISHED



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

Developed in partnership with PSNI and through consultation with the public, the Policing Plan 2025-2030 outlines our collective ambition for policing and police oversight in the next five years: that PSNI is victim focused, that we have safe and engaged communities with confidence in policing, and that PSNI has a representative, valued and enabled workforce.

Policing  
Plan 2025-  
2030: Plan  
on a Page  
(English)

2025-2030  
m. policijos  
planas: planas  
puslapyje  
(lietuvių kalba)

Plan Policji  
2025-2030:  
Streszczenie  
Planu (język  
polsku)

Plean  
Póilíneachta  
2025-2030:  
Plean ar  
Leathanach  
(Gaelige)



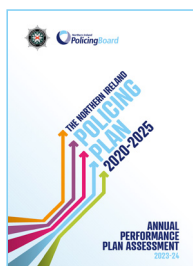
### HUMAN RIGHTS REVIEW OF CHILDREN AND YOUNG PEOPLE AND POLICING

This report focuses on how police engage with children and young people, addressing key issues and making recommendations for improvement.



### HUMAN RIGHTS 5 YEAR REVIEW

Human Rights monitoring is a key part of the Board's work, and this document outlines the recommendations made by our Independent Human Rights Advisor as well as PSNI's responses over the last five years.



### ANNUAL PERFORMANCE ASSESSMENT 2023-24

The Board publishes an assessment of PSNI's performance against the Policing Plan every year, which scrutinises, monitors and evaluates each Measure in detail.



**12** Board  
Meetings



**9** Meeting in  
Public



**31** Committee  
Meetings



**7** Committee  
Reports



**123** Oral  
Questions



**43** Written  
Questions



**110** Freedom of  
Information  
Responses



**2** Consultations



**4** PSNI  
Appointments

→ **1** Deputy Chief  
Constable

→ **3** Assistant Chief  
Constables

## POLICING BOARD RESOURCES

**19** Board  
Members **£6.2m** Board  
Funding

**53** Board  
Staff **£1.5m** Board PCSP  
Funding



# PERFORMANCE REPORT

## Overview

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The purpose of the overview is to explain the Board's work during the reporting period and actions taken to deliver on key areas of work identified in the Corporate and Business Plans.

## Chief Executive's Introduction

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As Accounting Officer for the Northern Ireland Policing Board, I have responsibility for day-to-day management of the organisation.

As Chief Executive, it is my job to keep all aspects of the Board's governance and operating arrangements under review so that governance structures and financial provisions meet the compliance requirements set by the Department of Finance (DoF) and the Department of Justice (DoJ) in the Management Statement and Financial Memorandum (MSFM).

I have provided regular reports on all aspects of organisational performance to the Board and to the Department of Justice on a range of governance issues. This includes assessments against the measures set in the Board's Corporate and Business Plan, information management and legislative compliance with statutory provisions applicable to our work. Managing risks which may impact on delivery is embedded in our corporate approach. I report on this in more detail in the Governance Statement.

A handwritten signature in black ink that reads 'Sinéad Simpson'.

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**Sinéad Simpson**

Chief Executive

## Statement of the Purpose and Activities of the Organisation

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### History

The Northern Ireland Policing Board (NIPB) was established as an executive Non-Departmental Public Body (NDPB) of the Northern Ireland Office (NIO) on 4 November 2001 by the Police (NI) Act 2000, as amended by the Police (NI) Act 2003.

On 12 April 2010, justice functions in Northern Ireland were devolved to the Northern Ireland Assembly (NIA) and the DoJ came into existence as a new Northern Ireland Department. From this date, the Board became an executive NDPB of the DoJ.

In accordance with the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010, the Annual Report and Accounts of NIPB are laid in the NIA.

NIPB complies with the corporate governance and accountability framework arrangements (including Managing Public Money Northern Ireland) issued by the DoF and the DoJ. NIPB's Chief Executive, who is the Accounting Officer for NIPB, reports directly to the Permanent Secretary as Principal Accounting Officer of the DoJ.

### Principal Activities

NIPB's statutory duty is to ensure that PSNI is effective and efficient and to hold the Chief Constable to account. Its primary responsibilities are:

- To consult with the community to obtain their views on policing and their co-operation with the police in preventing crime
- To set and publish outcomes and measures for PSNI as part of an Annual Policing Plan and to monitor PSNI's performance against this plan
- To appoint all Chief Officers of PSNI above the rank of Chief Superintendent including police staff equivalents
- To approve the annual budget for policing and monitor expenditure
- To monitor trends and patterns in complaints against PSNI
- To keep itself informed as to trends and patterns in recruitment of police and police support staff and the extent to which membership of the police and police support staff is representative of the community in Northern Ireland
- To keep itself informed of police complaints and disciplinary proceedings
- To monitor PSNI's compliance with the Human Rights Act 1998
- To ensure arrangements are in place to secure continuous improvement within PSNI and NIPB
- To assess the level of public satisfaction with the performance of the police and improving the performance of and assessing public satisfaction with Policing and Community Safety Partnerships

- To monitor the exercise of the functions of the National Crime Agency (NCA) in Northern Ireland and to make arrangements for obtaining the co-operation of the public with NCA in the prevention of organised crime
- To monitor 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

NIPB continues to seek all opportunities to ensure for all the people of Northern Ireland the delivery of effective, independent oversight of policing which will secure the confidence of the whole community by reducing crime and the fear of crime. Detail of the work of NIPB for the current year is included in the Performance Analysis section of this report.

## Risks and Key Issues

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### Risks

Risk is managed on an ongoing basis through the Senior Management Team (SMT), Audit and Risk Assurance Committee (ARAC) and the Board. Within the organisation it is the role of the Chief Executive to ensure that risks are effectively managed. It is the role of ARAC to oversee the development and implementation of the Board's Risk Management Framework and monitor the Board's Corporate Risk Register. Corporate Risks are assigned to a risk owner at Director level, who is responsible for implementing measures to control the impact and likelihood of the risk occurring. In addition, Directors are responsible for the escalation of risks within their directorate to the Corporate Risk Register (CRR) for consideration by SMT and the ARAC. The Board's approach to managing risk is outlined in the Board's Risk Management Framework and is compliant with His Majesty's Treasury's Orange Book guidance. [The Board's Risk Management Framework can be found on our website.](#)

The CRR was reviewed at each of the quarterly ARAC meetings during the reporting period. At the start of the 2024-2025 year there were 5 risks on the Board's CRR. Over the course of the year, these risks have been actively managed, reviewed and reassessed by SMT and the ARAC. Over the course of the year 2 further risks were escalated to the CRR (in respect of information management and cyber security). All 7 risks remain on the CRR as at 31 March 2025 and these are noted below. Alongside review of the Board's CRR the Board's ARAC reviews and considers one Directorate Risk Register at each quarterly meeting.

Further information on the Board's Risk Management and Internal Control processes are included in the Governance Statement included from page 81 of this report.

## Corporate Risks 2024-25 year end

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### Risk Number 1: Reputational damage to Northern Ireland Policing Board

**Cause:** There is a risk that actions by the PSNI may impact the reputation of the Policing Board as the PSNI's accountability body.

**Impact:** There is a risk that PSNI actions may negatively impact on the reputation of NIPB and on public confidence in policing.

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### Risk Number 2: PSNI Human Resources and Estates Responsibilities

**Cause:** The Chief Constable exercises the Board's statutory responsibilities for PSNI Human Resources and the PSNI Estate in the name of the Board. There is potential for legal and other challenges resulting from these statutory responsibilities.

**Impact:** There is a risk that legal and other challenges to these responsibilities may result in a loss of public money and reputational damage to the Board.

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### Risk Number 3: NIPB Capacity and Capability (Staffing)

**Cause:** The level of staff turnover and the limitations of the options available to recruit into vacant posts impacts on the ability of the Board to fulfil its statutory and other responsibilities.

**Impact:** Posts remaining vacant for extended periods may lead to loss of corporate memory, significant issues not being identified or responsibilities not being undertaken which may cause legal, financial and/or reputational damage to the Board. Resilience of existing staff may also be impacted negatively.

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### Risk Number 4: Ill Health Retirement and Injury on Duty Functions and Processes

**Cause:** There is a risk that the accountability and scrutiny function of the Board is diluted by retaining the IHR/IOD Scheme Manager role and that the role cannot be performed effectively due to legislative processes that require amendment, police pension administration sitting with PSNI, and a level of inconsistency between SMP and IMR processes.

**Impact:** This may lead to pension irregularities, outside the control and oversight of the Board, an inconsistency of approach, and potential legal, reputational and financial damage to the Board.

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### **Risk Number 5: PCSP Funding**

**Cause:** There is a risk that the funding given to Policing, Community and Safety Partnership (PCSPs) from the Board's Budget may be mismanaged as the Board does not have direct oversight of how the money is spent.

**Impact:** Potential detrimental financial, reputational and legal impact to the Board and PCSP's should PCSP budgets be mismanaged. Also, public confidence in policing could be negatively impacted.

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### **Risk Number 6: Information Management**

**Cause:** There are extremely high levels of Freedom of Information (Fol) and Subject Access (SA) Requests, particularly within the PPIB Directorate of the of the Board where there is a lack of corporate knowledge to ensure the information released is accurate.

**Impact:** The Board may not meet its statutory obligations under data protection and Fol legislation which may lead to reputational damage to the Board and regulatory intervention from the UK Information Commissioner.

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### **Risk Number 7: Cyber Security Attack on I.T Assist/N.I.P.B. network or equipment**

**Cause:** Ransomware/Phishing/Social Engineering or DDoS cyber attack on the I.T Assist provided network and equipment and/or NIPB equipment or 3rd party suppliers.

**Impact:** There is a risk that a breach could result in sensitive data being accessed and released into the public domain. In addition, operational disruption could be caused to the network or specific software resulting in services going offline.

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## **Key issues**

The Board at its Development Event in January 2025 took time to consider the findings and recommendations included in the Independent Review of the NIPB which was commissioned by the DoJ and completed by Mr Paul Sweeney (Independent Reviewer) and Dr John Topping (Independent Expert Advisor). NIPB's response has been shared with the Minister of Justice and as at the end of the reporting period the Board awaits the Minister's response to the report.

Following consultation with the Board's Internal Audit (IA) team the following areas have been identified for IA activity in the coming 2025-2026 year: PCSPs, Resources Committee, Financial Management/Budgetary Control and the Board's Risk Management Framework. Terms of Reference for each of these audits will be agreed in due course.

The Board's new Corporate Plan 2025-2030 was agreed at the March 2025 Board meeting. An additional objective (Objective E), focusing on the good governance of the organisation and its operational effectiveness, has been agreed and, as at the end of the reporting period, the Board is giving consideration to an expanded role for the Board's ARAC as the oversight mechanism for several of the business plan actions which will sit under this objective.

## Going Concern

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The Statement of Financial Position as at 31 March 2025 shows net liabilities of £2,811k reflecting liabilities due in future years. To the extent that these are not to be met from NIPB's other sources of income, they may only be met by future grants or grants-in-aid from NIPB's sponsoring Department, the DoJ, which is supply financed and draws its funding from the Northern Ireland Consolidated Fund. Therefore, there is no liquidity risk in respect of the liabilities due in future years.

Grants from NIPB's sponsor Department for 2024-2025 take into account the amounts required to meet the Board's liabilities falling due in that year and have already been included in the Department's estimates for that year.

These had been approved by the DoF, and there is no reason to believe that the Department's future sponsorship and future NIA approval will not be forthcoming. It has therefore been considered appropriate to adopt a going concern basis for the preparation of the financial statements.



## Performance Summary

NIPB is resourced by funds approved by the DoF through the latest comprehensive spending review. The final budget for 2024-2025 was £6,178k. The Board's expenditure against budget is reported monthly in the Management Accounts which were scrutinised by the SMT and quarterly by Resources Committee, with in-year pressures and easements reported to the DoJ through the formal process of monitoring rounds. The budget and actual expenditure for 2024-2025 is shown below:

Expenditure heading	Budget £000	Actual £000
<b>Resource DEL</b>		
Salaries	3,048	2,990
PCSPs	1,509	1,546
Other	1,456	1,216
Cash payment of provisions	215	152
<b>Total Resource DEL</b>	<b>6,228</b>	<b>5,904</b>
<b>Resource AME</b>	<b>1,785</b>	<b>686</b>
<b>Cash requirement</b>	<b>6,253</b>	<b>6,203</b>
<b>Capital DEL</b>	<b>25</b>	<b>23</b>
<b>AME Depreciation</b>	<b>0</b>	<b>174</b>

The Statement of Comprehensive Net Expenditure is set out in the Financial Statements with supporting notes in the pages that follow.

### Basis of Accounts

The Accounts have been prepared in accordance with an Accounts Direction issued by the DoJ on 31 March 2022.

### Events after the Reporting Period

No event as defined in International Accounting Standard 10 has occurred subsequent to the year-end, as disclosed in note 18 of the Accounts.



**1 APRIL 2023 - 31 MARCH 2025**

# **CORPORATE PLAN**

**& BUSINESS PLAN  
2024-2025**

# PERFORMANCE ANALYSIS

## NORTHERN IRELAND POLICING BOARD CORPORATE PLAN 1 APRIL 2023-31 MARCH 2025 AND ANNUAL BUSINESS PLAN 2024-2025

At the March 2024 Board meeting Members agreed the Board's draft Annual Business Plan for 2024-25 (the second and final business plan of the 2023-25 Corporate Plan). In line with the Board's MSFM, the document was submitted to the DoJ seeking ministerial approval and this was subsequently received in correspondence from the Minister dated 4 April 2024.

**The Board's Corporate Plan 2023-25 and Annual Business Plan 2024-25 are available on the Board website.**

The agreed 2024-25 Annual Business Plan contained 23 actions and throughout the reporting period progress against these actions was monitored by the Board by way of quarterly reports included in the Chief Executive's reports to the Board. Each of the 23 Business Plan actions were assigned to Members of the Board's SMT to progress and oversee implementation.

As at the end of the 2024-25 year, Annual Business Plan monitoring shows there were no actions not achieved, however 2 actions have been identified as being partially achieved and will require additional resources or time in order to be achieved. These actions are:

- Objective A, action (v) - *To advocate to secure sufficient funding for policing in Northern Ireland*
- Objective D, Action (i) - *Work with DoJ colleagues to ensure Joint Guidance for Medical Practitioners is placed on statutory footing and scope out the most efficient means of revising the guidance.*

The below table provides a high-level summary of progress against the 23 actions detailed in the Board's Annual Business Plan 2024-25 as at 31 March 2025. Readers should note that in terms of Progress Summary and Status:

**RED** – indicates an action was not achieved

**AMBER** – indicates an action was partially achieved

**GREEN** – indicates an action was achieved

## CORPORATE PLAN OBJECTIVE A:

**To monitor resourcing plans for the PSNI; advocating on issues which support policing, including transformational change and delivery of a representative service**

### BUSINESS PLAN ACTION

- (i) To monitor the effectiveness of the revised SET structure in light of the non-policing expertise now embedded within the PSNI SET and assess the impact of the implementation of transformational initiatives and delivery of various PSNI Strategies (People, Estates, Digital, Fleet).

### PROGRESS SUMMARY

### ACHIEVED

During Q1 of the reporting period the Board's independent Human Resources contractor completed their review of the PSNI SET structure based on a post project evaluation methodology. The Board considered the review at its June 2024 meeting along with the next steps agreed to be undertaken along with the Chief Constable. Throughout the year the PSNI SET review has continued to be discussed at meetings between the Board Chair/Vice Chair and Chief Constable and the Report has been shared with the Chief Constable with a view to it being shared with his senior team so that he, in his capacity as their line manager can discuss and address the issues it raises. It has been noted at these meetings that the TEAM PSNI events have gone a long way to addressing some of the issues raised around visibility of the senior team and communication of roles and responsibilities. The issues raised in the SET review will continue to be kept under review.

During the 2024-25 year the Resources Committee received regular presentations from the ACO People and Organisational Development across a number of areas relating to the PSNI People Strategy including on attendance management, sickness absence levels and the work of the OHW team within PSNI. Members noted the difficulties being encountered with the implementation of change mechanisms due to the budget restrictions, a main factor being reduced police numbers and the impact this has on those remaining in the service. The Committee also received updates on Equality, Diversity and Inclusion across the Service (including the many internal initiatives undertaken across all areas of the business), and the work of the Police College and the large number of courses and training delivered to all sections and levels of the service across an annual cycle. In respect of representativeness within PSNI the Committee noted the many internal initiatives being taken forward, however noted that the low level of recruitment is impacting on the Service's ability to effect change to the overall figures relating to underrepresented groups within the organisation. Throughout the year the Committee also received updates on work flowing from the PSNI's Cultural Audit including their programme of recognition and engagement and TEAM PSNI events.

**BUSINESS PLAN ACTION****CONTINUED**

- (i) To monitor the effectiveness of the revised SET structure in light of the non-policing expertise now embedded within the PSNI SET and assess the impact of the implementation of transformational initiatives and delivery of various PSNI Strategies (People, Estates, Digital, Fleet).

**PROGRESS SUMMARY****ACHIEVED**

In line with the Committee's Terms of Reference, during the reporting period the Committee also received presentations on the PSNI Transformation Programme, the Estates and Digital Strategies, the PSNI Procurement and Contract Management Strategy and the PSNI Fleet Strategy. In Q2 the Resources Committee received presentations on the PSNI Transformation Strategy, and the PSNI Estates Strategy. Members noted the ambitions within the transformation strategy, but acknowledged that the reality of the financial deficit, security threats, reducing workforce, increasing demand and the priorities and culture all have an impact on progress.

In respect of the Estates Strategy, work throughout the year focused on proposals for the acquisition of a new PSNI college site and a range of other acquisitions and disposals. In Q4 the Committee considered various reports and updates provided in respect of the purchase of the ex-Ministry of Defence logistics site at Holywood, County Down (Kinnegar), through the public sector (D1) transfer process. The Committee held a special meeting at the end of January to further consider the proposal and it was agreed (with subsequent Board approval) that PSNI should move to purchase the site. The site purchase was completed on 28th March 2025 within the financial year timeline and the allocated capital funding was utilised. Resources Committee also considered the sale of a number of other PSNI sites that are no longer required for policing purposes, with one of those under consideration being removed from the D1 process and placed on the open market due to the requirements of the D1 process not being met. In respect of the other site disposal (the previous police college site at Desertcreat) a three-month extension to the D1 process was agreed to allow the preferred bidder extra time to consider their position.

Regarding the remaining PSNI strategies, the Digital Strategy presentation focused on 4 themes of Digital Investigation and Evidence, Digital Engagement, Digital Collaboration, and Mobility. The advancements gained and savings made through the use of digital applications were highlighted along with some of the challenges in terms of budgetary and legal constraints. The update on the Fleet Strategy highlighted that PSNI have 2,700 vehicles covering 25 million miles per year. Members noted that the focus in 2024 has been on the fleet decarbonisation strategy, electric vehicle (EV) roll out and the plan for future EVs.

The Committee continued to receive 6 monthly updates in relation to the implementation of the recommendations contained in the South Armagh Review Report and further details are included in [the Resources Committee Annual report](#).

**CORPORATE PLAN OBJECTIVE A:**

**To monitor resourcing plans for the PSNI; advocating on issues which support policing, including transformational change and delivery of a representative service**

**BUSINESS PLAN ACTION**

**(ii) To progress the appointment process for substantive vacancies within the PSNI SET.**

**PROGRESS SUMMARY****ACHIEVED**

During the reporting period the Board conducted appointment processes for the Deputy Chief Constable (DCC) post and the Assistant Chief Constable (ACC) positions within PSNI SET. The DCC competition opened on 19 September 2024 and interviews were held on 13 and 15 November. There were four candidates interviewed, and the process resulted in the appointment of DCC Bobby Singleton. A reserve list was also created and will remain in place for twelve months. The ACC competition opened on 14 October 2024 with interviews being held on 2 and 3 December 2024 and the process resulted in three appointments. In Q4 and following a further vacancy being created through ACC Chris Todd's appointment as Chief Constable of Humberside Police, a further appointment was made from the reserve list held following the completion of the 2024 ACC competition.



## CORPORATE PLAN OBJECTIVE A:

**To monitor resourcing plans for the PSNI; advocating on issues which support policing, including transformational change and delivery of a representative service**

### BUSINESS PLAN ACTION

**(iii) To monitor the effectiveness of all aspects of PSNI financial management, including the organisational operating model, workforce plan and priorities to reflect the assumed context of a shrinking budget including any impact on service delivery.**

### PROGRESS SUMMARY

### ACHIEVED

Throughout the year and in line with the Committee Terms of Reference, the Resources Committee received monthly Finance Reports from PSNI where the financial position year-to-date was considered. Financial pressures facing PSNI remained a focus for the Committee throughout the reporting period. The PSNI Resource Plan (budget alignment) for the 2024-25 year was presented to the June 2024 meeting of the Resources Committee, and updates were received throughout the year. The overall workforce plan was considered through the multiple People and Organisational Development (P&OD) presentations received and, with the uncertainty around 2024-25 in year funding, the plan continued to evolve throughout the year. The budget for 2024-25 contained £8m to allow for in year recruitment to maintain police numbers to their current level, with work continuing to allow for a modest growth level.

The September 2024 Resources Committee considered the PSNI financial report up to the end of August which reported a full year projection ringfenced pressure of £36.8m relating to:

- Op Alefnall
- pensions rate increases
- high levels of Ill Health Retirement (IHR) approvals
- pressures on contracts due to the increase in the living wage
- accommodation pressures
- pressures due to the reduction of the Legacy Inquest allocation
- injury awards due to the increase in the CPI

At this stage a total full year pressure was estimated at £45.2m (including recognition of an £8.4m pressure in respect of depreciation). Members noted the potential impact of the budget shortfall on recruitment, with PSNI emphasising that the current number of 6,358 police officers and 2,344 police staff was deemed to be the minimum floor for the Service.

**BUSINESS PLAN ACTION****CONTINUED**

**(iii)** To monitor the effectiveness of all aspects of PSNI financial management, including the organisational operating model, workforce plan and priorities to reflect the assumed context of a shrinking budget including any impact on service delivery.

**PROGRESS SUMMARY****ACHIEVED**

By December 2024 PSNI had received additional financial allocations through monitoring rounds to allow a projected balanced budget to be shown. As at year-end PSNI reported a break-even position in relation to the resource budget and spend. A break-even position was also reported in relation to depreciation and impairments. The pressure that came from spend dealing with the effects of storm Éowyn were met from an additional allocation provided to PSNI.

The capital position was more fluid and difficult to determine particularly with the purchase of the new police college site (Kinnegar), and the disposal of the Desertcreat site continuing throughout March. A redistribution of funds and the Desertcreat site sale not being completed in March 2025 meant a capital breakeven position was reported at year-end. The PSNI Recovery Plan business case in relation to uplifting police officer numbers was submitted to the DoJ by PSNI and as at the end of the reporting period is with the Department of Finance (DoF) for consideration.

## CORPORATE PLAN OBJECTIVE A:

**To monitor resourcing plans for the PSNI; advocating on issues which support policing, including transformational change and delivery of a representative service**

### BUSINESS PLAN ACTION

**(iv)** Monitor the effectiveness of measures taken to ensure that membership of the PSNI is representative of the community and monitor the impact on representativeness of measures taken to rationalise resources across PSNI in light of limited ongoing recruitment.

### PROGRESS SUMMARY

### ACHIEVED

In line with the Resources Committee's responsibility to monitor PSNI's performance against Policing Plan Measure 2.3.1 (Improving representativeness of the Service) the Committee received 2 updates from PSNI throughout the year, in June 2024 and January 2025. At each of these meetings, representativeness in relation to gender, community background, ethnic origin, disability and sexual orientation was considered by the Resources Committee and the issue of low levels of recruitment was noted as a barrier in attempting to address potential representativeness issues.

In January 2025 the Resources Committee was briefed on the launch of the new 2025 officer recruitment campaign which hopes to contribute to addressing representativeness issues caused by the recent recruitment pause. (Members noted that police officer appointments to date have come from the 2021 recruitment campaign). The Committee was advised that there had been 18 police staff recruitment campaigns which will have an impact on representativeness statistics when complete. Members were also advised there was no change in ranks or departmental representation in the period. The Committee was updated in respect of events such as awareness raising days, internal diversity training, and He for She which have been undertaken. Members also noted the stability index which stated that police officers are at 94%, with police staff at 91.6%, probationary officers with less than 3 years' service are at 97%, and Catholic and female officers show slightly higher stability index compared to others.

## CORPORATE PLAN OBJECTIVE A:

**To monitor resourcing plans for the PSNI; advocating on issues which support policing, including transformational change and delivery of a representative service**

### BUSINESS PLAN ACTION

**(v) To advocate to secure sufficient funding for policing in Northern Ireland.**

### PROGRESS SUMMARY

### PARTIALLY ACHIEVED

The PSNI 2024-25 Resource Plan was presented to the June meeting of the Resources Committee highlighting an £80m funding gap, without the major areas of costs relating to the holiday pay and data breach legal cases being included. While not recommending approval of the PSNI Resource Plan 2024-25 to the Board, the Committee agreed to continue to support the Chief Constable in his efforts to secure additional funding for PSNI.

A further update on the Resource Plan was considered at the September Resources Committee meeting when Members noted an additional allocation of £23m as a result of the June monitoring round, however PSNI advised that the total overall pressure of £239m remained, including the exceptional items for holiday pay and data breach settlements, which PSNI advised were so significant that when the liability crystallises funding will be required as it cannot be met within the current PSNI budget. Members noted that the funding gap excluding these items at that stage was £54m.

In the October monitoring rounds PSNI were provided an additional £36.7m Resource DEL allocation. This included an allocation of £2.75m for Op Alenfnnull and an additional £0.8m for legacy inquests. As such the total non-ringfenced Resource DEL budget allocation increased to £880.3m allowing a full year breakeven position to be forecast. As noted above, at year-end PSNI reported a break-even position in relation to the resource budget and spend and more detail on this is noted under action (ii) above.

Throughout the year the Board continued to lobby and advocate for sufficient funds for PSNI. This included ongoing engagement, correspondence and tripartite meetings involving the Minister of Justice, the Chief Constable and the Board Chair and Vice Chair. The focus of these engagements included in relation to the development of the recovery plan by PSNI regarding the potential recruitment of 500 officers per year (350 to match attrition levels, and 150 for growth). The development of this business case followed on from a tripartite meeting in August 2024, attended by the Board's Vice Chair, DoJ and PSNI officials, where the issue of police numbers was discussed and a plan for 500 new officers per year was agreed as the shared aspiration.

Lobbying to secure sufficient funding for PSNI has been a feature of every meeting the Board Chair, Vice Chair and other Board Members have with the Minister of Justice and Justice Committee Chair. This issue featured prominently in our public commentary at monthly Board meetings and opportunities to make the case for sufficient funding have also been taken through representations to various Northern Ireland Affairs Committees at Westminster.

## CORPORATE PLAN OBJECTIVE A:

**To monitor resourcing plans for the PSNI; advocating on issues which support policing, including transformational change and delivery of a representative service**

### BUSINESS PLAN ACTION

(vi) To make representations to national pay review bodies to ensure parity with other England & Wales police services. To also advocate for the implementation of the recommendations from the relevant pay review bodies.

### PROGRESS SUMMARY

### ACHIEVED

During Q1 written and oral evidence was provided to the Police Remuneration Review Body (PRRB) and the Senior Salaries Review Body (SSRB), in relation to pay and allowances for the federated ranks and senior police officers. The theme of parity with other GB Services was key to the representations. During this period the 2023-24 pay recommendations from the PRRB were implemented.

Throughout Q2 of the reporting year the Board awaited the release of the 2024-25 PRRB report by the DoJ. In September 2024 the Chair of the Board wrote to the minister requesting an update on the progress coming from the pay review bodies, and the minister responded advising the Department was considering the recommendations from the PRRB in the context of all pay awards in the NI Public Sector Pay Policy, particularly around affordability.

Following confirmation of the budget allocation in November 2024, the DoJ considered the recommendations made by both the PRRB and SSRB to be affordable and requested submission of pay remits based on a 4.75% increase for all police officers up to Chief Superintendent level, and an increase to the Northern Ireland Transitional Allowance (NITA) and dog handlers allowance of 4.75%. The pay uplifts were actioned in December 2024 salaries. In November 2024 the Resources Committee agreed that Board officials would develop and bring to the February 2025 meeting a draft written submission to the PRRB for consideration. The written submission was due to be submitted in March 2025.

At the February 2025 Resources Committee meeting, Members considered the draft submissions for the PRRB and SSRB (relating to the 2025-26 year). The Committee noted that as part of the development of the draft submission, engagement and consultation had taken place with representatives from PSNI, the Police Federation (PFNI), the Superintendents Association (SANI), and the NI Chief Police Officers' Staff Association (CPOSA). Both draft submissions were recommended to the Board for approval and following that approval, were subsequently submitted to the PRRB and SSRB in advance of the submission deadline. The submissions made clear the Board's support for pay parity.

In relation to the implementation of the 2024-25 outcomes from the PRRB and SSRB, the federated ranks' pay rise has been implemented, and (as at the end of the reporting period) the pay remit for the Senior Officer/Staff pay rise has been submitted to the Department and is awaiting approval.

**CORPORATE PLAN OBJECTIVE A:**

**To monitor resourcing plans for the PSNI; advocating on issues which support policing, including transformational change and delivery of a representative service**

**BUSINESS PLAN ACTION**

**(vii) To oversee and monitor on behalf of the Board, PSNI's progress against the findings in the PSNI Cultural Audit.**

**PROGRESS SUMMARY****ACHIEVED**

Throughout the reporting period the Committee received two updates on the implementation of the recommendations from PSNI's Cultural Audit (including narrative included under action (i) above in relation to the programme of recognition and engagement and the TEAM PSNI events).

At the December 2024 Resources Committee meeting, Members noted that 20 recommendations included in the Cultural Audit report had been implemented since the previous update provided in May 2024. The Committee Members were advised that PSNI were running a pilot in relation to shift patterns in Districts F and L to review different working patterns across the service and noted that promotion processes for Sergeants and Inspectors had commenced with exams in November 2024 with a large number of Constables and Sergeants eligible to apply for promotion. An update on the disconnect between junior and senior officers (which was a key finding of the cultural audit) was provided. A further update on the PSNI Cultural Audit will be provided at the May 2025 Resources Committee meeting.



**CORPORATE PLAN OBJECTIVE B:**

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

**BUSINESS PLAN ACTION**

- (i) Monitor the delivery of the 2024-25 Performance Plan in line with the 2020-2025 Northern Ireland Policing Plan.

**PROGRESS SUMMARY****ACHIEVED**

Throughout the year monitoring of delivery against the 2024-25 Performance Plan took place in accordance with the agreed Policing Plan monitoring timetable. A full analysis of the scrutiny undertaken by the Board's Performance, Partnership and Resources Committees during the reporting period can be found in the Policing Plan 2020-2025 and Performance Plan 2024-25 Annual Assessment included elsewhere in this Annual Report at page 52.

## CORPORATE PLAN OBJECTIVE B:

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

### BUSINESS PLAN ACTION

(ii) Develop a new 5-year Policing Plan for the 2025 to 2030 period.

### PROGRESS SUMMARY

### ACHIEVED

Throughout the reporting period a Policing Plan Development Working Group (PPDWG) was established to take forward the development of a new 2025-2030 Policing Plan with a view to fulfilling the Board's statutory requirements to publish a new Policing Plan by 1 April 2025.

This group consisted of six Board Members and four Senior PSNI staff. A Strategic Planning Day was held in May 2024 and Board Members, the MoJ, Departmental officials and PSNI representatives were in attendance. Following numerous meetings of the PPDWG throughout the Q2 period, a launch event was held for the public consultation of the draft Policing Plan 2025-2030 in September 2024 which was live streamed and attended by key stakeholders. The consultation ran from 17 September 2024 until 10 December 2024.

During the public consultation period a number of regional consultation events took place to enable the public to engage in the consultation process. The PPDWG continued to meet during this period to develop the new Policing Plan and Annual Performance Plan 2025-26 which includes key metrics to monitor delivery of the Policing Plan.

The Board agreed the NI Policing Plan 2025-2030 and Annual Performance Plan 2025-26 at its meeting on 6 February 2025 following which the MoJ also approved the Plan. A launch event took place in early April 2025 and [the Policing Plan 2025-2030 is now available on the Board's website](#).

**CORPORATE PLAN OBJECTIVE B:**

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

**BUSINESS PLAN ACTION**

**(iii)** Implement a framework to assess PSNI's compliance with the Human Rights Act (1998).

**PROGRESS SUMMARY****ACHIEVED**

In Q1 Members considered and approved the Human Rights 5 Year Review. The report contained 18 recommendations along with all Human Rights recommendations made by NIPB over the last five years and an update on the current position from PSNI. During this period the Human Rights Advisor liaised with numerous children's NGOs and PSNI in relation to the Children & Young People and Policing Report which progressed through the Performance Committee in late 2024. He also worked on the development of a three-year work plan up to the 2027-28 year.

The Human Rights 5 Year Review Report referenced above was published in July 2024 and the Children & Young People and Policing Report was also launched in December 2024. Human Rights recommendations from NIPB over the last five years continued to be monitored over the course of the year with recommendations from Privacy Report, the Children & Young People and Policing Report, and the Human Rights 5 Year Review being monitored and progressed by way of 6 monthly updates

## CORPORATE PLAN OBJECTIVE B:

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

### BUSINESS PLAN ACTION

**(iv)** Appoint a Human Rights Advisor by June 2024.

### PROGRESS SUMMARY

### ACHIEVED

During Quarter 1 of the reporting period Board officials sought guidance from the Central Procurement Directorate (CPD) and the Crown Solicitor's Office (CSO) on the possibility of the Board extending the current Human Rights Advisor's (HRA) contract by an additional 12 months up to July 2025, (noting that the contract in place following appointment in July 2019 allowed for an initial duration of three years up until July 2022, with an option to extend the contract on an annual basis thereafter for up to a further 2 years. The second extension, (up to July 2024) was granted by the Board in May 2023). CPD advised that since they were not involved in the issuing of this contract, it was therefore a matter between the Board and the service provider (the current HRA). Having considered that the work of the HRA over the previous five-year period met the satisfactory performance requirements stipulated in the contract terms and conditions, Board officials brought a paper to the April 2024 Board meeting seeking Board approval to extend the contract of the Human Rights Advisor for a further year. Subject to continued satisfactory performance, the extension of the Board's HRA's contract for another year up to July 2025 was agreed at the April 2024 Board meeting.

Over the course of the remainder of the reporting period ongoing preparatory work has taken place regarding the process to appoint a new Human Rights Advisor by July 2025. As at the end of the 2024-25 year, a panel has been identified and is due to meet and discuss dates for progressing the appointment of new HRA in early April 2025. This meeting will include discussions and agreement on a timetable for the process and it is envisaged that the new HRA will be notified by June 2025.

## CORPORATE PLAN OBJECTIVE B:

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

### BUSINESS PLAN ACTION

**(v) To monitor and oversee on behalf of the Board PSNI's implementation of recommendations contained in the Data Breach and other relevant reports.**

### PROGRESS SUMMARY

### ACHIEVED

In June 2024 the Board received its first update of the reporting period on the PSNI's implementation of recommendations contained in the Data Breach Report. At that meeting Board Members were advised that 14 of the recommendations had been implemented and that the Deputy Chief Constable (DCC) had been established as the Senior Information Risk Owner (SIRO). Members also noted the establishment of the Strategic Data Board and Data Delivery Group. PSNI also advised of ongoing policy update work, the development of a new Service Instruction as recommended by the ICO, and that training of officers and staff was ongoing to ensure everything was being done to mitigate future risk. A detailed implementation plan was provided by PSNI and shared with Board members at the September 2024 meeting and following consideration as to the most appropriate means of overseeing implementation through the Board's Committee structure, monitoring of the findings from the review of the data breach was subsequently delegated from the Board to the Resources Committee.

The most recent update to the Board during this reporting period (Nov 2024) indicated that 18 of the actions are now complete and considered closed, leaving 19 to be progressed. Of the remaining 19, most have had some progress reported, however all the outstanding recommendations have been impacted by the well-publicised resourcing issues including cost and capacity to deliver.

In respect of the ICO's investigation of the data breach, all of their recommendations have now been implemented resulting in the removal of the ICO enforcement notice. The ICO did however impose a financial penalty of £750k, which impacted both the 2023-24 and 2024-25 accounting periods.

PSNI advise that additional resources within the information functions will enable further progress on outstanding recommendations in the coming year. Priority projects will include recruitment into the DPO and Information functions, a revised approach to central management and oversight of MoUS/ISAs/DPIAs, DP Training Needs Analysis, progressing the Data Maturity Assessment, progress with OPONI and PFNI ISAs etc.

The Resources Committee is scheduled to receive the next update at its May 2025 meeting, and it is also anticipated that the Independent Reviewers who provided the initial report into the data breach will be invited back during 2025-26 to assess progress.

## CORPORATE PLAN OBJECTIVE B:

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

### BUSINESS PLAN ACTION

**(vi)** Deliver and report on the work of the Board and its Committees and progress the development of a new 5-year Corporate Plan for the 2025-2030 period.

### PROGRESS SUMMARY

### ACHIEVED

Throughout the 2024-25 reporting period the Board met on 12 occasions and held 9 meetings in public. The work of the Board has been delivered pursuant to responsibilities detailed in Appendix A of [the Board's Standing Orders](#).

In the first quarter of this reporting period, following the return of the NI Assembly and the appointment of new Independent Members, in line with the Board's Standing Orders a new Chair (Mr. Mukesh Sharma MBE DL) and Vice Chair (Mr. Brendan Mullan) were elected at the April 2024 Board meeting with the reviewed Committee Membership also being considered and agreed at the April meeting. Other matters given consideration by the Board in the Q1 reporting period included discussion on arrangements for the development of the new Policing Plan 2025-2030, a contract extension for the Board's Human Rights Advisor, Senior Officer-related matters and HMICFRS Inspection-related matters.

Throughout this period the Board also spent significant time reviewing information provided by PSNI and discussing PSNI use of surveillance powers on journalists and lawyers. The Board received a briefing from Mr. Angus McCullough in October 2024 and this item will remain on the Board's agenda while the review being carried out by Mr. Angus McCullough KC is progressed.

Throughout the year the Board was kept updated by way of the Chief Executive's report on matters including but not limited to, the Board's performance against the Annual Business Plan 2024-25, financial and legal matters pertaining to the Board, Internal Audit updates, Senior Officer issues and ongoing FOI and DPA matters. Other key areas covered by the Board during the reporting period included:

- A briefing from Sir Iain Livingstone on Operation Kenova (Nov 2024)
- Agreeing a response to the NI Assembly's Draft Programme for Government (PfG)
- Consideration of the final NIPB Review Report commissioned by the DoJ, (more detail on this is included under action (vii) below)
- Consideration of the draft Policing Plan 2025-2030



**BUSINESS PLAN ACTION****CONTINUED**

**(vi)** Deliver and report on the work of the Board and its Committees and progress the development of a new 5-year Corporate Plan for the 2025-2030 period.

**PROGRESS SUMMARY****ACHIEVED**

- Consideration of the outcomes from the Board's development event which took place at the end of January 2025
- Consideration and agreement of the process to appoint a new Human Rights Advisor

In keeping with the usual schedule, the NCA Director General attended the Board meetings in June and December 2024 and participated in the public accountability sessions alongside the Chief Constable. At the June 2024 meeting the Board Chair and the NCA DG also signed an MoU concerning the National Crime Agency in NI.

During the year the Board considered and where appropriate, agreed recommendations put forward from the Board's Standing Committees. These included for instance, approval of Committee Annual Reports 2023-24, above delegated authority expenditure requests from PSNI in respect of compensation payments, legal fees and proposed gifts or donations, and approvals of and agreement to, publish several key Board reports.

In January 2024 the Board convened a two day development event, the objectives of which were to:

- Continue to enhance Board performance
- Strengthen our understanding of the policing environment
- Agree actions to be taken forward in the year ahead

A significant amount of time during this event was devoted to considering the findings and recommendations of the DoJ commissioned Independent Review of the NIPB. Members also spent considerable time with the PSNI SET during which discussions focused on the current operating environment, maximising PSNI resources and advocacy for policing.

Another significant piece of work progressed by the Board throughout the 2024-25 year was the development of a new Corporate Plan 2025-2030. Internal consultations across Directorates and with SMT took place in May and June 2024 and a timetable for delivery was developed for the remainder of the reporting year. In September the Board considered a paper advising Members of the preparatory work undertaken to date and Members' views were sought on the Vision, Mission Statement, Values and proposed Objectives for inclusion in the new Plan. This included a proposal for the inclusion of a new 5th objective in respect of delivering the Board's responsibilities efficiently and effectively and ensuring the Board's governance responsibilities are fulfilled. At the November and December Board meetings Members gave further consideration to the draft NIPB Corporate Plan 2025-2030 public consultation document. The final document was agreed at the December 2024 Board meeting following which a 12-week public consultation was launched on Monday 9 December 2024.

**BUSINESS PLAN ACTION****CONTINUED**

**(vi) Deliver and report on the work of the Board and its Committees and progress the development of a new 5-year Corporate Plan for the 2025-2030 period.**

**PROGRESS SUMMARY****ACHIEVED**

Following the conclusion of the 12-week public consultation period (3 March 2025), a small group of Board Members (the Corporate Plan Working Group (CPWG)) considered the consultation responses and reached a collective view in relation to proposed amendments to the draft Corporate Plan. The final draft was considered and agreed at the 3 April Board meeting following which and in line with the Board's MSFM, correspondence was issued to the DoJ seeking the minister's approval of NIPB's draft Corporate Plan 2025-2030.

The work of the Board's Committees have been progressed in line with the [Terms of Reference for the Standing Committees of the Board](#).

During the year all Measures in the Northern Ireland Policing Plan 2020-2025 were monitored by 3 of the Board Committees (Performance, Partnership and Resources) and additionally each of the Board's Committees has taken forward and reported throughout the year on the Business Plan 2024-25 actions relevant to the respective Committees. Further details on the work of each Committee can be found in [the Committee Reports for the period 1 April 2024-31 March 2025 published on the Board's website](#).

Throughout the year the Audit and Risk Assurance Committee (ARAC) has continued to support the work of the Board by progressing various strands of work. These have included recommending Board approval of the Annual Report and Financial Statements for the year ended 31 March 2024, approving a new Internal Audit Charter for 2024-25, receiving quarterly progress updates on the work of Internal Audit and monitoring progress towards the implementation of any outstanding Internal Audit recommendations. The Committee also gave detailed consideration to the Board's Corporate Risk Register at each meeting and continued to receive regular governance updates in respect of complaints made under the Board's Complaint's Policy, issues raised under the Board's Raising Concerns (Whistleblowing) policy, the Board's Gifts and Hospitality Register, Board Members' Register of Interests, Fraud, and Direct Award Contracts (DACs). The Committee also considered one Directorate level risk register and each quarterly meeting.

Throughout the reporting period the Committee considered updates to the Board's Assurance Framework and changes to Information Management and Security at the Board, all of which have been reviewed on foot of internal audit recommendations. The Committee also received a briefing from the PSNI ARAC Chair in December 2024 to discuss the key issues being considered by the PSNI ARAC; discussed and implemented responses to the ARAC Committee Effectiveness questionnaire; received an update on a business continuity planning desktop exercise carried out in September 2024; and considered the risks around the Board's current cyber Security arrangements and the mitigations in place.

**CORPORATE PLAN OBJECTIVE B:**

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

**BUSINESS PLAN ACTION**

**(vii) To respond to the DoJ led Review of the Policing Board.**

**PROGRESS SUMMARY****ACHIEVED**

Early in Quarter 2 of the reporting period correspondence from the DoJ was shared with Board Members detailing the Terms of Reference for the Independent Review of NIPB and who would carry out the review (Independent Reviewer, Mr Paul Sweeney and Independent Expert Advisor, Dr John Topping). The review commenced on 16 September 2024 and the final report was shared with the Board and discussed at the Board Development Event in late January 2025 and at a number of Board Member working group meetings over the remainder of the reporting period. An agreed response from the Board has been shared with the Minister of Justice and work continues on developing a paper on next steps which will be considered early in the 2025-26 year. A public response will be made when the MoJ publishes a response to the report.

## CORPORATE PLAN OBJECTIVE C:

**To enable local communities, PCSPs and partners to engage in the Boards work and collaborate to deliver policing outcomes**

### BUSINESS PLAN ACTION

- (i) Undertake the process to appoint Independent Members to 11 PCSPs and 4 D/PCSPs following the local government elections in May 2023 and support PCSPs in delivery of local partnership working.

### PROGRESS SUMMARY

### ACHIEVED

Following a Board appointment panel held at the end of Q4 2023-24, AccessNI checks were completed on all appointees in Q1 of the 2024-25 year. Formal reconstitution took place as scheduled on 1 June 2024 and all names of appointees were published on the Board's website as required. At that time several council areas were identified as having insufficient candidates to generate a reserve list and as such, an additional process was ongoing throughout Q2 and Q3 of the reporting period to attract applications and make appointments to reserve lists. The report on the reconstitution process from the Impartial Assessor was received and considered by the Partnership Committee at their September 2024 meeting. In line with the Code of Practice for the Appointment of Independent PCSP Members, the report was forwarded to the Minister of Justice. During Q4 council level shortlisting and interviews were completed for all four PCSPs that required a reserve list. An appointment panel was convened on 6 March 2025 and the panel considered and approved reserve lists and the appointment of one independent member for Belfast, Antrim & Newtownabbey and Causeway Coast & Glens PCSPs. The appointments and reserve lists remain valid until the day before the reconstitution date following the next Local Government Elections envisaged in 2027.

## CORPORATE PLAN OBJECTIVE C:

**To enable local communities, PCSPs and partners to engage in the Boards work and collaborate to deliver policing outcomes**

### BUSINESS PLAN ACTION

**(ii) Assess and enhance the effectiveness of PCSPs through monitoring their compliance with the PCSP Strategic Priorities.**

### PROGRESS SUMMARY

### ACHIEVED

During Q1 of the reporting period PCSP action plans for 2024-25 were approved and Board officials carried out the necessary checks to ensure compliance with PCSP Strategic Priorities. Board officials also supported PCSPs to ensure that Q4 returns for the 2023-24 period were returned and support meetings were held where required.

During Q2 and Q3 a number of PCSP induction sessions for new members were held on a regional basis and feedback from participants was very positive; the sessions provided an excellent opportunity for Board engagement. Policing Committee regional training events (which were run jointly with PSNI and facilitated by the Board's Vice Chair), training for PCSP Chairs and Vice Chairs took place at various stages throughout the year.

In Q3 it was reported that all year end (2023-24) returns had been received, approved and paid. PCSPs reached 99% of funding expenditure for 2023-24, which remained the same when compared to the previous financial year (2022-23).

The Joint Committee continued to meet throughout the 2024-25 year and issues discussed included work to improve the participation of Designated Organisations on PCSPs and the related November 2024 workshop, future Planning Guidance, the findings and recommendations from the recent audit of CC&G procurement and the outcome of reconstitution.

Following incidents of disruption at PCSP public meetings, Board officials and senior PSNI officers met to discuss how further support could be provided to PCSPs in light of these events. Board officials shared guidance to support PCSP Chairs when managing public meeting disruptions. This was also shared with District Commanders and arrangements were made for PSNI representatives to attend a PCSP managers meeting in May 2025 to provide further information and support.

As at the end of the reporting period Board officials were in the process of reviewing draft Strategic Assessments 2025-2028 and approving draft PCSP Action Plans for 2025-2026, which are subject to approval by Joint Committee. Once approved, Letters of Offer and Funding Agreements will be issued to all PCSPs.

## CORPORATE PLAN OBJECTIVE C:

**To enable local communities, PCSPs and partners to engage in the Boards work and collaborate to deliver policing outcomes**

### BUSINESS PLAN ACTION

(iii) Deliver a Communications Action Plan.

### PROGRESS SUMMARY

### ACHIEVED

Early in the reporting period communications support was provided in relation to a number of significant Board projects including the development and publication of the Board's Annual Report 2023-24, the Annual Committee Reports, PCSP Reserve Recruitment, PSNI Senior Officer Recruitment and the Annual Assessment of Police Performance. Communications advice and guidance was issued to the Chair, Vice Chair and Chief Executive on a number of key issues including reputational issues such as the Investigatory Powers Tribunal (IPT), police misconduct and surveillance of journalists and legal professionals.

During Q2 Communications support was also provided in respect of the design and production of the Human Rights 5 Year Review which was published at a stakeholder event at the Board's Offices in July 2024. Also supported was the announcement of newly appointed PCSP Independent Members as well as the continued provision of communications support around the PCSP reserve appointment list.

During Q3 support was provided to a range of projects including the design and production of the Children and Young People's Report which included an 'easy read' version and the development of a range of social media assets including a short explanatory film. Support was also provided around the design of a new draft Corporate Plan 2025-2030 and social media to support the public consultation period, the appointment materials for a new Deputy Chief Constable and Assistant Chief Constables and the subsequent announcement of successful candidates.

In the final quarter of the year a key focus was on delivery of the communications arrangements for publication of the new Policing Plan 2025-2030 and Annual Performance Plan 25/26. This included a media briefing, meeting in public launch, design of the plan itself and 4 'plan on a page' versions in English, Polish, Lithuanian and Irish, as well as a social media schedule which included 'easy read' explainer graphics as well as a video from the Board Chair. Communications support was also provided to the campaign to attract more Independent Community Observers as well as the appointment of additional Selected Medical Practitioners (SMP).

**BUSINESS PLAN ACTION****CONTINUED****(iii) Deliver a Communications Action Plan.****PROGRESS SUMMARY****ACHIEVED**

Throughout the year the Communications Branch progressed significant work in a number of other key areas including:

- Managing the Board's online communication channels
- Speaking and briefing notes to Chair and Vice Chair in support of, for example, Board meetings in public, PSNI Attestations and Policing Plan 2025-2030 related events
- Support to and live-streaming of the regular monthly Board meetings, messaging around PSNI resources, the August 2024 disorder, the retirement of the former Deputy Chief Constable (DCC) and recruitment competition for the new DCC
- The development of materials and social media plans for the public consultations relating to both the Draft Policing Plan 2025-2030 and the Board's draft Corporate Plan 2025-2030
- Progressing continued high volumes of FOI and DPA requests
- Media responses to a wide range of issues including the purchase of the new college site at Kinnegar, PSNI recruitment, the McCullough Review and PSNI resources
- Assisting and facilitating a number of visits and events
- The preparation of material for the Omagh Bomb Inquiry
- Progressing the implementation of the first stage of the Board's Retention & Disposal Schedule



## CORPORATE PLAN OBJECTIVE C:

**To enable local communities, PCSPs and partners to engage in the Boards work and collaborate to deliver policing outcomes**

### BUSINESS PLAN ACTION

**(iv) Deliver a Programme of Engagement to support the Board's Outcomes and Objectives.**

### PROGRESS SUMMARY

### ACHIEVED

Over the course of the reporting period a significant number of engagement events took place to support the Board's work. These included:

In Q1:

- The Board, in conjunction with PSNI, NICCY and OPONI, facilitated a Policing Residential event on 4 and 5 April. This event also included a facilitated session around proposed terms of reference for the establishment of a youth forum.
- Board Officials hosting a 4-day stall at the Balmoral Show 2024.
- Board Members attendance at a briefing on the Neighbourhood Faculty Training at the PSNI Training College, Garnerville on 16 May 2024.

In Q2:

- Progressing plans for and agreeing Terms of Reference for the Youth and Policing Partnership Forum.
- Board Members and Officials hosting four stands at Belfast Pride, the Mela Festival, the NMAD PCSP Community Safety and Wellbeing Event and at QUB Freshers Week.
- Board Members delivered part of the welcoming address to new PSNI Student Officers in July and September. In addition, the Board Chair attended the Attestation Ceremony for the first intake of Officers (who commenced their training in April 2024) on 20 September 2024.
- Board Members also attended the PSNI Reference, Engagement and Listening (REaL) event with the Ethnic Minority Community in August, the consultation launch event of the draft Northern Ireland Policing Plan 2025-2030 in September and a number of PCSP project events as part of the Boards PCSP Engagement Programme.
- The Board also hosted a focus group session in conjunction with the Criminal Justice Inspectorate Northern Ireland (CJINI). This session included representatives from each of the ICV Regional teams and was to assist CJINI with the fieldwork for their upcoming review of police custody.

**BUSINESS PLAN ACTION****CONTINUED**

**(iv) Deliver a Programme of Engagement to support the Board's Outcomes and Objectives.**

**PROGRESS SUMMARY****ACHIEVED**

In Q3:

- Plans for the Youth and Policing Partnership Forum continued to be progressed.
- Board Members hosted an event with criminology students at the Ulster University in Belfast in November 2024.
- The Board Chair and Vice Chair delivered part of the welcoming address to new PSNI Student Officers in October November and December 2024 and Members attended the Attestation Ceremonies for the second and third intakes of Officers in November and December 2024.
- Further engagement activities in quarter 3 included Board Members and Officials attending three PSNI REaL events, with the Ethnic Minority Community, the LGBTQ+ Community and the CNR Community.
- Board Members and Officials delivered four regional Policing Plan Consultation events during this period, in Derry/Londonderry, Dungannon and Belfast with a final 'mop up' event held online in November 2024.

In Q4:

- Progressing further work on the establishment of the Youth and Policing Partnership Forum.
- The Board Chair and Vice Chair delivered part of the welcoming address to new PSNI Student Officers on 13 January, 10 February and 19 March. In addition, Members attended the Attestation Ceremony for the fourth and fifth intakes of Officers on 21 February and 21 March.
- Further engagement activities in quarter 4 included Board Members and Officials attending the Problem Solving in Partnership Awards ceremony which was delivered by PSNI in partnership with the Board in February.
- The Board hosted a delegation of 20 students from the University of Virginia who were on a study visit to Northern Ireland, the purpose of this engagement event was to provide the students with an opportunity to learn more about the Board with regards to its establishment, functions, role and remit.
- Board Members and Officials attended a PSNI REaL event with the PUL Community in February and also attended a tour of the PSNI Cyber Crime Centre in March.
- Board Members and Officials attended an informal engagement meeting with Community Restorative Justice (CRJ) in Newry which was to discuss the results and findings of the South Armagh Review 'Three Years On' survey which was conducted by CRJ.

Throughout the year work was also ongoing in respect of applications, interviews and training for newly appointed Independent Custody Visitors. Subject to security clearance the scheme will have a total of 26 volunteers. In addition, work has been progressed with regard to the re-mobilisation of the Independent Community Observers (ICO) Scheme with an induction session planned for April 25.

## CORPORATE PLAN OBJECTIVE C:

**To enable local communities, PCSPs and partners to engage in the Boards work and collaborate to deliver policing outcomes**

### BUSINESS PLAN ACTION

**(v) Deliver a funding programme to support and increase community engagement with policing.**

### PROGRESS SUMMARY

### ACHIEVED

Call 3 of the Police Property Fund (PPF) Small Grants Scheme closed during Q4 of 2023-24 and 22 projects with a cumulative value of just over £170k were approved for funding. During Q1 and Q2 of the reporting period Board officials managed the contracting process for the newly approved projects which included a review of accounts, the development and agreement of performance measurements, issuing letters of offer and ensuring the timely processing of 80% of the projects funding. Officials also continued to manage the closure process for 3 projects under Call 1 and 5 projects under Call 2 of the Small Grants Scheme.

Documentation for the opening of Call 1 of the PPF Large Grants Scheme was considered and approved by the Partnership Committee at their September 2024 meeting. A report on Calls 1 and 2 of the PPF Small Grants Scheme was considered at Partnership Committee in November 2024 and approved for publication at the December 2024 Board meeting. [This report is now available on the Board's website.](#)

Most projects from Call 3 of the Small Grants Scheme are anticipated to be complete by September 2025 however, a number of projects will take 2 years to complete and therefore, it is anticipated that they will finish in April/May 2026. The total amount paid in relation to PPF in 2024-25 is £153,303.49. It is anticipated that the PPF Large Grants Scheme will open in mid-2025.

## CORPORATE PLAN OBJECTIVE D:

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

### BUSINESS PLAN ACTION

- (i) Work with DoJ colleagues to ensure Joint Guidance for Medical Practitioners is placed on statutory footing and scope out the most efficient means of revising the guidance.

### PROGRESS SUMMARY

### PARTIALLY ACHIEVED

The Joint Guidance for Medical Practitioners was approved by the Justice Committee in May 2024 and was placed on a statutory footing with effect from 2 July 2024.

With regard to scoping out the most efficient means of revising the Joint Guidance for Medical Practitioners, during the reporting period the Board continued to correspond and engage with the DoJ with a view to the costs/funding for this project being shared, given that the Joint Guidance document is not owned in isolation by the Board, rather it is a co-owned document with both the Board and the DoJ bearing joint responsibility. In response the MoJ advised that she did not share this view and that the Board's operational independence in this matter should be respected and as such the Board would need to prioritise the funding for this review from future budget allocations.

It is acknowledged that any further review of the guidance will require a level of medical expertise potentially incurring a significant cost which the Board cannot currently fund. In addition, due to the ongoing work to amend the regulations governing Ill Health Retirement (IHR) and Injury on Duty (IOD) processes, as at the end of the 2024-25 year work on the review of the Joint Guidance has been paused as it is likely that regulatory change will impact on the Guidance. Further work on scoping out the most efficient way to review the Joint Guidance will be carried out following regulatory amendment.

## CORPORATE PLAN OBJECTIVE D:

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

### BUSINESS PLAN ACTION

- (ii) To progress and implement all statutory commitments as they relate to the processing of Injury on Duty award assessments and discharging the Board's responsibilities as Police Pension Scheme Manager (to include giving effect to new/updated legislation where applicable throughout the reporting period).

### PROGRESS SUMMARY

### ACHIEVED

Throughout the reporting period work continued in relation to progressing the recommendations made by the NIAO in their March 2020 report into the Injury on Duty (IOD) Scheme with Board officials engaging with the DoJ (leaders on this project) and other stakeholders. This work is further expanded upon under action (iii) below.

Members noted the consultation on 'Proposed changes to the Police Service Northern Ireland Injury on Duty Scheme' which launched on 26 March 2024. A response to the IOD consultation was approved at June's meeting of the Resources Committee and uploaded accordingly.

In Q1 Board officials developed and published a Frequently Asked Questions (FAQs) information document relating to IOD awards. This included input from the Board's legal advisors. Board officials also progressed work in relation to SMP recruitment in this period with recruitment launched on the Board's website.

Throughout the year work remained ongoing by Board Officials in relation to the McCloud Remedy which included undertaking work for the McCloud III Health Retirement Reassessment Project. It is noteworthy that while this work was declared as a significant, tangible pressure, no additional funding was made available to the Board to service these assessments. By the end of Q2 all eligible cases had been reassessed and officials continued to work with PSNI on the next steps. In Q3, guidance was issued by HMRC to enable the issuing of result letters by PSNI. Board officials met with PSNI to discuss and agree a timetable for rollout. As at the end of Q4 the Board, as Scheme Manager, is in the process of agreeing a new '*relevant date*' for the issuing of RSS Statements to pension members as the Pension Administrator (PSNI) is unable to meet the statutory deadline. There is legislative provision that enables a new '*relevant date*' to be agreed by the Scheme Manager under considerations that are outside their control and a remedial plan has been requested from the PSNI which must set out an indicative timeframe and steps being taken to address the issues.

**BUSINESS PLAN ACTION****CONTINUED**

(ii) To progress and implement all statutory commitments as they relate to the processing of Injury on Duty award assessments and discharging the Board's responsibilities as Police Pension Scheme Manager (to include giving effect to new/updated legislation where applicable throughout the reporting period).

**PROGRESS SUMMARY****ACHIEVED**

The Police Pension Board continued to meet quarterly during the reporting period. Some issues under discussion at these meetings are noted below:

- PSNI governance and finance of the Police Pension Scheme
- Scheme Manager's Report
- Police Pension Board (PPB) risk register and action log
- progress on the McCloud Remedy Project
- implementation of the Electronic Pension Administration System
- PPB Member training on roles and responsibilities and on the compliance of pension schemes with the Pension Regulators new general code
- the need to progress the pension's dashboard

Throughout the year, SMP and IMR cases (including requested Reconsiderations) continued to be brought to the Resources Committee on a monthly basis. In addition, the Resources Committee also considered and approved a draft Forfeiture procedure at the December 2024 Committee meeting. This procedure is based on guidance received from APPACE and the DoJ and ensures that any final forfeiture decisions are taken by the Board.

Work continues to review and update policies and procedures within the PPIB branch. The updated SMP Conflict of Interest Policy was approved by the Resources Committee at their January 2025 meeting and work is ongoing to produce a draft Reassessment Policy and an information booklet for clients. Meetings have commenced to ensure that the PSNI Pension Scheme can meet the National Dashboard deadline of 31 October 2025.

## CORPORATE PLAN OBJECTIVE D:

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

### BUSINESS PLAN ACTION

(iii) Continue to lobby for urgent action to address the recommendations in the 2020 NIAO report around the review of the Injury on Duty (IOD) scheme and reconsideration of roles and responsibilities.

### PROGRESS SUMMARY

### ACHIEVED

Throughout the year Board officials attended numerous meetings and engagements with key stakeholders including the Injury on Duty (IOD) Steering and Subgroups led by the Department of Justice (DoJ) to address the recommendations in the 2020 NIAO report: Injury on Duty Schemes for officers in the PSNI and Northern Ireland Prison Service.

Board officials fed into an options paper prepared by the DoJ to inform discussion on the roles and responsibilities (as per recommendation 2 of the NIAO 2020 report). The paper included 3 options:

1. Maintaining the status quo
2. Redistribution of Responsibilities - moving the responsibilities down a level for the IOD scheme only
3. Redistribution of Responsibilities - moving the responsibilities down a level for the IOD Ill Health Retirement (IHR) pension scheme concurrently

Noting that legislative change would be required for both Options 2 & 3, Board officials provided commentary in support of Option 3 noting that it *'would align the scheme with comparable UK schemes, bring parity and discharge recommendations of the Scofield Review and NIAO Reports.'*

Throughout the reporting period correspondence was issued from the Board Chair to the Minister of Justice reiterating formally the Board's support for moving the current IHR/IOD processing arrangements across to PSNI (Option 3) which is a key focus for the Board. In addition, correspondence has been issued to the Chief Constable seeking his support for this move.

The Board's Corporate Risk Register has been updated to ensure it reflects the Board's wish for this movement of responsibility to take place. It is not expected that the roles and responsibilities work will be achieved in 2025-26 year however, the Board and Board officials will continue to support and lobby for this in the coming year.



## CORPORATE PLAN OBJECTIVE D:

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

### BUSINESS PLAN ACTION

**(iv)** Continue to progress all PATs in accordance with the Regulations and engage with Department of Justice and PSNI regarding guidance/policy matters.

### PROGRESS SUMMARY

### ACHIEVED

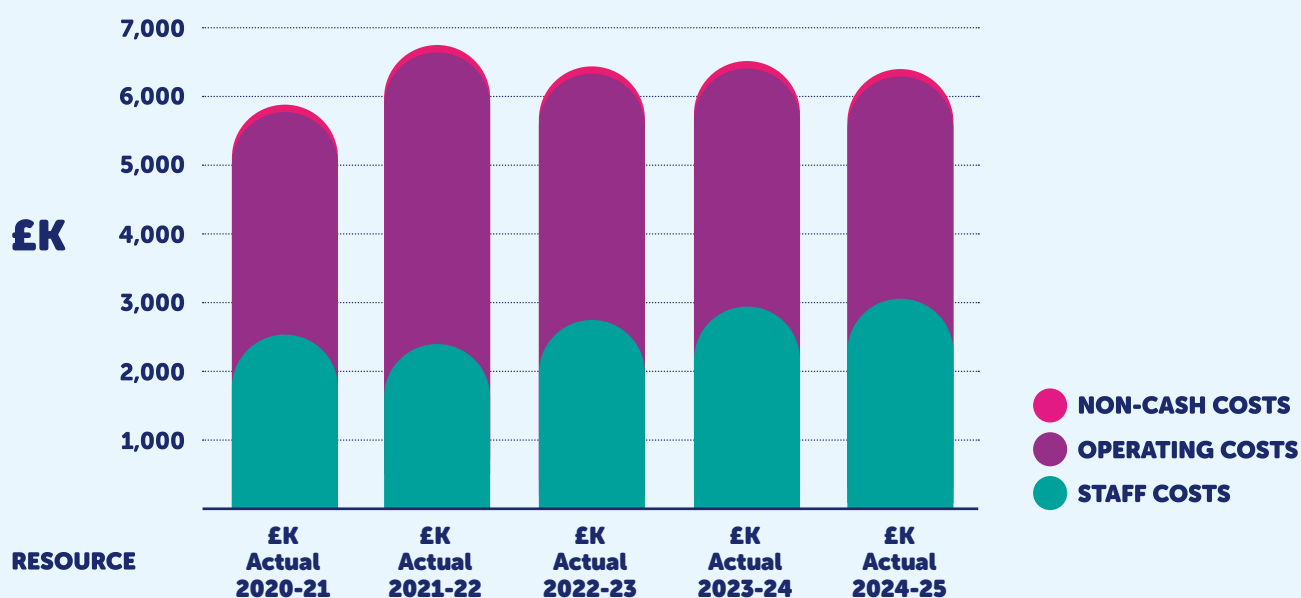
Throughout the reporting period a number of Police Appeals Tribunals (PATs) continued to be progressed in line with the relevant legislation, and Board officials have continued to engage with PSNI PSD on the number of appeals taking place (95% of appeal cases received in the period 2020– 2023 were subject to the Police Appeal Tribunal Regulations (NI) 2016 and as such the Board does not anticipate receipt of any further appeals under the RUC (Appeals) Regulations 2000). As at the 31 March 2025, the Board had three live PATs, one under 2000 Regulations, one under 2016 Regulations and the third being an HR PAT. The Board also has a PAT on file which has been pended awaiting the outcome of criminal proceedings. A JR took place in relation to a previous PAT decision which was dismissed, following which a further appeal was made. The appellant's subsequent application for leave to appeal to the Supreme Court was also denied.

In the first quarter of the year, policy development work commenced in respect of considering multiple officer hearings and advice was sought from the Crown Solicitors Office in that regard. Throughout the year the Board also consulted with DoJ and PSNI regarding misconduct processes and legislative change.

## Long Term Expenditure Trends

### Performance Budget

Chart 1 shows the final budget allocation for each of the years 2020-21 to 2024-25, and how this budget was split.



The budgets for the periods 2020-21 to 2024-25 were one-year allocations. In 2020-21 additional funding of £116k was allocated to assist with inflationary pressures and in 2021-22 additional funding of £447k was allocated to cover dilapidation costs associated with the relocation from Waterside Tower to James House. In 2022-23 a further £189k was allocated to fund inflationary and utilities pressures and in 2023-24 we received £115k contribution from DoJ in respect of the recruitment of independent members to PCSPs and Independent Medical Referee reviews. Following the reconvening of the Assembly, the DoJ advised NIPB on 22 February that it would receive an additional £205k to be used in the 2023-24 financial year. In 2024-25 an additional allocation of £412k was received to assist with pay, pension and inflationary pressures.

## Performance Expenditure

The chart below shows details of NIPB expenditure patterns across the period 2020-21 to 2024-25.

**Chart 2: Resource DEL Expenditure 2020-2021 to 2024-2025**



## Results for the 2024-25 Financial Year

The Statement of Comprehensive Net Expenditure is set out on page 123 and shows a total deficit for the year of £6.8m. The Total Resource DEL budget allocation available for 2024-25 was £6.4m. The Board declared an easement of £0.2m as part of the October 2024 monitoring round, reducing the budget to £6.2mn with DEL expenditure against this budget during the financial year of £5.9m, resulting in a reported underspend of £0.3m.

A further £0.8m expenditure was recognised in relation to Annually Managed Expenditure (AME) provision movement and £0.2m expenditure was incurred in relation to AME depreciation. This was incurred as a result of the prior year adjustment recognising our tenancy in James House as a Right of Use asset. See Note 19 of the financial statements for further information.

## 2025-26 Financial Year

Following the written statement from the Minister of Finance to the Assembly on 3 April 2025, the Final Budget 2025-26 allocation was issued to the Department of Justice (DoJ). Following this the Chief Executive was advised on 8 April 2025 of her final Opening Budget allocations for Non-ringfenced Resource DEL, Capital DEL, Ringfenced Resource DEL and Annually Managed Expenditure (AME).

2025-26 Opening Budget	£k
Non-ringfenced Resource DEL – Opening Budget	6,609
Capital DEL	1
Annually Managed Expenditure (AME)	1,820
Ringfenced Resource DEL – Final Opening Budget	50

The current allocation in relation to Resource DEL budgets for the financial year 2025-26 represents a £211k increase (3.3%). Allowing for pay and supplier inflation this represents no real increase.

NIPB is presently unable to fund £106k of Resource DEL pressures from the 2025-26 budget allocation. As a result, the financial year 2024-25 will be challenging for the Board to deliver normal statutory responsibilities due to the unfunded pressures.

### Freedom of Information

Through the Freedom of Information Act 2000 (FoIA) the public have the right to request information from the Board. During the period 1 April 2024 to 31 March 2025, the Board received 99 requests for information.

The Board responded to 62% of these requests within regulatory timeframes. This compares to 69% in the 2023-24 period. The delay in responding to requests outside of timeframes was as a result of operational and staffing pressures across the organisation. This is an issue that the Board keeps under constant review.

### Complaints

The Policing Board values the opportunity to engage with the public in respect of handling complaints as this can assist in improving its service to the public and can also offer a form of remedy in instances where our customers feel dissatisfied with the service provided. The Board's Complaints Policy is consistent with complaints handling across the Public Sector in Northern Ireland and can be accessed on our website.

During the 2024-25 year one complaint was received under the Board's Complaints policy. Following a review of the substance of the complaint the complainant was advised that the matters raised did not fall within the scope of the Complaints policy and should be progressed under the Board's Data Protection Policy. As such this matter was referred to the Board's Data Protection Officer. No other complaints were progressed under the Board's Complaints Policy during the reporting period. [The Board's Complaints Policy can be accessed here.](#)

## Environmental Issues

The Board operates a number of effective schemes in relation to its environmental policy, including:

- Recycling dry office waste products, printer cartridges, plastic and aluminium
- Reducing energy consumption through a range of measures (such as motion activated lighting and automated heating systems)

In implementing these schemes the Board has reduced its costs and the environmental impact of the organisation.

## Carbon Reduction Scheme

The Board does not exceed the threshold of 6,000 MWh per year and is therefore not required under law to report on carbon emissions and purchase carbon allowances.



**ANNUAL  
ASSESSMENT**

**THE NORTHERN IRELAND  
POLICING  
PLAN  
2020-2025**

**& ANNUAL  
PERFORMANCE  
PLAN  
2024-25**

# NORTHERN IRELAND POLICING PLAN 2020-2024 AND PERFORMANCE PLAN 2024/25 ANNUAL ASSESSMENT

## OUTCOME 1: WE HAVE A SAFE COMMUNITY

INDICATOR	MEASURES 2024/25
<b>1.1 FEWER REPEAT VICTIMS OF CRIME</b>	<b>1.1</b> Repeat victimisation rate and report on initiatives and their impact to support repeat victims with a focus on victims of Domestic Abuse, Child Sexual Abuse and Exploitation (CSAE) and Hate Crime in 2024/25.
<b>1.2 FEWER REPEAT OFFENDERS OF CRIME</b>	<b>1.2.1</b> Repeat offending rate and report on initiatives and their impact to reduce repeat offenders with a focus on Domestic Abuse in 2024/25. <b>1.2.2</b> Through activity which has a minor, moderate and major impact, reduce the capacity and capability of Organised Crime Groups (OCGs) and paramilitary organisations to engage in criminal activity.
<b>1.3 PEOPLE IN ALL COMMUNITIES FEEL SAFE</b>	<b>1.3.1</b> Number of people in Northern Ireland who feel unsafe/very unsafe in their local area, in their local high street, town centre and in their own home at night. <b>1.3.2</b> Rate of places repeatedly victimised.
<b>1.4 CRIME RATES AND TRENDS SHOWCASE AN EFFECTIVE POLICE RESPONSE</b>	<b>1.4.1</b> Benchmark PSNI crime rates against previous rates and other similar police services. <b>1.4.2</b> Demonstrate progress against the Violence Against Women and Girls Strategy and Action Plan.

## OUTCOME 2: WE HAVE CONFIDENCE IN POLICING


<b>2.1 THE LEVEL OF PUBLIC CONFIDENCE IN POLICING</b>	<b>2.1.1</b> Number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused. <b>2.1.2</b> Report on the levels (numbers and outcomes) of conduct cases within the police service. <b>2.1.3</b> Report on the levels of 999 (emergency) and 101 (priority) call response.
<b>2.2 THE LEVEL OF SATISFACTION WITH THE SERVICE RECEIVED</b>	<b>2.2.1</b> Number of victims and service users who are satisfied with the service they have received.
<b>2.3 THE REPRESENTATIVENESS OF THE POLICE SERVICE</b>	<b>2.3.1</b> Improve representativeness of the service across ranks, grades and departments by gender, community background, ethnic origin, disability, sexual orientation and in respect of recruitment, socioeconomic background.
<b>2.4 DELIVERY OF EFFECTIVE CRIME OUTCOMES</b>	<b>2.4.1</b> Levels of crime outcomes, with a particular focus on Domestic Abuse, to identify areas of concern.

## OUTCOME 3: WE HAVE ENGAGED AND SUPPORTIVE COMMUNITIES


<b>3.1 POLICE, IN PARTNERSHIP WITH LOCAL COMMUNITIES, INCLUDING PCSPS, IDENTIFY AND DELIVER LOCAL SOLUTIONS TO LOCAL PROBLEMS</b>	<b>3.1.1</b> Demonstrate progress against the "Here for You" Public Engagement Strategy and the associated Hallmarks of Neighbourhood Policing. <b>3.1.2</b> Identify and report on the Neighbourhood Policing Team initiatives to address local problems and tackle local issues, including co-designed solutions, in line with Neighbourhood Policing Guidelines. <b>3.1.3</b> Assess and evaluate the impact of partnership working with local communities, including but not exclusively, in areas of high deprivation and areas that have been repeatedly victimised.
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## KEY FINDINGS

-  In 2024-25, Year 5 of the 2020-2025 Policing Plan, the Board has assessed 5 measures as achieved and 11 as partially achieved.


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-  The Board has also determined that over the lifetime of the Policing Plan 2020-2025, the majority of Measures are partially achieved (12) and 5 Measures were achieved.


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-  In relation to the 5 measures assessed as achieved in Year 5, the Board has concluded PSNI has made good progress in reducing the number of repeat victims (1.1.1) and the number of repeat offenders (1.2.1). The Board has also assessed PSNI as having achieved good progress in keeping our communities safe by making people feel safe (1.3.1) and ensuring Northern Ireland is one of the safest places to live in the UK according to crime rates (1.4.1). There has also been progress in tackling Violence against Women and Girls (VAWG) (1.4.2).


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-  As of 28 February 2025, the crime rate was 50 crimes per 1,000 of the population, compared to 55 crimes in the previous 12 months. This is the lowest crime level within the last 9 years, apart from the Covid year during 2020-21.


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-  When compared to England and Wales, NI continues to be one of the safest places, recording the lowest crime rates amongst its most similar services. Anti-Social Behaviour is also at a record low.

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-  PSNI launched its Violence against Women and Girls Action Plan in September 2022. The Board has acknowledged the work undertaken by PSNI to complete the remaining actions within the updated Action Plan. The Board has concluded there has been a reduction in the majority of VAWG offences compared to the previous year, however it is concerned that there has been a 100% increase in VAWG homicides.

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-  The Board has concluded that PSNI's performance in Year 5 is encouraging with no measures assessed as not achieved. In particular, the Board acknowledges this has been achieved against a backdrop of a challenging budgetary situation with police officer numbers at an all-time low.

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## OUTCOME ONE: WE HAVE A SAFE COMMUNITY

### MEASURE 1.1.1:

**Repeat victimisation rate and report on initiatives to support repeat victims with a focus on victims of (i) Domestic Abuse, (ii) Child Sexual Abuse and Exploitation (CSAE) and (iii) Hate Crime in 2024/25.**

#### ASSESSMENT FOR 2024-25

#### ACHIEVED

It is recognised PSNI are achieving a positive impact by investing in a number of initiatives to achieve fewer repeat victims of Domestic Violence and Abuse, CSAE, Hate Crime and Repeat Victimisation overall. When the data from 31/03/2024 is compared to the figures from 31/03/2023 there have been reductions in all areas. There has been fewer repeat victims of Domestic Violence and Abuse, CSAE, Hate Crime and Repeat Victimisation overall. Therefore, the Board assess this measure as being achieved.

#### ASSESSMENT FOR 2020-2025

#### PARTIALLY ACHIEVED

When the recent data is compared to the figures from 31/03/2021 there is a mixed picture. There has been a slight decrease in the number and percentage of overall repeat victims. This figure had been significantly higher in recent years but has now reduced to its lowest level since 2021.

There is a similar picture in regard to domestic abuse repeat victims, where the figures and percentage increased from 2021 to 2022, but have since reduced in recent years. The repeat percentage rate is now lower than 2021, however, the number of victims remain higher.

Regarding CSAE the number of victims is at its highest rate, and higher than 2021, however, the repeat victimisation rate has dropped slightly when compared to 2021. Finally, the number of hate crime victims has dropped significantly from the 2021 levels.

The reducing number of overall repeat victims and percentage rate is welcomed, however, there is more to consider in terms of the different categories of victims, some of which have decreased, and some have increased. Furthermore, it is recognised that these categories are often under reported. Therefore, while recognising the ongoing work in this area, the Board assess the Measure as being partially achieved.

**MEASURE 1.2.1:**

**Repeat offending rate and report on initiatives to reduce repeat offenders with a focus on Domestic Abuse in 2024/25.**

**ASSESSMENT FOR 2024-25****ACHIEVED**

When the data from 11/01/2025 is compared to the figures from 31/03/2023, there has been a reduction in the number of repeat offenders, however the percentage rate has increased slightly. Furthermore, when the figures for this time period for repeat offenders of domestic abuse are analysed, it shows a decrease in both the number and rate. While the rate of repeat offenders of all crime has increased slightly, all of the other figures have reduced in this time period. This slight increase in this rate can be attributed to the reduction in crime in this time period. Therefore, at this point in the Policing Plan, the Board assess the Measure as being achieved.

**ASSESSMENT FOR 2020-2025****ACHIEVED**

When the data is analysed, from March 2021 the number and rate of repeat offenders of all crime has fluctuated. While the number of overall repeat offenders was at its 2nd lowest in 2021, it has increased for several years, before reducing to its lowest figure in 2025. Yet, the rate of overall repeat offenders was at its highest in 2021 and then reduced before increasing again in 2024-25. Despite this fluctuation, it is important to recognise the rate of repeat offenders is based on overall crime, and the reduction in the number of repeat offenders of crime should be welcomed. PSNI advised the figures for repeat offenders of domestic abuse are only available from March 2023. When the figures for repeat offenders of domestic abuse are analysed for this time period, it shows a decrease in both the number and rate. This shows there has been a notable decrease in repeat offending for both all crime and domestic abuse.

Therefore, the Board assess the Measure as being achieved.

**MEASURE 1.2.2:**

**Through activity which has a minor, moderate and major impact, reduce the capacity and capability of Organised Crime Groups (OCGs) and paramilitary organisations to engage in criminal activity.**

**ASSESSMENT FOR 2024-25****PARTIALLY ACHIEVED**

When the figures from October 2023 – March 2024 are compared to the figures for April 2024 – March 2024 there is a mixed picture. Total disruptions have increased from 181 to 225, and there have been more minor and moderate disruptions. However there has been a slight decrease in major disruptions from 4 to 3. In terms of risk as a result of disruptions using MoRiLe scores, the P Grading shows a decline in P1 gradings, and an increase in P2, 3 & 4 when both 6-month periods are compared. While recognising overall disruptions have increased, there has not been a decrease in major and P1 graded disruptions, which has the greatest impact on reducing the threat posed by OCGs. Furthermore, there has been a decrease in the number of reports (80 > 66), and an increase in those charged (45 > 51). PSNI state there has been reductions in the figures for all the main crime categories, however, those crimes with a higher severity such as sexual offences are making up a higher proportion of overall crime.

**ASSESSMENT FOR 2020-2025****PARTIALLY ACHIEVED**

As stated, PSNI have moved to their new terminology with the classifications having changed to minor, moderate and major. Therefore, only 18 months' worth of data is currently available and the analysis and basis for the longer-term RAG status is based on this 18-month time period.

**MEASURE 1.3.1:**

**Number of people in Northern Ireland who feel 'unsafe/very unsafe' in their local area, in their local high street, town centre and in their own home at night.**

**ASSESSMENT FOR 2024-25****ACHIEVED**

Findings from the NI Safe Community Telephone Survey (NISCTS) (2022-23) show a slight increase in percentage of respondents who continued to be more likely to feel very unsafe while walking alone in their local area after dark (increasing from 6% to 7%). The same survey shows no change in percentage of respondents who feel very unsafe when alone in their home at night (remaining at 1%). Therefore there have been no notable changes to perceptions of safety since the previous survey. However these results show only a small minority of people feel unsafe and the vast majority of people surveyed continue to feel safe.

The Board therefore assesses this Measure to be achieved.

**ASSESSMENT FOR 2020-2025****ACHIEVED**

The NISCTS 2020-21 baseline figure was 6% for respondents who continued to be more likely to feel very unsafe while walking alone in their local area after dark. The % respondent rate fluctuated little during the life of the plan however most recently in 2022-23 has increased to 7%. Therefore there has been little change in the numbers of people feel very unsafe after dark in this period. In relation to respondents who feel very unsafe when alone in their home at night there was no change, and this remained consistent at 1%. For respondents that feel very unsafe in the community they live in, the NI Policing Plan Survey (NIPPS) from 2022 and 2023 show a slight decrease from 1.1% to 0.5% which is positive. Conversely, in relation to respondents who feel very unsafe in their local town centre, this increased from 1% to 2.5%. However, the Board recognises these percentages of people feeling unsafe are very low and show the majority of people feel safe.

The Board therefore assesses this measure to be achieved.

**MEASURE 1.3.2:****Rate of places repeatedly victimised.****ASSESSMENT FOR 2024-25****PARTIALLY ACHIEVED**

During the 2024-25 reporting period, PSNI made partial progress in improving places that are repeatedly victimised. In higher-than-average Wards reported crime decreased from 39,653 to 24,704. When last reported, 45 Wards were 'significantly above' the five-year average crime rate per household. This has dropped by 24 Wards and is now 21. In the previous year 9.8% of Wards were 'significantly above' the five-year average crime rate per household. This has also dropped 5.3% points to 4.5%. Overall, average Anti-Social Behaviour (ASB) in above average Wards increased from 7,280 to 10,954. In Wards 'significantly above' the five-year average ASB rate per household went up from 13 to 19. Wards 'significantly above' the five-year average ASB rate per household increased from 2.8% to 4.1%.

The Board therefore assesses this Measure to be partially achieved.

**ASSESSMENT FOR 2020-2025****ACHIEVED**

In Wards with a significantly higher than average crime rate per household the baseline was 24 (5.2%) in 2020-21. In the three years that followed these figures rose considerably (averaging 42 or 9%). Recent figures (21 or 4.5%) show a substantial decrease to a level below the 2020-21 baseline. The trend has similarities in relation to crime occurring within these Wards. The baseline in 2020-21 was 21.7% which increased considerably over the succeeding three-year period (averaging 32.8%). This year the figure decreased substantially and dropped back to 25.5%.

In relation to ASB, the baseline in 2020/21 was 61 (13.2%) in Wards with a significantly higher than average ASB rate per household. This had decreased significantly in year 2 by almost half (34) (7.4%) with a decreasing trend in years 3 and 4. Data from the recent reporting period indicates some increase to 19 (4.1%) but remains significantly below baseline figures. When it came to antisocial behaviour occurring within these Wards, there has been a year-on-year trend showing a significant decrease from year 1 (38.1%) to year 5 (25%). These reductions are likely the result of decreases in overall crime and ASB in Northern Ireland.

The Board therefore assesses this measure to be achieved.

**MEASURE 1.4.1:****Benchmark PSNI crime rates against previous rates and other similar police services.****ASSESSMENT FOR 2024-25****ACHIEVED**

In terms of crime rates, Northern Ireland has the lowest crime rate in the UK at 54.6 crimes per 1,000 population (as of March 2024), in comparison to other Most Similar Forces (MSFs). This is a decrease from 58.4 in March 2023. Furthermore, as of 14 August 2024, the crime rate has reduced further to 51.9 crimes per 1,000 of the population, a reduction of 2.7%, when compared to the 2023-24 annual figure. All crime rates by various categories have decreased against the baseline, and the majority of the main crime categories and ASB categories have reduced, with the exception of shoplifting, drugs offences and possession of weapons offences. As the trend in recorded crime is downwards as per the recorded crime rate per 1,000 population it could be argued that the community is safer as they are less likely to be a victim of crime.

The Northern Ireland community is also less likely to be a victim of crime than the population of England and Wales as we have the lowest recorded crime rate per 1,000 population. Therefore, at this point in the Policing Plan, the Board assesses the Measure as being achieved with the PSNI making good progress towards achieving a positive impact by maintaining the low levels of crime and keeping people safe.

**ASSESSMENT FOR 2020-2025****ACHIEVED**

Recorded crime initially experienced an increase after the 2021 figures, however the figures recorded in 2020-21 are significantly lower due to the impact of COVID restrictions, with the crime rate at 49.8. The crime rate prior to the COVID restrictions was 56.3, and post COVID restrictions this increased to 58.4. However, the crime rate has since reduced to 54.6 in 2023-24, and it has further reduced in the rolling 365-day period as of 13 August 2024 when it was 51.9. It is further stated in the Chief Constable's Accountability Report in March 2025, that in the 12 months from 1 February 2024 to 31 January 2025, the crime rate is 50 police recorded crimes per 1,000 population. This shows the crime rate has been steadily falling since it peaked in 2022-23.

A reverse picture can be seen in regard to the impact of COVID restrictions on ASB rates, as the rate increased to 33.9 in 2020-21, but has been in significant decline since 2021. The ASB rate was 23.7 in the 2023-24 financial year, and this has reduced further in the rolling 365-day period as of 13 August 2024, when it was 23.

In regard to data on specific offences there is a mixed picture. While progress has been made in a number of areas, there has been increased crime rates in others. Current figures of violence against the person, sexual offences and domestic abuse have fluctuated but remain above the 2021 baseline, while burglary has reduced, and robbery has maintained.

In relation to crime rates, Northern Ireland is consistently at the lower end of the range amongst the MSFs and below the England and Wales average for the majority of crime categories. Furthermore, over the past 5 years Northern Ireland has had the lowest crime rate or 2nd lowest crime rate when compared to the MSF.

Therefore, taking this analysis into consideration, the Board assess the Measure as being achieved.



**MEASURE 1.4.2:****Demonstrate progress against the Violence Against Women and Girls Strategy and Action Plan.****ASSESSMENT FOR 2024-25****ACHIEVED**

PSNI are achieving a positive impact by investing in a number of initiatives to achieve a reduction in crime rates and trends in relation to VAWG. PSNI have provided the Board with figures that show a decrease in the number VAWG offences, overall crime, repeat victims of VAWG offences, and the number of repeat offenders when compared to the previous reporting period.

There has been a slight increase in the percentage rate of repeat offenders of VAWG offences against the previous year. However, there has been a decrease in the majority of VAWG offences when the current 365 is compared to the previous 365. While these reductions are welcomed, there has been a significant rise in terms of the number of recorded VAWG homicides which has increased from 4 to 8 (100%) when the current 365 is compared to the previous 365 which is a concern.

In regard to comparison to most similar police services PSNI did not provide an update in regard to if the trends in VAWG offences had increased or decreased, as they advised there is not sufficient data available to access.

Therefore, taking this analysis into consideration, the Board assess the Measure as achieved.

**ASSESSMENT FOR 2020-2025****PARTIALLY ACHIEVED**

This measure has only been included in the Policing Plan for the last 2 years and therefore analysis is restricted to this time period.

There has been reductions from 31/08/2023 to 04/11/2024 in terms of the number VAWG offences, overall crime, repeat victims of VAWG offences. While these figures may be the beginning of a downward trend, due to the limited data it is not possible to make this conclusion at this stage. Furthermore, while these figures are welcomed, as previously noted, it is not possible to compare data with most similar police forces.

PSNI are currently working through their VAWG action plan and are beginning to have a positive impact by investing in a number of initiatives. However, while this work remains ongoing, and only 2 years of appropriate data are available, the Board assess the Measure as partially achieved.

## OUTCOME TWO: WE HAVE CONFIDENCE IN POLICING

### MEASURE 2.1.1:

**Number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused.**

#### ASSESSMENT FOR 2024-25

#### PARTIALLY ACHIEVED

The NISCTS 2022-23 found 5 of 8 measures have seen a further decrease during this period (last period 7 of 8). Public confidence in policing (and police accountability arrangements) decreased marginally from 82% to 81%. Confidence in local policing also decreased marginally from 72% to 70% and respondents agreeing that police have a visible presence decreased from 39% to 37% (last year unchanged).

There is no change in respondents who agree that the local police can be relied on to be there when you need them (63%). These results indicate a reduction in confidence in policing overall and local policing. However the majority of those surveyed still retain high levels of confidence in policing, which is encouraging.

The Board therefore assesses this measure as partially achieved.

#### ASSESSMENT FOR 2020-2025

#### PARTIALLY ACHIEVED

The NIPPS 2023 had shown upward trends in 2/3 category questions. The greatest increase was from respondents who believe the police have a visible or very visible presence in their area and went up from 40% to 44.1%. In the NISCTS, all 8 measures have decreased from the baseline and while there is an overall picture of a downward trend, this assessment recognises the majority of survey respondents have confidence in policing. The Board also recognises the climate of budgetary constraint that has impacted on PSNI's ability to deliver this Measure and will continue to monitor the trend in future surveys.

The Board therefore assesses this measure as partially achieved.

**MEASURE 2.1.2:**

**Report on the levels (numbers and outcomes) of conduct cases within the police service.**

**ASSESSMENT FOR 2024-25****PARTIALLY ACHIEVED**

PSNI are investing in a number of initiatives to achieve an improved confidence in policing. Within this time period, PSNI have provided the Board with figures that show an increase in the reported breaches of the Code of Ethics. The data also shows the number of outcomes for misconduct meetings has increased, and misconduct hearings have reduced slightly. Discipline Branch investigations have decreased, while Anti-Corruption Unit investigations have increased. The Board notes there have been no investigations in relation to whistleblowing.

In terms of the data provided which is specific to the impacts of this measure, PSNI have provided figures that show a decrease in the number of investigations and a reduction in the monthly average number of conduct cases. Furthermore, the number of suspensions are slightly above average and the number of repositioning's are below average.

As the data shows mixed results, the Board assess the Measure as partially achieved.

**ASSESSMENT FOR 2020-2025****PARTIALLY ACHIEVED**

When the 2021-22 data is compared to 2023-24, in terms of the data provided which is specific to the impacts of this measure, PSNI have provided figures that show an increase in the number of investigations and a slight reduction in the monthly average number of conduct cases. The number of suspensions are above average, and the number of repositioning's are below average.

This measure is relatively new in the policing plan, and the data provided has only been reported on for 2 years. Therefore, Board assess the Measure as partially achieved.

**MEASURE 2.1.3:****Report on the levels of 999 (emergency) and 101 (priority call) response.****ASSESSMENT FOR 2024-25****PARTIALLY ACHIEVED**

A current lack of relevant UK data on response times enabling comparisons to be made between PSNI and comparative police services means data needed for this purpose is not yet available. It is therefore not possible to assess how PSNI Emergency/Priority Service Level Agreements (SLA) targets compare with other Police Services across the UK.

Internal PSNI data for 999 Emergency Calls indicates that PSNI attended 82.3% of calls within SLA targets requiring the attendance of calls within 15 minutes. This had increased marginally but was not significantly changed from the same period in 2023 when it was 82.1%. Data for 101 Priority Calls indicates that PSNI attended 71.9% of calls within SLA targets requiring the attendance of ALL calls within 60 minutes. Police response for this SLA had increased by 2.8% points from the same period in 2023 when it was 69.1%, which is positive.

The Board therefore assesses this measure to be partially achieved.

**ASSESSMENT FOR 2020-2025****PARTIALLY ACHIEVED**

This measure was added just two years ago and there is not yet sufficient longitudinal data available on which to base broader assessment. We also note an absence but recognise current challenges with obtaining credible national comparative data. Existing data indicates that there was marginal improvement from the previous year, and this was the same trend for 101 Priority Calls that achieved 71.9% attendance of calls within SLA targets to attend calls within 60 minutes.

The Board therefore assesses this measure to be partially achieved.

**MEASURE 2.2.1:**

**Number of victims and service users who are satisfied with the service they have received.**

**ASSESSMENT FOR 2024-25****PARTIALLY ACHIEVED**

Results from the Victim Satisfaction Survey (VSS) show that in three of four areas, there has been some minor improvements in survey results. It is noted that 'being kept informed' (Q2) remains the consistently lowest satisfaction rate at 56.5%. Also remaining low, the overall satisfaction rate with the service increased slightly from 66.5% to 67%. We note that 1,039 responded to the survey between 1 April to 30 June. The fact that this is the highest response rate (16.6%) to date is encouraging.

PSNI in the latest update, indicate that it is difficult to conclude if overall satisfaction has increased or decreased since the last report. Based on the current evidence available, our assessment is that there has been some marginal improvement.

The Board therefore assesses this Measure as partially achieved.

**ASSESSMENT FOR 2020-2025****PARTIALLY ACHIEVED**

Findings from the VSS show that there has been minor trend improvement in 2/4 (50%) question responses while 2/4 (50%) question responses have also dropped slightly. It is difficult to make a conclusive judgment from this data given that changes are marginal and balanced 50/50. Of victims very satisfied/satisfied with the response from the PSNI the NIPPS 2023 found marginal decrease in satisfaction which dropped from 59% to 55%. For service users very satisfied/satisfied with the response from PSNI there was little change (dropping from 69% to 68%).

The Board therefore assesses this measure as partially achieved.

**MEASURE 2.3.1:**

**Improve representativeness of the service across ranks, grades and departments by gender, community background, ethnic origin, disability, sexual orientation and in respect of recruitment, socio-economic background.**

**ASSESSMENT FOR 2024-25****PARTIALLY ACHIEVED**

This assessment takes account of ongoing challenges faced by PSNI as the result budgetary constraints. It is an issue that continues to stifle an opportunity to significantly increase representativeness through the consistent recruitment of officers and staff. The Board supports the Chief Constable in welcoming the budget announcement in November 2024 by the Minister of Justice and recognises the potential for this to have a positive impact on reducing the under representation of Catholics, females, and minority groups/communities in PSNI. We note the submission of a Workforce Recovery Plan by the Chief Constable to recover officer and staff numbers to 7,000 and 2,572 respectively over the next three years.

We also recognise the need for strong strategic focus on outreach and it is reassuring that a Gold Command Structure has been put in place to provide leadership and oversight of this issue. We note the proactivity by officers and staff in reaching out and encouraging people to join their organisation and acknowledge that some progress has been made in representation by some from the LGBTQ+, ethnic minority and disability groups/communities.

Improvements in representation by Catholic officers and staff, female officers, LGBTQ+, ethnic minorities and disabilities are not significant with no significant changes in the data available. However, it has been noted that Catholic officers and female officers are currently at the highest level. This is due to the impact of retirements from PSNI which are mostly Protestant males.

The Board therefore assesses this Measure as partially achieved.

**ASSESSMENT FOR 2020-2025****PARTIALLY ACHIEVED**

The number of Catholic officers in PSNI has increased from the baseline 31.8% to 32.9% (31/10/2024) and the number of female officers has also increased from 29.8% to 32.2%. Also, during the plan period, the number of Catholic and female staff has decreased slightly. There have been small increases (from March 2022) across all reported S75 categories in relation to officers and staff except for ethnic minority officers which remains at 0.7%.

This assessment takes account of ongoing budgetary constraints believed to be impacting on representativeness. The implementation of the Chief Constable's Workforce Recovery Plan, recruitment campaigns and commitment to outreach will be robustly monitored during the new Policing Plan.

The Board therefore assesses this Measure as partially achieved.

**MEASURE 2.4.1:**

**Levels of crime outcomes, with a particular focus on Domestic Abuse, to identify areas of concern.**

**ASSESSMENT FOR 2024-25****PARTIALLY ACHIEVED**

When comparing the most recent 365-day rolling period against the previous there has been a marginal increase in charge/summons, and a decrease in out of court outcomes. In terms of the attrition rate, this has increased marginally from 22.5% to 22.8% while the evidential difficulties (victim supports) has decreased. Therefore, there has been no significant improvement from the previous year.

When looking specifically at the 'Domestically Motivated' outcomes figures, when comparing the most recent 365-day rolling period against the previous there has been a decrease in charge/summons, and out of court outcomes have remained static. In terms of the attrition rate, this has increased from 35.4% to 39.9%. Therefore, there has been an overall reduction in outcomes for domestically motivated outcomes. However, when the outcome rates in Northern Ireland are compared to the most similar forces they compare favourably, however, there is some variation in regard to how outcomes are categorised.

Therefore, for this period of the Policing Plan, the Board assess the Measure as partially achieved.

**ASSESSMENT FOR 2020-2025****PARTIALLY ACHIEVED**

When comparing the most recent 365-day rolling period against the 5-year average there has been an increase in charge/summons and increase in out of court outcomes. However, the attrition rate has also increased.

When looking specifically at the 'Domestically Motivated' outcomes figures, when comparing the most recent 365-day rolling period against the 5-year average, there has been a decrease in charge/summons, but out of court outcomes have increased. In terms of the attrition rate, this has also increased. While some positives can be seen in terms of the increase in charge/summons and out of court outcomes in all crime, and charge/summons in domestically motivated crimes, there is a worrying increase in the attrition rate.

As mentioned, when the outcome rates in Northern Ireland are compared to the most similar forces they compare favourably, however, there is some variation in regard to how outcomes are categorised.

Therefore, for this period of the Policing Plan, the Board assess the Measure as partially achieved.



# OUTCOME 3: WE HAVE ENGAGED AND SUPPORTIVE COMMUNITIES

## MEASURE 3.1.1:

In collaboration with the community deliver on the commitments outlined in the Local Policing Review.

ASSESSMENT FOR 2020-2025	ACHIEVED
The Performance Committee agreed to close off these actions at the meeting on 16 February 2023. The Local Policing Review was therefore replaced in the Policing Plan with a new measure on the Here for You Engagement Strategy and the Hallmarks of Neighbourhood Policing. The Board, therefore, consider that this Measure has been achieved.	

**MEASURE 3.1.1:**

**Demonstrate progress against the “Here for You” Public Engagement Strategy and the associated Hallmarks of Neighbourhood Policing.**

**ASSESSMENT FOR 2024-25****PARTIALLY ACHIEVED**

PSNI have provided updates regarding the “Here for You” Public Engagement Strategy and the associated Hallmarks of Neighbourhood Policing’. However, this is the 2nd year this measure has been implemented its now clear that it is difficult to develop baselines for this measure. While the updates provided are useful, these relate mostly to strategies and case studies which only provide qualitative data and do not provide quantitative data. Therefore, it is not possible to provide a quantitative answer to the impacts - has the level of engaged communities improved or deteriorated? Or has the level of supportive communities improved or deteriorated? However, the Board considers PSNI have demonstrated progress against the “Here for You” Strategy and the associated Hallmarks of Neighbourhood Policing. In particular, the Board would consider the engagement work undertaken with the Muslim community following the public disorder in August 2024 as a good example of engagement with a community that resulted in a positive outcome. The Board, therefore, considers this Measure to be partially achieved.

**ASSESSMENT FOR 2020-2025****PARTIALLY ACHIEVED**

This is the second year since the introduction of this measure and it is not possible to provide an answer to the identified impacts. PSNI have provided regular updates on progress of the “Here for You” engagement strategy and the Hallmarks of Neighbourhood Policing. However, it is difficult to provide evidence that these strategies are working and the new Policing Plan 2025-2030 will take account of this. The Board, therefore, considers this measure to be partially achieved.

**MEASURE 3.1.2:**

**Identify and report on the Neighbourhood Policing Team initiatives to address local problems and tackle local issues, including co-designed solutions, in line with Neighbourhood Policing Guidelines.**

**ASSESSMENT FOR 2024-25****PARTIALLY ACHIEVED**

PSNI have now completed the fourth Neighbourhood Policing Team (NPT) Self-assessment Survey, providing opportunity to compare the results.

In Year 4 it is difficult to provide comparisons with previous years as only 44 NPTs took part in the survey, compared to more than 70 in previous years. Therefore, the results of this year's survey need to be considered in this context. Overall, most of the survey results show a decrease in comparison to the previous year. However, due to the significant reduction in the number of NPTs who completed this year's survey, a fair and accurate comparison with Year 3 cannot be made. The Board, therefore, assesses this Measure at this time as partially achieved.

**ASSESSMENT FOR 2020-2025****PARTIALLY ACHIEVED**

PSNI have now completed the fourth Neighbourhood Policing Team (NPT) Self-assessment Survey, providing opportunity to compare the results. Overall, the survey results have been mixed and as noted above, there was a reduced participation in the survey in Year 4. However, the reduction in NPT Officer numbers from 691 in 2021 to 512 cannot be ignored as it will undoubtedly adversely impact PSNI's ability to engage effectively with communities. The Board, therefore, assesses this Measure as partially achieved.

**MEASURE 3.1.3:**

**Assess and evaluate the impact of partnership working with local communities, including but not exclusively, in areas of high deprivation and areas that have been repeatedly victimised.**

**ASSESSMENT FOR 2024-25****PARTIALLY ACHIEVED**

In making comparisons between the 2024 and 2023 Community Policing Surveys, it is important to note the difference in respondents to both surveys as the 2024 survey saw an increase of 42% in responses. The 2024 survey has seen a marked reduction in those involved in local issues, with only 25% involved compared to 78% in 2023. The CPS 2024 states 64% thought there had been a mutually satisfactory solution to local issues, compared to 52% in 2023. Therefore, this points to mixed results when comparing the two surveys. The Board also recognises the good examples of partnership working carried out by the PSNI in areas of high deprivation and repeatedly victimised. In particular the Board acknowledges the work carried out under Op Tenuous to address hate incidents in the Ballycraigy estate and regarding the loyalist feud in the West Winds area of Newtownards.

The Board, therefore, considers this Measure to be partially achieved.

**ASSESSMENT FOR 2020-2025****PARTIALLY ACHIEVED**

The 2023 Policing Plan survey states that 67.9% of respondents thought that PSNI were 'engaged' or 'very engaged' in their communities, compared to 63.7% in 2022. One quarter (25.3%) did not believe they are engaged, which is a similar figure to 2022 (25.5%). The survey also states, '74.6% thought PSNI were supportive or very supportive of communities in the local area. This has increased by 6.2 percentage points from 2022 (68.4%). This shows a general improvement in the 2023 Policing Plan Survey compared to 2022, in relation to engagement with communities. As stated above, when comparing the 2024 Community Policing Survey with the 2023 survey, there are mixed results. The 2024 CPS showed a notable drop in the number of respondents who are involved in local issues. The Board recognises the good examples of partnership working carried out by PSNI in areas of high deprivation and repeatedly victimised within the last 5 years, which may not be reflected in survey results. The Board is also conscious of the impact of the significant reduction in Neighbourhood Officers will have on demonstrating progress against this measure. The Board, therefore, considers this Measure to be partially achieved.

# ACCOUNTABILITY REPORT

## Introduction

The Accountability section of the Annual Report outlines how NIPB meets its key accountability requirements to the Assembly and ensures best practice with corporate governance norms and codes. The three sub-sections within the Accountability Report are outlined below.

- Corporate Governance Report
- Remuneration and Staff Report
- Assembly Accountability and Audit Report

## Corporate Governance Report

The purpose of this section is to explain the composition and organisation of NIPB's governance structures and how they support the achievement of its objectives.

## The Director's Report

### Senior Management Team

The NIPB Senior Management Team (SMT) which served during the year was as follows:

<b>Mrs. S Simpson</b>	Chief Executive Officer
<b>Mr. S Hagen</b>	Acting Chief Executive from 12 January 2024 to 2 February 2024 Senior Director of Resources from 17 April 2023
<b>Mrs. A McGuckin</b>	Director of Police Pensions & Injury Benefits to 20 August 2024
<b>Mrs. N McMahon</b>	Acting Director of Police Pensions & Injury Benefits from 22 January 2024 to 31 October 2024
<b>Mr. A McNamee</b>	Director of Performance
<b>Mrs. J Passmore</b>	Director of Partnership
<b>Mrs. S Reid</b>	Acting Director of Partnership from 18 October 2023 to 4 February 2024 Acting Director of Police Pensions & Injury Benefits from 28 October 2024

The Chief Executive, supported by the Directors, is responsible for the day-to-day operation and performance of NIPB. They meet regularly to address standing agenda items such as financial, resourcing, operational management, health and safety and business development issues, and other emerging issues to ensure the smooth running of the organisation.

### Details of significant interests held by Senior Management

Members of the SMT do not hold any other directorships or any other significant interests which may conflict with their management responsibilities.

## Policing Board Membership

The Police (NI) Act 2000 sets out the requirements for membership of NIPB during devolved government, with the Board comprising of 10 elected NI Assembly Members and nine Independent Members. From 1 April 2024 – 31 March 2025 Board membership comprised:



### PERIODS OF APPOINTMENT

- |                        |                       |
|------------------------|-----------------------|
| (I) 1/4/24 – 31/3/25   | (IV) 1/4/24 – 11/4/24 |
| (II) 24/4/24 – 31/3/25 | (V) 1/4/24 – 1/5/24   |
| (III) 1/5/24 – 31/3/25 |                       |

1. Les Allamby (I) Independent Member
2. Cathal Boylan MLA (I) Political Member Sinn Féin
3. Cheryl Brownlee MLA (I) Political Member DUP
4. Keith Buchanan MLA (I) Political Member DUP
5. Alan Chambers MLA (II) Political Member UUP
6. Marian Cree (I) Independent Member
7. Trevor Clarke MLA (I) Political Member DUP
8. Linda Dillon MLA (I) Political Member Sinn Féin
9. Mark H Durkan (I) Political Member SDLP
10. Gerry Kelly MLA (I) Political Member Sinn Féin
11. Dr Kate Laverty (I) Independent Member

12. Nuala McAllister (I) Political Member Alliance
13. Frank McManus (I) Independent Member
14. Peter McReynolds (III) Political Member Alliance
15. Brendan Mullan (I) Independent Member
16. Patrick Nelson (I) Independent Member
17. Mike Nesbitt (IV) Political Member UUP
18. Tommy O'Reilly (I) Independent Member
19. Peter Osborne (I) Independent Member
20. Mukesh Sharma MBE DL (I) Independent Member
21. Eóin Tennyson (V) Political Member Alliance

## Corporate Governance within the Board

Corporate Governance within NIPB operates through a formal structure of five Committees:

- Audit and Risk Assurance Committee (ARAC)
- Resources Committee
- Performance Committee
- Partnership Committee
- Discipline Committee

The role of the ARAC includes advising the Board and Accounting Officer on strategic processes for risk, internal control and governance, assurances relating to the risk management framework and also the processes and corporate governance requirements for the organisation. The Board's ARAC is also responsible for the planned activity and results of Internal and External Audit and has delegated authority from the Board to approve the annual Internal Audit Programme of Work.

The role of the Resources Committee is to support the Board in fulfilling its legislative and oversight responsibilities for all issues related to Finance, Human Resources (including Representativeness, Police Pensions and Injury on Duty Awards), Land and Property, Information Technology and Equality in PSNI. The Committee also has responsibility for oversight and approval of the Board's financial management.

The role of the Performance Committee is to support the Board in its responsibilities for issues related to PSNI operational performance to include performance against the Policing Plan measures specific to the committee, Human Rights compliance and the Professional Standards of Police Officers. The Committee also oversees the exercise of the functions of the NCA in Northern Ireland.

The role of the Partnership Committee is to support the Board in its statutory responsibilities for partnership working, including: Policing and Community Safety Partnerships (PCSPs), implementation of the Police Property Fund grant schemes, oversight of the PSNI Policing with the Community Strategy, Board and PSNI communications activity, strategic engagement and community consultation.

The role of the Discipline Committee is to discharge the Board's responsibilities as appropriate authority for senior officers (those above the rank of Chief Superintendent) in the Police Service of Northern Ireland (PSNI) as set out in the Police (Conduct) Regulations (Northern Ireland) 2016.



Each of the Committees are advisory sub-Committees of the Board with no executive functions and each produces a year-end report detailing its activities throughout the year. A summary of the Committee activities during 2024-25 will be discussed elsewhere in this Report.

### **Non-current Assets**

Movements in property, plant and equipment are disclosed in Note 6 to the Financial Statements and movements in intangible assets are disclosed in Note 7. A Right of Use Asset and its associated movements have been disclosed in Note 8. The Board does not believe there is any material difference between the market and net book value of its assets.

### **Interest Rate and Currency Risk**

NIPB has no borrowings, relies on the DoJ for its cash requirements and is therefore not exposed to liquidity risks. It also has no material deposits, and all material assets and liabilities are denominated in sterling, therefore it is not exposed to interest rate risk or currency risk.

### **Future Developments**

Delivery against a new five-year Policing Plan commenced on 1 April 2025 and through the Board's Committee structures PSNI's performance against each of the new 16 indicators will be scrutinised. This scrutiny will be enhanced over the lifetime of the Policing Plan through focused engagement with stakeholders and victims of crime through our "Conversations With Purpose" workstreams.

Advocating and securing sufficient funds for policing will be a priority for the Board over the coming years. There will be a particular emphasis on securing additional funding to allow for implementation of the recovery business case to increase police and police staff numbers to an acceptable level, and to maximise opportunities to achieve representativeness. In the longer term, securing a baseline funding allocation for PSNI that allows a balanced budget to be provided to the Board each year will be important.

The Board will also continue to oversee work on the PSNI transformational programmes around IT, Estates, Fleet, People and Transport.

The Board's Corporate Plan has been designed as a 5-year plan to align with the new Policing Plan 2025-2030, with Department of Justice priorities and long-term policing objectives, and to take account of issues in the wider Programme for Government. Annual business plans will be developed to support delivery of the corporate plan and provide a mechanism for the Board to scrutinise the performance of the organisation.

During 2025 the Board will appoint a new Human Rights Advisor and develop a programme of work for monitoring PSNI compliance with the Human Rights Act. The Board will also continue its focus on ethics and standards, informed by the work of local and national inspection and oversight bodies.



The Board will continue to fund and support the Policing and Community Safety Partnerships and will provide training to assist them in fulfilling their Strategic Objectives to help improve community safety and increase confidence in policing. Joint Committee (which comprises of Board and Department of Justice representatives) will work with the PCSPs, providing strategic direction and guidance to ensure the Partnerships and Policing Committee are maximising their full potential.

The Board will continue to lobby and make representations for administration of the Ill Health Retirement and Injury on Duty schemes to move from the Board's remit. The Board will further engage in departmental led work to provide for legislative change to the arrangements for Injury on Duty schemes for officers in PSNI, including collaborative work to consider the consultation response on proposed legislative changes in line with the 2020 NIAO report and in line with the need for major reform of the police injury award scheme as highlighted by the Scofield determination.

We will continue to work closely with all key partners to ensure we fulfil our statutory duties efficiently and effectively and will have a renewed focus on the functioning of the Board as a whole, informed by internal and external effectiveness reviews.

### **Charitable Donations**

No charitable donations were made in the year (2023-24: £Nil).

### **Health and Safety**

NIPB is committed to providing staff with an environment that is, as far as possible, safe and free from risk to health. In accordance with this commitment, the Board has complied with the relevant legislation.

### **Sustainability Statement**

The Climate Change Act (Northern Ireland) 2022 (the Act) sets a clear statutory target of net zero emissions by 2050. This legislation places a statutory duty on all government departments to exercise their functions in a manner that is consistent with achieving that target as far as possible. The legislation requires the publication of a series of Climate Action Plans which set out how carbon budgets will be achieved across five yearly intervals. These Plans contain policies, proposals and actions submitted by all departments to meet sector specific emissions targets.

The legislation also requires that each department monitors and reports on progress made in its area of responsibility, in implementing the proposals and policies set out in the Climate Action Plan. The information collected through sustainability reporting may form a part of the interim (after three years of carbon budget) and final (after final year of carbon budget) Climate Action Plan progress reports. Therefore, it will be important that departments start to gather baseline data and measure the impact of actions taken.

The requirements contained within the Act are underpinned by a number of additional key strategic drivers which require actions that contribute towards achieving Net Zero, a clean environment rich in biodiversity and promoting a sustainable economy. These include for example: draft Programme for Government (PfG) 2024-2027; draft Green Growth Strategy for Northern Ireland; Environmental Improvement Plan; the Executive's Energy Strategy for Northern Ireland 'Path to Net Zero Energy'; the Energy Strategy Action Plans; draft Circular Economy Strategy; and the UN 2030 Agenda for Sustainable Development.

As NIPB is an executive Non-departmental Public Body, sponsored by the Department of Justice (Northern Ireland), it is committed to working in tandem with the departmental (DoJ) Outline Sustainability Strategy and associated action plan 2023-2027. This sets out key focus areas for sustainability and carbon reduction to support us in meeting our obligations under the Climate Change Act (NI) 2022.

In 2023, the Board relocated to James House situated in the Gasworks Complex Belfast. This relocation resulted in a 65% reduction in floor space in line with NICS New Ways of Working guidance. James House offers Category A office accommodation with an improved energy rating by utilising advanced building management systems including, but not limited to, motion sensor LED lighting, thermostatically controlled heating/cooling, and water optimisation. The reduction in overall floor space, combined with building management practices, has resulted in a 76% reduction in gas consumption and a 67% reduction in electricity consumption compared to 2021-22 usage (DoJ Core baseline year). Water usage costs have also seen a reduction of 70% during this same period.

An Initial Environmental Review (IER) is commencing to understand the environmental impact the organisation has, identify areas of best practice and areas that require improvement. This review will also assist in the creation of Sustainability Action Plan for the organisation which will include work towards establishing carbon baseline measures for direct, indirect, and business travel related emissions. Work is progressing on reducing single use plastic consumption in the organisation with bottled water no longer made available at Committee or Board Meetings going forward.

### **Payments to Suppliers**

NIPB's policy is to pay bills from suppliers within ten working days following receipt of a properly rendered invoice or in accordance with contractual conditions, whichever is the earlier. During this year the Board achieved a prompt payment performance of 99.57% (2023-24: 99.8%) of all properly rendered invoices within ten days and no interest or penalties were incurred.

### **Pensions**

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme (NI) (PCSPS) (NI). Detailed information on Pensions can be found in the Remuneration and Staff Report and in the Notes to the Financial Statements.

## Audit

Financial statements for 2024-25 are audited by the Comptroller and Auditor General for Northern Ireland (C&AG), who heads the Northern Ireland Audit Office (NIAO), is appointed by statute and reports to the NI Assembly. Her certificate is produced at page 118.

The audit fee for the work performed by the staff of the C&AG during the reporting period, and which relates solely to the audit of these Financial Statements, was £23,900 (2023-24: £23,100). The C&AG carried out an annual review of the Board's obligations under Part V of the Police (NI) Act 2000 to provide an independent assessment of NIPB's approach to Best Value/Continuous Improvement and made conclusions which resulted in an unqualified audit opinion for the year 2024-25.

## Information Assurance

The Senior Information Risk Owner (SIRO) is the Chief Executive who has responsibility, on behalf of the Board, for Information Assurance (IA) governance and risk ownership in the organisation. Information Asset Owners (IAO) are responsible for the management of the information assurance risks in their respective business areas.

The Chief Executive sits on the DoJ Information Risk Owners Council (IROC). The membership is made up of lead senior representative Information Asset Owners at Senior Civil Service level drawn from across the business areas of the core DoJ, its Agencies and Arm's Length Bodies.

The role of the IROC is to ensure that the value of information held and used by its membership is identified and utilised to the fullest extent to support the Government's strategic objectives, while understanding the risks to the information and ensuring that the necessary controls are in place to protect information from inappropriate use. The members are also responsible for managing all information in their business areas in ways that preserve its confidentiality, integrity and availability.

The UK GDPR gives individuals the right to access information held about them by public authorities. Such a request is known as a Subject Access Request and the public authority must provide the information promptly and no later than one calendar month after the request was received, unless there are grounds for withholding the information.

During the period 1 April 2024 – 31 March 2025 the Board received 43 Subject Access Requests. The Board responded to 49% of these requests within regulatory timeframes. This compares to 36% in the 2023-24 period. The delay in responding to requests outside of timeframes was as a result of the volume of material sought coupled with operational and staffing pressures throughout the organisation. This is an issue that the Board keeps under constant review.

Security/Data incident management is a critical activity for the Board. Under Data Protection legislation organisations have a mandatory requirement to notify the Information Commissioner's Office (ICO) of notifiable data breach incidents within 72 hours.

During the reporting period 1 April 2024 – 31 March 2025 the Board did not have cause to report any security/data incidents to the ICO.

The Board will continue to monitor and assess its information risk to identify any weaknesses and to ensure continuous improvement of its systems.

### **Fraud and Error**

NIPB's Accounting Officer (Chief Executive) is responsible for establishing and maintaining a sound system of internal control that supports the achievement of Board policies, aims and objectives. The system of internal control is designed to respond to and manage the whole range of risks that the Northern Ireland Policing Board faces. The system of internal control is based on an on-going process designed to identify the principal risks, to evaluate the nature and extent of those risks and to manage them effectively.

Overall responsibility for managing the risk of fraud is with the Senior Management Team (SMT) however NIPB requires all staff, at all times, to act honestly and with integrity, and to safeguard the public resources for which they are responsible. Fraud is an ever-present threat to these resources and must be a concern to all members of staff. NIPB takes fraud very seriously, taking a zero-tolerance approach, and will ensure that all cases of actual or suspected fraud, including attempted fraud, are vigorously and promptly investigated and that appropriate remedial action is taken, including recovery of losses.

NIPB is also committed to ensuring that opportunities for fraud and corruption are reduced to the lowest possible level of risk.

Internal Audit is responsible for the provision of an independent and objective opinion to the Accounting Officer on risk management, control and governance. The adequacy of arrangements for managing the risk of fraud and ensuring NIPB promotes an anti-fraud culture is a fundamental element in arriving at an overall opinion.

The Audit and Risk Assurance Committee (ARAC) has responsibility for providing assurance and advice in terms of NIPB's audit function. The ARAC reviews NIPB's Fraud Prevention Policy and receives reports from Internal and External Audit, and any other Investigating Officers where suspected fraud has been investigated.

The role of NIPB's external auditor (the Northern Ireland Audit Office (NIAO) on behalf of the Comptroller and Auditor General) is to give an opinion whether the financial statements give a 'true and fair view' and whether the expenditure has been applied for the purposes intended by the Assembly and conform to the authorities which govern them (referred to as the 'regularity' opinion). In doing so the NIAO will plan its work with due regard to the possibility of material fraud having occurred. Where such cases are identified the external auditor will notify senior management for them to carry out their investigations. It must be reiterated that it is not the responsibility of the external or internal audit to detect cases of fraud; this is primarily a management responsibility.

## Statement of Accounting Officer Responsibilities

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Under paragraph 16 of Schedule 1 to the Police (NI) Act 2000 as amended by the Police (NI) Act 2003 and the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010, the Northern Ireland Policing Board is required to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of NIPB and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual (FReM) and in particular to:

- observe the accounts direction issued by the DoJ, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- make judgements and estimates on a reasonable basis
- state whether applicable accounting standards as set out in the FReM Reporting Manual have been followed, and disclose and explain any material departures in the accounts
- prepare the accounts on a going concern basis
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable

The Principal Accounting Officer of the DoJ has designated the Chief Executive as Accounting Officer for NIPB. The responsibilities of an Accounting Officer include responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding NIPB's assets, as set out in Managing Public Money Northern Ireland published by HM Treasury.

As the Accounting Officer I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that NIPB's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

## Governance Statement 2024-25

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### Scope of Responsibility

As Accounting Officer, I have responsibility for maintaining a sound system of governance and internal control to support the achievement of NIPB's objectives and actions set out in our Corporate Plan 2023-2025 and associated annual Business Plan 2024-25, whilst safeguarding the public funds and assets for which I am directly responsible. This is carried out in accordance with the responsibilities assigned to me in Managing Public Money Northern Ireland.

The NIPB is a Non-Departmental Public Body (NDPB) sponsored by the DoJ and is made up of 19 Political and Independent members, including a Chair and Vice Chair. The Policing Board takes its powers primarily from the Police (NI) Act 2000 and 2003 and the Justice Act (NI) 2011. Members of the Board are responsible for overseeing policing in Northern Ireland and holding PSNI to account through the Chief Constable.

The Board is legislatively responsible for the oversight of the work of the PSNI and has a range of key legislative functions to fulfil. These areas are detailed in NIPB's Corporate and Business Plans and details can be found at section 2 of this Annual Report.

### Purpose of the Corporate Governance Framework

NIPB's Corporate Governance Framework sets out the arrangements for how the organisation is directed and controlled and how its responsibilities are discharged. It enables the setting of corporate objectives, the efficient deployment of resources towards the delivery of these priorities and monitoring of organisational performance.

This governance framework is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of NIPB's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively, and economically. The system of internal control has been in place in the Board for the year ended 31 March 2025 and up to the date of approval of the annual report and accounts and accords with DoF guidance. [NIPB's Governance Framework is available on our website.](#)

## **The Governance Framework**

### **(i) Sponsorship Arrangements**

Within the DoJ, the Safer Communities Directorate is the Sponsor Branch for NIPB. The Sponsor Branch monitors NIPB's activities on a quarterly basis through a report from the Chief Executive on performance, budgeting, control and risk management. Sponsor Branch in turn keeps NIPB informed of relevant Executive/Government policy, advising on interpretation, and issuing specific guidance as necessary.

I meet with DoJ officials twice per year along with the Board's Director of Resources to review the Board's performance. The Board Chair and Vice Chair report to the Minister of Justice (or Permanent Secretary if no Minister is in place) on the Policing Board's performance on an annual basis.

A Management Statement and Financial Memorandum (MSFM) document is in place between NIPB and DoJ. The Management Statement sets out the broad framework within which NIPB will operate, in particular:

- NIPB's overall purpose, objectives and measures in support of the DoJ's wider strategic aims
- The rules and guidelines relevant to the exercise of the NIPB's functions, duties and powers
- The conditions under which any public funds are paid to NIPB
- How NIPB is held to account for its performance.

The associated Financial Memorandum sets out in greater detail certain aspects of the financial provisions which NIPB shall observe. In due course and in line with mechanisms established by the DoJ, Board officials will (on behalf of the Board) participate in the DoJ led process regarding the development of a Partnership Agreement which will be based upon the principle of Proportionate Autonomy and in accordance with a model Agreement that has been drafted by the Department of Finance.

### **(ii) The Policing Board**

NIPB is governed by its 19 Members. Membership of the Board is governed by Part III of Schedule 2 to the Police (NI) Act 2000 which states that the Board shall comprise of ten political Members of the Assembly appointed under D'Hondt and nine Independent Members. Members work together and act as a single corporate body.

The Board has corporate responsibility for the strategic direction of the organisation and for developing the Corporate and Annual Business Plans, for monitoring the organisation in the effective and efficient performance of its statutory duties and ensuring the Policing Board complies with statutory requirements for the use of public monies.



In terms of governance oversight, the Board has a specific responsibility, outlined in the Management Statement, to:

‘...ensure that any statutory or administrative requirements for the use of public funds are complied with; that NIPB operates within the limits of its statutory authority and any delegated authority agreed with the DoJ, and in accordance with any other conditions relating to the use of public funds; and that, in reaching decisions, NIPB takes into account all relevant guidance issued by DoF and DoJ.’

The Chair has particular responsibility to provide effective and strategic leadership to the Board. The Chair will ensure that all members of the Board, when taking up office, are fully briefed on the terms of their appointment and on their duties, and responsibilities and will undertake an annual appraisal of Independent Members of the Board. I work closely with the Chair to facilitate the business of the Board.

Following appointment Board Members are required to:

- adhere to the Members Code of Conduct
- not misuse information gained in the course of their public service for personal gain
- declare publicly and to the Board any private interests that may be perceived to conflict with their public duties
- comply with NIPB’s rules on gifts and hospitality, and of business interests
- act in good faith and in the best interests of NIPB

With regard to declaring interests or conflicts of interest, on an annual basis Board Members complete a Register of Interests [which is published on NIPB website.](#)

Likewise, members of the Board’s Senior Management Team (SMT) also complete an annual register of interests declaration. At the beginning of each Board and Committee meeting, Members are asked whether they have any conflicts of interest to declare regarding the agenda items to be discussed, this is recorded in the minutes of each meeting.

Members each have a corporate and collective responsibility to ensure that the Board properly discharges its functions. In doing so, each Member is required to spend a minimum of four days per month on Policing Board matters, to perform a representative role on behalf of the Board at a variety of events and to attend NIPB Board meetings and the meetings of those Committees to which they have been appointed. In addition to attendance at formal Board and Committee meetings, the Board may agree that Members should take on additional roles to assist in furthering NIPB’s objectives.



The Board meets on a monthly basis to discuss and oversee matters of strategic significance as set out in the Standing Orders and the Board's MSFM. The Board has met on 12 occasions between 1 April 2024 and 31 March 2025. Each of these Board meetings were quorate. The table on page 87 provides details of the number of Board and Committee meetings attended by Board Members in the course of the year.

There are five main committees of the Board: the Audit and Risk Assurance Committee; the Partnership Committee; the Performance Committee, the Resources Committee and the Discipline Committee.

The Board's Standing Orders also provides for a Special Purposes Committee, the Chair's Advisory Group, and the Senior Officer Employee Matters Group (SOEM) to be convened as required. [The main responsibilities of each Committee are published on the Policing Board's website.](#)

### **(iii) Audit and Risk Assurance Committee**

In accordance with the Management Statement, the Board has established an Audit and Risk Assurance Committee (ARAC). DoJ and representatives from both the Board's Internal and External Auditors also attend ARAC meetings.

The responsibilities of the ARAC include advising the NIPB and Accounting Officer on strategic processes for risk, control and governance and the Governance Statement and assurances relating to the risk management framework, and also the processes and corporate governance requirements for the organisation. The ARAC is also responsible for the planned activity and results of Internal and External Audit and has delegated authority from the Board to approve the annual Internal Audit Programme of Work. I attend PSNI's ARAC on behalf of the Board as an observer and provide feedback to the Board's ARAC on relevant matters discussed.

The Committee met 5 times during the reporting year, (23 May 2024, 20 June 2024, 26 September 2024, 19 December 2024 and 27 March 2025). Key items considered by the Committee for the year included:

- Recommending Board approval of the Annual Report and Financial Statements for the year ended 31 March 2024
- Approving a new Internal Audit Charter for 2024-25
- Receiving quarterly progress updates on the work of Internal Audit and monitoring progress towards the implementation of any outstanding Internal Audit recommendations
- Consideration and agreement of external Audit's NIPB Audit Strategy for the 2024-25 year
- Consideration on a quarterly basis of the Board's Corporate Risk Register
- Receiving regular governance updates in respect of complaints made under the Board's Complaint's Policy, issues raised under the Board's Raising Concerns (Whistleblowing) policy, the Board's Gifts and Hospitality Register, the Board Members' Register of Interests, Fraud, and Direct Award Contracts (DACs).

[The Board's Gifts and Hospitality Register is available on the Board's website.](#)

The Committee kept itself informed regarding the various statutory responsibilities and obligations of the Board as the Police Pension Scheme Manager. Throughout the reporting period the Committee considered updates to the Board's Assurance Framework and changes to Information Management and Security at the Board, all of which have been reviewed on foot of internal audit recommendations. The Committee also received a briefing from the PSNI ARAC Chair in December 2024 to discuss the key issues being considered by the PSNI ARAC; discussed and implemented responses to the Committee Effectiveness questionnaire; received an update on a business continuity planning desktop exercise carried out in September 2024; and considered the risks around the Board's current cyber security arrangements and the mitigations in place.

**Further detail on the work of the ARAC is included in the Committee's Annual Report.**

#### **(iv) Performance Committee**

The role of the Performance Committee is to support the Board in its responsibilities for issues related to PSNI operational performance to include performance against the Policing Plan measures specific to the committee, Human Rights compliance and the Professional Standards of Police Officers. The Committee also oversees the exercise of the functions of the NCA in Northern Ireland. The Committee met 9 times throughout the year.

**Further detail on the work of the Performance Committee is included in the Committee's Annual Report.**

#### **(v) Resources Committee**

The role of the Resources Committee is to support the Board in its responsibilities for all issues related to Finance, Human Resources (including, Representativeness, Pensions and Injury on Duty Awards), Estates, Information Technology and Equality in the PSNI. The Committee met 11 times during the year.

**Further detail on the work of the Resources Committee is included in the Committee's Annual Report.**

#### **(vi) Partnership Committee**

The role of the Partnership Committee is to support the Board to fulfil its responsibilities for partnership working, including: Policing and Community Safety Partnerships (PCSPs); oversight of the PSNI Policing with the Community Strategy, strategic engagement and community consultation. The Committee met 7 times during the year.

**Further detail on the work of the Partnership Committee is included in the Committee's Annual Report.**

**(vii) Special Purposes Committee**

The role of the Special Purposes Committee is to receive confidential briefings for the purpose of monitoring the PSNI in accordance with the statutory functions of the Board set out in Sections 59<sup>1</sup> and 60<sup>2</sup> of the Police (Northern Ireland) Act 2000. The Board's Special Purposes Committee was not required to meet during the year.

**(viii) Chair's Advisory Group**

The role of the Chair's Advisory Group is to provide advice to the Board Chair and to discuss urgent issues which may arise between Board meetings. The Chair's Advisory Group was not required to meet during the year.

**(ix) Discipline Committee**

The role of the Discipline Committee is to discharge the Board's responsibilities as Appropriate Authority for senior officers (those above the rank of Chief Superintendent) in the Police Service of Northern Ireland, as set out in the Police (Conduct) Regulations (Northern Ireland) 2016. There were no meetings of the Discipline Committee during the reporting period.

**(x) Senior Officer Employee Matters Group (SOEM)**

The role of this Group is to consider sensitive personnel matters relating to senior officers. The group consists of 5 Members including the Board Chair, Vice Chair and representatives of the 3 main political parties and meets only as required. Support is provided by the Chief Executive and updates are provided to the Board by the Chair of the Group following each meeting. The SOEM met once throughout the 2024-25 year.

Pursuant to the Board's Standing Orders Section 20 (a), the Terms of Reference for each of the Board's Committees have been approved by the Board and are reviewed every two years (at the beginning of the financial year).

**[A detailed Report on issues scrutinised and considered by each of the Committees during the course of the reporting period can be found here.](#)**

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1 <https://www.legislation.gov.uk/ukpga/2000/32/section/59>

2 <https://www.legislation.gov.uk/ukpga/2000/32/section/60>

**(xi) Members' Attendance at Meetings**

The table below provides details of attendance by the Members at Board and Committee meetings from 1 April 2024 – 31 March 2025:

Members	Board Attendance	Audit and Risk Assurance Committee Attendance	Partnership Committee Attendance	Performance Committee Attendance	Resources Committee Attendance
Les Allamby	10/12			9/9	6/10
Cathal Boylan MLA	10/12		6/7	8/9	
Cheryl Brownlee MLA	12/12		7/7	8/9	
Keith Buchanan MLA	8/12	3/5	7/7		10/11
Alan Chambers MLA (1)	9/11			3/8	0/10
Marian Cree (2)	10/12		6/7		11/11
Trevor Clarke MLA	11/12			9/9	8/11
Linda Dillon MLA	11/12		7/7		9/11
Mark H Durkan MLA	9/12		2/7	5/9	
Gerry Kelly MLA	11/12	4/5		8/9	10/11
Kate Lavery	10/12		7/7	1 (6)	10/11
Nuala McAllister MLA	12/12			7/9	6/11
Frank McManus	12/12	1/4		7/9	11/11
Peter McReynolds (3)	8/11	1/5	6/7		7/10
Brendan Mullan	11/12		1 (6)	7 (6)	9 (6)
Patrick Nelson (2)	10/12	5/5	5/7	9/9	1 (6)
Mike Nesbitt MLA (4)	1/1				
Tommy O'Reilly (2)	12/12	3/5	6/7	9/9	1 (6)
Peter Osborne	11/12			8/9	6/10
Mukesh Sharma	12/12		3 (6)	4 (6)	5 (6)
Eóin Tennyson (5)	1/1				

(1) Mr Alan Chambers MLA was appointed to the Policing Board on 24 April 2024

(2) Ms Marian Cree, Mr Patrick Nelson and Mr Tommy O'Reilly were appointed to the Policing Board on 1 April 2024

(3) Mr Peter McReynolds MLA was appointed to the Policing Board on 1 May 2024

(4) Mr Mike Nesbitt MLA resigned from the Policing Board on 11 April 2024

(5) Mr Eóin Tennyson MLA resigned from the Policing Board on 1 May 2024

(6) Attended these meetings in ex-officio capacity

### (xii) The Accounting Officer

As the Chief Executive of NIPB, I am designated, by the Principal Accounting Officer of the DoJ, as NIPB's Accounting Officer. As Accounting Officer, I am personally responsible for safeguarding the public funds for which I have charge; for ensuring propriety and regularity in the handling of those public funds; and for the day-to-day operations and management of the Policing Board.

As Accounting Officer, my principal responsibilities are to ensure that the Board and its Committees are fully supported in developing and promoting a programme of work consistent with its statutory responsibilities.

On a six-monthly basis, I provide stewardship statements to the DoJ Accounting Officer, based on receipt of appropriate assurance from the Senior Management Team (SMT) at the Board.

### (xiii) Internal Audit Arrangements

The Northern Ireland Civil Service's (NICS) Group Internal Audit Team, from the Department for Communities (DfC) were appointed NIPB's Internal Auditors from 1 July 2019. The Department of Justice (DoJ) Internal Audit Team audit the PSNI and therefore to avoid any perceived conflict of interest, it was agreed in 2019 that the Board's Audit Team would be from DfC. In December 2023 Members noted the updated Memorandum of Understanding and Data Sharing Agreements between NIPB and Internal Audit for the period 01 April 2023 to 31 March 2026. Ms Lacey Walker is the current Head of Internal Audit.

The ARAC, on behalf of the Board, receives internal audit reports and approves management responses to recommendations arising from such reports. The table below summarises the internal audits undertaken during 2024-25 and the recommendations made as a result of the audits.

Audit	Assurance Rating	Number of Recommendations by Risk Priority Rating		
		Priority 1	Priority 2	Priority 3
<b>Verification of Causeway Coast and Glens Council's Compliance with Procurement Policies and Procedures - 2023/24 PCSPS Funding</b>	(Verification review only)	0	3	1
<b>Fact Finding Review of NIPB's Assurance Framework</b>	n/a	No recommendations made (assurance only)		
<b>Review of Information Management and Security (Operation of Data Sharing Agreements)</b>	Satisfactory	0	0	1
<b>Review of Injury on Duty/III Health Retirements</b>	Satisfactory	No recommendations made		
<b>Follow Up Review of 2022/23 Causeway Coast and Glens Council's Management of any Potential and/or Perceived PCSP Conflicts of Interests</b>	n/a	IA recommended a pause to this follow up review to be rescheduled within the 2025-26 reporting year.		

#### **(xiv) External Audit Arrangements**

The Northern Ireland Audit Office (NIAO) is the Policing Board's external auditor.

The Comptroller and Auditor General (C&AG) provided a Report to Those Charged with Governance which included the C&AG's unqualified opinion on the Annual Report and Financial Statements to 31 March 2024. NIAO provided an Audit Strategy which detailed the NIAO approach to the audit, the roles and responsibilities of Board and Audit staff and the cost of the audit, for the certification of the Board's Annual Report and Accounts for the year ended 31 March 2025.

#### **Risk Management and Internal Control**

As Accounting Officer, I ensure that NIPB manages risk at all levels in the organisation. The NIPB has a Risk Management Framework in place which is available on the Board's Intranet making it readily available to all staff. The Framework is consistent with recognised principles of sound risk management practice and HM Treasury's Orange Book on Risk Management Principles and Concepts. Guidance on risk is provided through meetings of senior management, each directorate and branch. Training is also provided for staff to equip them with the necessary knowledge and skills to manage risk in a way appropriate to their authority and duties. This Framework outlines the Board's approach to identifying and managing risks which impact the achievement of the organisation's objectives. It also details the roles and responsibilities of the Board and staff in managing risks. NIPB's approach to risk management is governed by other formal documents such as the MSFM, as well as "Dear Accounting Officer" letters issued by the DoF.

As part of the risk management processes, NIPB's SMT identifies and evaluates those risks which may affect the Board's ability to discharge its business and takes appropriate mitigating actions to manage and minimise the risks. The Corporate Risk Register (CRR) is consistent with the Policing Board's 2023-2025 Corporate Plan and the 2 Annual Business Plans covering that period. The Register was reviewed at 4 of the 5 ARAC meetings which took place during the reporting period.

At the start of the 2024-25 year there were 5 risks on the Board's CRR. During the reporting period the Boards' Senior Management Team (SMT) regularly reviewed the Board's CRR and kept the identified risks under review, considering escalation or de-escalation of each risk as appropriate. At each quarterly ARAC meeting in 2024-25 Members reviewed the Corporate Risk Register and received an update from Board Officials about the material changes to the register since the last review. Over the course of the year two further risks were escalated to the CRR (in respect of Information Management and Cyber security). All seven risks remain on the CRR as at 31 March 2025.

SMT also regularly review Directorate Risk Registers and alongside review of the Board's CRR the Board's ARAC reviews and considers one Directorate Risk Register at each quarterly meeting meaning each Directorate Risk Register is reviewed annually by the Board's ARAC. In addition, SMT monitor progress in respect of the implementation of recommendations arising from Internal and External Audits.

**Details regarding the ARAC's consideration of the Board's Corporate Risk Register throughout the year can be found in the ARAC minutes.**

## **Review of Effectiveness of the Governance Framework**

### **(i) Provision of information to the Board and Committees**

Board and Committee meeting agendas and papers are circulated a week in advance to provide sufficient time for consideration of evidence and to enable sound decision making. Agendas are planned between the lead official and the respective Board/Committee Chair, on the basis of an Annual Programme of Work, to ensure all areas of the Board's responsibilities are examined during the year. Monthly Board Meetings include consideration of the following standing agenda items:

- Chair's Report (to include Chair's engagements and correspondence received and issued)
- Chief Executive's Report (to include governance and other key organisational issues for the Board)
- Committee Reports and draft minutes (where available)
- Board Business
- The Chief Constables Report (to include governance and other key organisational issues for PSNI)

The quality of information received by the Board is kept under review to ensure that the Board's discussions and decisions are effective. All documents for meetings are held and distributed electronically to Members and SMT.

### **(ii) Highlights of the Board and Committee Reports**

In addition to the standing agenda items listed above, in April 2024 following an appointment process conducted by the DoJ, 3 new Independent Board Members took up their posts. The NCA Director General attended the Board meetings in June and December 2024 and participated in the public accountability sessions alongside the Chief Constable. Where appropriate the Board also considered and agreed recommendations put forward from the Board's Standing Committees, **further details on these items can be found in the Committee Annual Reports.**

At the March 2024 Board meeting Members agreed to approve the Board's draft Annual Business Plan for 2024-25. 23 actions were agreed to be progressed under each of the Board's 4 objectives for the second and last year of the 2023-25 NIPB Corporate Plan.



In line with the Board's MSFM, the draft document was submitted to the DoJ for Ministerial approval and subsequently published on the Board's website.

Throughout this year the Board also developed a new 5-year Corporate Plan. Following a 12-week public consultation which closed on 3 March 2025, a small group of Board Members (the Corporate Plan Working Group (CPWG)) met to consider the consultation responses and reach a collective view in relation to any proposed amendments to the draft Corporate Plan. The updated draft Corporate Plan 2025-2030 was considered and agreed at the April 2025 Board meeting. The Draft Corporate Plan has been shared with the DoJ and approval is awaited.

Other matters reported on by way of the Chief Executive's monthly report included but were not limited to:

- The Board's performance against the Annual Business Plan 2024-25.
- Financial and legal matters pertaining to the Board.
- Internal Audit updates.
- Senior Officer issues.
- Ongoing FoI and DPA matters.

The Board and its Committees also considered and where applicable, approved or made decisions in relation to the following items throughout 2024-2025:

- Monitoring of the Policing Plan measure on PSNI Representativeness.
- Matters relating to the assessment of Injury on Duty awards and the Board responsibilities as Police Pension Scheme Manager that included:
  - Monthly scheme manager reports.
  - Briefings across the year in relation to the delivery of the McCloud reassessment project (with 67 reassessments carried out during the reporting year).
  - New and updated policies and procedures to enhance the governance around PPIB processes, including a new Forfeiture Procedure, an updated SMP Conflicts of Interest Policy and a new process in relation to further medical evidence.
  - The Joint Medical Guidance which was put on a statutory footing in July 2024.
  - 6 cases in relation to pension forfeiture in March 2025.
  - The Board's responsibilities regarding IHR and IOD and where this work potentially sits in the future.
- Consideration of a number of PSNI Strategies and their implementation (People, Estates, Transformation, Procurement & Contract Management, Police College & Learning and Development).
- PSNI Above Delegated Authority Requests.
- PSNI legal services processes and procedures and litigation.
- PSNI Finance including the significant budget gaps and constraints experienced during the year and their implications for service delivery.



- NIPB Finance, including budget, in year monitoring and management accounts.
- Submission to the Police Remuneration and Review Body, and senior salaries review body (Chief Officers).
- Purchase of the site for a new police college, and disposal of former PSNI stations.
- Publication of the NI Community Policing Survey 2024.
- Publication of the Policing Plan 2020-2025 Annual Performance Assessment 2023/24.
- A new [Policing Plan 2025-2030 and PSNI Annual Performance Plan 2025/26](#) (Published 3 April 2025).
- The Policing Plan was reported on fully throughout the year in each of the Board's Committees and reviewed effectively with continued focus on impact and baseline data.
- Drafting and publication of a number of Human Rights Reports that included:
  - Human Rights 5 Year Annual Report April 2019 – March 2024.
  - Human Rights Review of Children & Young People and Policing.
  - All outstanding recommendations made by the Human Rights Advisor from 2019 – 2024 have been actioned and closed.
- Four Police Appeals Tribunals received and progressed.
- Police Property Fund - third call for small grant scheme.
- Independent Custody Visitor Recruitment.
- PCSP Independent Member Recruitment.

### **(iii) Stewardship Statements**

As the Accounting Officer I am required to provide assurances to the Department's Principal Accounting Officer on internal controls within NIPB and that any non-compliance with relevant guidelines or instructions have been included in my report as required and, where necessary, controls have been strengthened to prevent recurrence.

As noted earlier in this Statement, every six months each Director has responsibility to provide me with a signed Stewardship Statement which is assessed against their Directorate Business Plan. Within this statement they demonstrate how they have controlled risks associated with their Directorate objectives during these periods and highlight any areas which may adversely affect the performance of their Directorate or the organisation as a whole. On receipt of these signed statements, as Accounting Officer I provide a signed declaration to the DoJ to support the Departmental Governance Statement.

As it relates to the 2024-25 year my Stewardship Statements were submitted to the DoJ in line with their reporting timeframes and a number of exceptions were noted both in the 6 month and annual statements. These related to:

- Staffing vacancies across NIPB leading to reduced levels of service to Board members
- The complexity of Regulations applying to Injury on Duty (IoD) claims
- The manual nature of Police Pensions and Injury Benefits Records

Remedial actions and have been identified and actioned in relation to each of these exceptions. These actions include prioritisation of work, recruitment exercises for staff across a number of grades within the Board, discussions with the DoJ around the necessary regulatory change in respect of IOD claims and work towards scanning all PPIB 'active' paper files onto computers in an effort to digitise work going forward.

#### **(iv) PCSP Assurance**

By way of background, Joint Committee commissioned an Advisory Review of CC&G Council's Management of any Potential and/or perceived PCSP Conflicts of Interest which took place in April/May 2023. The Review resulted in four recommendations, with three identified as Priority 2 and one as Priority 3. Whilst conducting the Review, Internal Audit identified potential issues with procurement practices and provided a 'Management Letter' which was also considered by Joint Committee who agreed to commission an audit of the PCSP's procurement practices. This was to take place before a meeting between Joint Committee Members and the council's Chief Executive.

The Internal Audit team commenced this work in February 2024 focusing on four areas, namely, recurrent funding for PCSP projects, quotation exercises undertaken by the PCSP, Direct Award Contracts, and the CC&G Procurement Policy and Associated Forms.

The final report, which was considered by the Joint Committee at the meeting on 25 June 2024 identified four recommendations, three Priority 2 and one Priority 3. In addition, a recommendation was included as a follow up to a recommendation raised as part of the Advisory Review on the CC&G PCSP's management of Conflicts of Interest in relation to PCSP Community Safety Grant Assessment Panels.

Joint Committee agreed to issue the 'Verification of CC&G's Compliance with Procurement Policies and Procedures – 2023/24 PCSPs Funding' to the council Chief Executive and request a meeting to discuss the findings of both this and the previous Conflicts of Interest audits. Joint Committee Officials met with CC&G senior management on 24 September and received assurance that all recommendations would be fully implemented. Senior Management were advised that follow up reviews would be conducted on both audits. It was subsequently agreed and communicated to the Chief Executive that the Board's Internal Audit would conduct the follow up reviews in Q4 24/25.

In light of the findings of one of the recommendations Joint Committee also agreed to write to SOLACE advising of the audit findings in relation to policy inconsistencies and requesting that annual PCSP audits provide assurance that PCSP procurement practices are in line with the NI Procurement Policy. That letter issued on 8 October 2024.

At the Joint Committee meeting on 6 November 2024, in light of a press report surrounding procurement practices within the CC&G Council, it was agreed to seek assurance from the Chief Executive of the Council that the issues did not concern PCSP funding. The Chief Executive advised on 10 December 2024 that they 'were not aware of any connection with the PCSP'.

In December 2024 there were a number of emails from CC&G senior management to Joint Committee Officials seeking advice on what constitutes a 'conflict of interest'. On 21 January 2025, a written update on progress made towards implementing the recommendations was provided from the PCSP and forwarded to the Internal Auditors. This included additional documentation by way of evidence.

Following consideration of the updates and additional evidence, Internal Audit advised that in order to do justice to the follow up review of the procurement audit they would need to allow the PCSP a reasonable timeframe to carry out the required procurement processes following the agreement of the 2025-26 action plan.

Commencement of the Conflicts of Interest Audit took place on 13 February 2025. However, the Board was quickly advised that the Internal Auditors had concerns after they had sight of an undated letter from Cleaver Fulton Rankin (Commercial Law Firm) to CC&G Council which appeared to provide legal advice on Conflicts of Interest. The letter also advised that an investigation should be undertaken as to why Members did not declare a conflict of interest as part of the Action Planning meeting.

Board Officials met with the Internal Auditors outlining their concerns that there still appears to be a lack of understanding by some PCSP Members on what constitutes a conflict of interest. It was subsequently agreed that Internal Audit would provide a 'Management Letter' which the Board received on 10 March 2025. The letter advised that 'whilst we acknowledge that measures are being taken to resolve these issues, including training and a potential investigation, it is our opinion that our follow-up review should pause and rescheduled when the NIPB receives assurance that training has been completed by PCSP members and any potential investigation is concluded, and sufficient time has lapsed to embed training and to evidence operation effectiveness of our previous recommendations'.

Following receipt of the above report a letter was sent from Joint Committee to the Chief Executive of CC&G requesting a response to issues highlighted by Internal Audit. A response was received on 11 April 2025 from Julie Welsh, Head of Service for Community and Culture in CC&G, who advised that Conflict of Interest Training had been provided however Members requested further clarity and are to send scenarios to CC&G management for response.

Correspondence was received from the CC&G Chief Executive on 16 April 2025 outlining 'After procurement, we have just commissioned an independent investigation of the matter.' This update and the information above was considered by Joint Committee on 30 April 2025.

Following the Joint Committee meeting on 30 April 2025, it was agreed to issue a letter to the CC&G Chief Executive requesting the Terms of Reference for the investigation and anticipated date for completion. Joint Committee also requested more information on the Conflicts of interest training. This letter was issued on 2 May 2025.

Joint Committee officials received a response on 16 May 2025 from CC&G which included the Terms of Reference for the investigation and outlined 'I can confirm that Council has appointed an independent external consultant to investigate the matter. The investigator is Mr Andrew Uprichard, Associate Consultant to APSE Solutions. It is anticipated that the report findings will be concluded by mid – end July 2025.' The following update regarding Conflicts of Interest Training was also received: 'Following the delivery of Conflict-of-Interest training to the Policing and Community Safety Partnership (PCSP), several members requested additional scenario-based examples to support their understanding of the subject. In response, a paper outlining relevant scenarios was circulated to all members. As no further comments or queries have been received, management has taken the view that these outstanding issues have now been addressed. The effectiveness of the training will continue to be reviewed on an ongoing basis, with particular focus on compliance with relevant policies and the promotion of best practices. Control measures pertaining to the management of conflicts of interest have been established and were shared with your office during the most recent audit. With regard to attendance, two independent members and two elected members were absent from the training session. However, all members have been provided with the training materials and supplementary scenario documentation for their reference.'

By way of further assurance, Joint Committee also agreed that the CC&G 2025-26 Letter of Offer would be updated to include a condition that the funding provided is conditional on satisfactory and urgent progression of outcomes arising from the independent investigation in relation to potential and/or perceived PCSP Conflicts of Interest.

Internal audit has indicated that they hope to undertake follow up reviews in September 2025 however the timings will of course be dependent on the recommendations being implemented and sufficiently embedded to allow them to test.

#### **(v) Assurance Received from the Chief Constable**

In accordance with the Police (Northern Ireland) Act 2000, specified functions and responsibilities are delegated to the Chief Constable and are performed by him, in the name of, and on behalf of the Board. The specified functions and responsibilities are:

- Directing and controlling senior and other employees, and all other powers and duties of the Board as an employer, other than the power to appoint and dismiss senior employees
- Providing and maintaining buildings and equipment for police purposes
- Keeping proper accounts and related records
- Preparing and submitting an annual statement of accounts in relation to amounts put at the Chief Constable's disposal

The Chief Constable completed an Annual Assurance Statement, and submitted it to me as Accounting Officer, for the year ended 31 March 2025. In the Assurance Statement, he acknowledged his personal responsibility in performing the above responsibilities on behalf of the Board and confirmed the delegated functions and responsibilities were completed during the financial year ending 31 March 2025 and advised there were no significant matters arising except where already reported to the Board or as outlined in his signed assurance statement. Exceptions noted in his assurance statement relate to:

- 3 recommendations within the 2022-23 Attendance Management audit
- 1 recommendation within the Dignity at Work audit (Mediation Service)
- 2 recommendations within the Cyber Crime Digital (District) audit

Target dates and proposed remedial actions were proposed in relation to the above points.

#### **(vi) Internal and External Audit**

NIPB has an Internal Audit service provider which operates to defined standards and whose work is informed by an analysis of risk to which the Board is exposed and provides me with assurance on issues of internal control, governance and risk. The Head of Internal Audit issues an independent opinion on the adequacy and effectiveness of the Board's system of internal control.

The C&AG for Northern Ireland also carried out a statutory audit of the Board's Annual Report and financial statements for 2023-24. Within her Report To Those Charged With Governance (dated 2 September 2024) she gave the Board an unqualified audit opinion on the financial statements and the regularity opinion and raised one recommendation. This report was presented and considered by the ARAC Committee at its meeting on 26 September 2024.

The C&AG is required to carry out a statutory audit of the Board's 'Continuous Improvement Arrangements' as per Part V of the Police (NI) Act 2000. In July 2024, the C&AG published her findings and gave an unqualified audit opinion on the 2022-23 Performance Summary and the 2023-24 Performance Plan.

#### **(vii) Board Effectiveness**

Throughout the 2024-25 year work on building the Board's effectiveness has continued to evolve.

The Board held a 2-day development event in late January 2025 the objectives of which were to:

- Continue to enhance Board performance
- Strengthen our understanding of the policing environment
- Agree actions to be taken forward in the year ahead

A significant amount of time during this event was devoted to considering the findings and recommendations of the Independent Review of the NIPB which had been commissioned during the reporting period by the Minister of Justice (MoJ) and completed by Mr Paul Sweeney (Independent Reviewer) and Dr John Topping (Independent Expert Advisor). NIPB's response to the Review Report has been shared with the Minister and as at the end of the reporting period the Board awaits the Minister's response to the report.

At the Board development event Members also spent considerable time with the PSNI SET during which discussions centred on the current operating environment, maximising PSNI resources and advocacy.

### **Budget Position and Authority**

The Budget Act (Northern Ireland) 2025, which received Royal Assent on 6 March 2025, together with the Northern Ireland Spring Supplementary Estimates 2024-25 which were agreed by the Assembly on 17 February 2025, provide the statutory authority for the Executive's final 2024-25 expenditure plans. The Budget Act (Northern Ireland) 2025 also provides a Vote on Account to authorise expenditure by departments and other bodies into the early months of the 2025-26 financial year.

### **Significant Internal Control Issues Identified**

Effective governance arrangements and oversight is maintained to ensure appropriate responses to issues that arise. During the reporting period the Policing Board has not identified or had to address any significant internal control issues to report. Regarding Causeway Coast and Glens, the follow up review on the recommendation is included on the Annual Internal Audit Plan for 2025-26, and this will provide an update on progress made and assurances that can be taken. When the report is received an assessment through Joint Committee can determine if the controls need to be reviewed. The Board's internal controls on funding are robust and the report relates to one council only and there are no recommendations relating to the internal control mechanism operated within the Board around PCSP funding.

The PSNI data breach occurred in PSNI, a separate organisation to NIPB, and the PSNI Annual Report and Accounts will disclose all of the necessary details. There are no control issues or specific risks relating to the data breach that impact on the Board. It will be monitored through normal business in committee in terms of implementation of the independent review recommendations and will be treated as business as usual and normal oversight along with other topical items. This is not an issues directly relating to the Board as an organisation. Internal Audit has provided an overall 'Satisfactory' level of assurance for the 2024-25 financial year.

### **Ministerial Directions**

During 2024-25 no ministerial directions were sought or given.



### Accounting Officer Statement on Assurance

The 2024-25 Internal Audit Plan was agreed by the Board's ARAC at its Committee meeting in March 2024. Internal Audit highlighted that, in the course of developing the IA Plan consideration had been given to new or emerging risks, current risk registers and the audit resources available with resources prioritised in those areas of greatest risk. Throughout the course of the year Internal Audit worked closely with the ARAC and the Chief Executive regarding the Annual Audit Plan. Following consultation between Internal Audit, the ARAC Chair and myself, during quarter 2 it was decided that the planned Senior Office Discipline assignment would be paused and that in the interim, should there be a senior disciplinary case, the Board would exercise the relevant Regulations and seek expert advice from the Crown Solicitors Office and Counsel (as has been done in the past). It was noted that any risk, albeit classified as low, is mitigated by these Regulations. ARAC Members noted and agreed the revised IA programme for the 2024-25 year at the September 2024 meeting.

Regular Internal Audit reports were submitted to the Chief Executive and Board's ARAC together with recommendations for improvements where appropriate. Management provided responses on issues raised as a result of the audits and confirmed that recommendations for improvements are being implemented.

I am therefore confident that NIPB has in place a robust system of accountability, which I can rely on as Accounting Officer, and which complies with the Corporate Governance - in Central Government Departments: Code of good practice NI.

The system allows me to provide assurance that the Policing Board will spend its money in line with the principles set out in Managing Public Money Northern Ireland.

Having reviewed the evidence provided to me by the management assurance exercises, the risk registers and the external audit Report To Those Charged With Governance, I am satisfied that NIPB has maintained a sound system of internal control during the financial year 2024-2025.



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**Sinéad Simpson**

Chief Executive

**Date: 19 June 2025**

## Remuneration and Staff Report

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### Remuneration Policy

The Board remunerates three distinct categories of employees and Members, which are disclosed below.

### Independent Board Members

Independent Members are appointed by the DoJ. The remuneration and allowances of Members is dictated by the requirements of the Police (NI) Act 2000, Schedule 1, part 3, paragraph 12-(1) – “The Board may pay the Chair, Vice Chair and other members of the Board such remuneration and allowances as the **Minister of Justice** may determine.”

### Political Board Members

Political Members are appointed using the D'Hondt principles pertaining to the local Northern Ireland Assembly. When the Assembly is fully operational, Political Members of the Board do not receive additional remuneration for their work on the Board, above their MLA allowance.

A Scheme for a research allowance to support all the political parties represented on the Policing Board is paid to each political party represented on the Board.

### Officials

The Chief Executive post is aligned with the Senior Civil Service (SCS) and is remunerated accordingly. The pay of senior civil servants is based on a system of pay scales for each SCS grade containing a number of pay points from minima to maxima, allowing progression towards the maxima based on performance.

The pay remit for the Northern Ireland Civil Service, including senior civil servants (SCS), is normally approved by the Minister of Finance. Following approval of the 2024-25 Budget in the Assembly, on 28 May 2024, in which the Finance Minister outlined the overarching approach to public sector pay, the NI public sector pay policy guidance was published on 31 May 2024 in FD (DoF) 07/24.

The Directors and other staff are all remunerated in accordance with NICS remuneration conditions and pay scales. Annual NICS pay awards are made in the context of the wider public sector pay policy. The pay award for NICS non-industrial staff for 2024-2025 has been finalised and is due to be paid in May 2025. The 2024-2025 pay awards for directly recruited NIPB staff, including SCS, are currently being finalised and are expected to be paid in Summer 2025. The pay of NICS staff is based on a system of pay scales for each grade, including SCS, containing a number of pay points from minimum to maximum, allowing progression towards the maximum based on performance and other eligibility criteria.



## Service Contracts

The Civil Service Commissioners (NI) Order 1999 requires Civil Service appointments to be made on merit on the basis of fair and open competition. The [Recruitment Code](#) published by the Civil Service Commissioners for Northern Ireland specifies the circumstances when appointments may be made by exception to merit.

Unless otherwise stated, the officials covered by this report hold appointments that are open-ended. Early termination, other than for misconduct, would result in consideration of the individual receiving compensation as set out in the Civil Service Compensation Scheme<sup>3</sup>.

## Remuneration and Pension Entitlements

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The following sections provide details of the remuneration of Board Members and the remuneration and pension interests of the senior officials of the Board.

### Board Members Remuneration Entitlements (Audited Information)

Remuneration of Board members is disclosed below. None of the posts are pensionable and the only other primary benefit is the payment of expenses for home to office travel and the associated taxation, totalling £9,854 (2023-24: £12,685).

Remuneration for Board Members is set out below:

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<sup>3</sup> [Civil Service Commissioners for Northern Ireland \(nicscommissioners.org\)](https://www.nicscommissioners.org/)

Audited Information	2024-25			2023-24		
	Salary	Benefit In Kind	Total	Salary	Benefit In Kind	Total
Name and Title	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Les Allamby	15	-	15	15	-	15
Michael Atkinson	-	-	-	-	-	-
John Blair MLA	-	-	-	-	-	-
Cathal Boylan MLA	-	-	-	-	-	-
Maurice Bradley MLA	-	-	-	-	-	-
Cheryl Brownlee MLA	-	-	-	-	-	-
Keith Buchanan MLA	-	1	1	-	-	-
Joanne Bunting MLA	-	-	-	-	-	-
Alan Chambers MLA	-	-	-	-	-	-
Trevor Clarke MLA	-	-	-	-	-	-
Marian Cree	15	-	15	-	-	-
Linda Dillon MLA	-	1	1	-	2	2
Mark H Durkan MLA	-	1	1	-	2	2
Dr Janet Gray, MBE	-	-	-	15	2	17
Edgar Jardine, CB (Vice Chair)	-	-	-	30	1	31
Gerry Kelly MLA	-	1	1	-	-	-
Liz Kimmins MLA	-	-	-	-	-	-
Dr Kate Lavery	15	-	15	15	1	16
Nuala McAllister MLA	-	-	-	-	-	-
Frank McManus	15	1	16	15	1	16
Peter McReynolds	-	-	-	-	-	-
Brendan Mullan (Vice Chair)	30	1	31	15	-	15
Patrick Nelson	15	-	15	-	-	-
Mike Nesbitt MLA	-	-	-	-	-	-
Thomas O'Reilly	15	-	15	-	-	-
Peter Osborne	15	-	15	15	-	15
Mukesh Sharma MBE DL (Chair)	49	-	49	15	1	16
Eóin Tennyson MLA	-	-	-	-	-	-
Deirdre Toner	-	3	3	50	3	53

From April 2020 both Board and Committee meetings have operated on a hybrid basis i.e. members could attend in person or via video conference.

### Senior Officials' Remuneration and pension entitlements (Audited Information)

Senior Officials	Salary (£'000)		Pension Benefits * (to nearest £1000)		Total (£'000)	
	2024-25	2023-24 (restated)***	2024-25	** 2023-24 (restated)***	2024-25	2023-24 (restated)***
Mrs. Sinéad Simpson, Chief Executive	<b>85-90</b>	80-85	<b>69</b>	-10	<b>150-155</b>	70-75
Mr Sam Hagen, Director of Resources (From 17 April 2023), Acting Chief Executive (From 12 January 2024 to 2 February 2024)	<b>70-75</b>	65-70 (65-70 full year equivalent)	<b>72</b>	21	<b>140-145</b>	85-90 (85-90 full year equivalent)
Ms Aislinn McGuckin, Director of Police Pensions & Injury Benefits (To 20 August 2024)	<b>25-30</b> (55-60 full year equivalent)	55-60	<b>12</b>	23	<b>35-40</b> (65-70 full year equivalent)	80-85
Ms. Natalia McMahon, Acting Director of Police Pensions & Injury Benefits (From 22 January 2024 to 31 October 2024)	<b>35-40</b> (55-60 full year equivalent)	10-15 (50-55 full year equivalent)	<b>23</b>	4	<b>55-60</b> (75-80 full year equivalent)	10-15 (55-60 full year equivalent)
Ms Jenny Passmore, Director of Partnership	<b>60-65</b>	55-60	<b>33</b>	-9	<b>90-95</b>	45-50
Mr Adrian McNamee, Director of Performance	<b>60-65</b>	55-60	<b>25</b>	7	<b>85-90</b>	65-70
Mrs Sarah Reid, Acting Director of Partnership (From 18 October 2023 to 4 February 2024) Acting Director of Police Pensions & Injury Benefits (From 28 October 2024)	<b>20-25</b> (55-60 full year equivalent)	15-20 (50-55 full year equivalent)	<b>-1</b>	7	<b>20-25</b> (55-60 full year equivalent)	20-25 (55-60 full year equivalent)

\* The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation and any increase or decrease due to a transfer of pension rights.

\*\* Accrued pension benefits included in this table for any individual affected by the Public Service Pensions Remedy have been calculated based on their inclusion in the legacy scheme for the period between 1 April 2015 and 31 March 2022, following the McCloud judgment. The Public Service Pensions Remedy applies to individuals that were members, or eligible to be members, of a public service pension scheme on 31 March 2012 and were members of a public service pension scheme between 1 April 2015 and 31 March 2022. The basis for the calculation reflects the legal position that impacted members have been rolled back into the relevant legacy scheme for the Remedy Period and that this will apply unless the member actively exercises their entitlement on retirement to decide instead to receive benefits calculated under the terms of the alpha scheme for the period from 1 April 2015 to 31 March 2022.

\*\*\* The 2023-24 salary values have been restated on an accruals basis to include the backdated pay award for the 2023-24 financial year (paid in 2024-25).

## Remuneration of Senior Officials

'Salary' includes gross salary, overtime and any other allowance to the extent that it is subject to UK taxation and any gratia payments. This report is based on accrued payments made by the Board and thus recorded in these accounts.

## Benefits In Kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument. No benefits in kind were paid to senior employees.

## Fair Pay Disclosure (Audited Information)

### Pay Ratios

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the lower quartile, median and upper quartile remuneration of the organisation's workforce.

The banded remuneration of the highest-paid director in NIPB in the financial year 2024-25 was £85,000 - £90,000 (2023-24, £80,000 - £85,000). The relationship between the mid-point of this band and the remuneration of the organisation's workforce is disclosed below.

2024-25	25 <sup>th</sup> percentile	Median	75 <sup>th</sup> percentile
Total remuneration (£)	30,721	36,124	42,525
Pay ratio	2.8:1	2.4:1	2.1:1

2023-24	25 <sup>th</sup> percentile	Median	75 <sup>th</sup> percentile
Total remuneration (£)	29,711	33,445	40,493
Pay ratio	2.8:1	2.5:1	2.0:1

The 25th percentile, median and 75th percentile remuneration figures are based on annualised salaries for the last month of the financial year, adjusted for any non-consolidated payments made to staff during the year.

Total remuneration includes salary, non-consolidated performance-related pay, and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions. For 2024-25 and 2023-24, the 25th percentile, median and 75th percentile remuneration values consisted solely of salary payments.

In 2024-25, and in 2023-24, no employees received remuneration in excess of the highest-paid director.

Remuneration ranged from £24,000 to £87,500 (2023-24, £24,000 to £82,500).

## Percentage Change in Remuneration

Reporting bodies are also required to disclose the percentage change from the previous financial year in the:

a) salary and allowances

b) performance pay and bonuses:

- of the highest paid director
- of their employees as a whole

The percentage changes in respect of the Board are shown in the following table. It should be noted that the calculation for the highest paid director is based on the mid-point of the band within which their remuneration fell in each year.

Percentage change for:	2024-25 v 2023-24	2023-24 v 2022-23
Average employee salary and allowances	2.98%	7.85%
Highest paid director's salary and allowances	6.06%	6.45%
Average employee performance pay and bonuses	N/a <sup>1</sup>	N/a <sup>1</sup>
Highest paid director's performance pay and bonuses	N/a <sup>2</sup>	N/a <sup>2</sup>

<sup>1</sup> No performance pay or bonuses were payable to employees or the highest paid director in these years

<sup>2</sup> No performance pay or bonuses were payable to employees or the highest paid director in these years.

## Pension Benefits (audited information)

Pension benefits of the most senior employees are shown below:

Senior Employees	Accrued pension at pension age as at 31/03/25 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/03/25	CETV at 31/03/24*	Real increase in CETV	Employer Contribution to partnership pension account
	£000	£000	£000	£000	£000	Nearest £100
Mrs Sinéad Simpson, Chief Executive	35.0 – 40.0 Plus lump sum of 85.0 – 90.0	2.5 – 5.0 Plus lump sum of 2.5 – 5.0	774	685	58	-
Mr Sam Hagen, Director of Resources (From 17 April 2023), Acting Chief Executive (From 12 January 2024 to 2 February 2024)	35.0 - 40.0 Plus lump sum of 90.0 – 95.0	2.5 – 5.0 Plus lump sum of 5 – 7.5	848	747	67	-
Ms Aislinn McGuckin, Director of Police Pensions & Injury Benefits (To 20 August 2024)	5.0 – 10.0	0.0 – 2.5	92	82	5	-
Ms Natalia McMahon, Acting Director of Police Pensions & Injury Benefits (From 22 January 2024 to 31 October 2024)	0.0 – 5.0	0 – 2.5	42	29	10	-
Ms Jenny Passmore, Director of Partnership	20.0 – 25.0 Plus lump sum of 65.0 – 70.0	0.0 – 2.5 Plus lump sum of 0.0 – 2.5	603	551	27	-
Mr Adrian McNamee Director of Performance	30.0 – 35.0	0 – 2.5	486	437	17	-
Mrs Sarah Reid Acting Director of Partnership (From 18 October 2023 to 4 February 2024) Acting Director of Police Pensions & Injury Benefits (From 28 October 2024)	5.0 – 10.0	0	115	111	-1	-

\* The pension benefits of any members affected by the [Public Service Pensions Remedy](#) which were reported in 2022-23 based on alpha membership for the period between 1 April 2015 and 31 March 2022 have been reported since 2023-24 based on PCSPS(NI) membership for the same period.

No member of the Senior Management Team is in a supplementary pension scheme.

### **Northern Ireland Civil Service (NICS) Pension Schemes**

Pension benefits are provided through the Northern Ireland Civil Service pension schemes which are administered by Civil Service Pensions (CSP).

The alpha pension scheme was initially introduced for new entrants from 1 April 2015. The alpha scheme and all previous scheme arrangements are unfunded with the cost of benefits met by monies voted each year. The majority of members of the classic, premium, classic plus and nuvos pension arrangements (collectively known as the Principal Civil Service Pension Scheme (Northern Ireland) [PCSPS(NI)]) also moved to alpha from that date. Transitional protection measures introduced alongside these reforms meant any members who on 1 April 2012 were within 10 years of their normal pension age remained in their previous scheme arrangement (full protection) and those who were between 13.5 years and 10 years of their normal pension age were given a choice between moving to alpha on 1 April 2015 or at a later date determined by their age (tapered protection).

### **McCloud Judgment and 2015 Remedy**

In 2018, the Court of Appeal found that the transitional protections put in place back in 2015 that allowed older workers to remain in their original scheme, were discriminatory on the basis of age. As a result, steps have been taken by the Department of Finance to remedy this discrimination.

The Department has now made regulations which remedy the discrimination by:

- ensuring all active members are treated equally for future service as members of the reformed alpha scheme only from 1 April 2022
- providing each eligible member with options to have their pension entitlements for the period when the discrimination existed between 1 April 2015 and 31 March 2022 (the Remedy Period) retrospectively calculated under either the current (reformed) scheme rules, or the older (pre-reform) legacy rules which existed before 2015

This means that all active NICS Pension Scheme members are in the same pension scheme, alpha, from 1 April 2022 onwards, regardless of age. This removes the discrimination going forwards in providing equal pension provision for all scheme members.

The department is now implementing the second part of the remedy, which addresses the discrimination which was incurred by affected members between 1 April 2015 and 31 March 2022.

Eligible members with relevant service between 1 April 2015 and 31 March 2022 (the Remedy Period) will now be entitled to a choice of alternative pension benefits in relation to that period. i.e. calculated under the pre-reformed PCSPS(NI) 'Classic', 'Premium' or 'Nuvos' rules or alternatively calculated under the reformed alpha rules. As part of this 'retrospective' remedy most active members will now receive a choice about their Remedy Period benefits at the point of retirement. This is known as the Deferred Choice Underpin (DCU). For those members who already have pension benefits in payment in relation to the Remedy Period, they will receive an Immediate Choice. There are a significant number of Immediate Choice Remediable Service Statement (RSS) packs to issue. This process involves complex calculations to provide members with individually tailored statements. Due to the complexity of the calculations and some prolonged work to finalise policy elements of the remedy, not all Immediate Choice packs will issue by 31 March 2025 as originally planned. The legislation for the 2015 Remedy provides discretion which allows the Scheme Manager to extend beyond this date so it has become necessary to engage this discretion.

At this stage, allowance has not yet been made within CETVs for this remedy. Further information on the remedy will be included in the NICS pension scheme accounts which, once published, are available at [DoF Annual Reports and Accounts](#).

As part of the remedy involved rolling back all remediable service into the relevant legacy PCSPS(NI) arrangement for the 7-Year Remedy Period, the value of pension benefits for the 2024-25 pension disclosures for affected members continue to be based on the rolled back position.

## Alpha

Alpha is a 'Career Average Revalued Earnings' (CARE) arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current accrual rate is 2.32%.

From 1 April 2015, all new entrants joining the NICS can choose between membership of Alpha or joining a 'money purchase' stakeholder arrangement with a significant employer contribution (Partnership Pension Account).

## Information on the PCSPS(NI) – Closed Scheme

Staff in post prior to 30 July 2007 were eligible to be in one of three statutory based 'final salary' legacy defined benefit arrangements (Classic, Premium and Classic Plus). From April 2011, pensions payable under these arrangements have been reviewed annually in line with changes in the cost of living. New entrants who joined on or after 1 October 2002 and before 30 July 2007 will have chosen between membership of Premium or joining the Partnership Pension Account.



New entrants who joined on or after 30 July 2007 were eligible for membership of the legacy PCSPS(NI) Nuvos arrangement or they could have opted for a Partnership Pension Account. Nuvos was also a CARE arrangement in which members accrued pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The rate of accrual was 2.3%.

Benefits in Classic accrued at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For Premium, benefits accrued at the rate of 1/60th of final pensionable earnings for each year of service. Unlike Classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic Plus is essentially a variation of Premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per Classic.

### **Partnership Pension Account**

The Partnership Pension Account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

### **Annual Benefit Statements**

Active members of the pension scheme will receive an Annual Benefit Statement. The accrued pension quoted is the pension the member is entitled to receive when they reach their scheme pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. The normal scheme pension age in alpha is linked to the member's State Pension Age but cannot be before age 65. The Scheme Pension age is 60 for any pension accrued in the legacy Classic, Premium, and Classic Plus arrangements and 65 for any benefits accrued in Nuvos. Further details about the NICS pension schemes can be found at the website [Civil Service Pensions \(NI\)](#).

### **Pension Increases**

All pension benefits are reviewed annually in line with changes in the cost of living. Any applicable increases are applied from April and are determined by the Consumer Prices Index (CPI) figure for the preceding September. The CPI in September 2024 was 1.7% and HM Treasury has announced that public service pensions will be increased accordingly from April 2025.

## Employee Contribution Rates

Employee contribution rates for all members for the periods covering 1 April 2024 – 31 March 2025 and 1 April 2025 – 30 June 2025 are as follows<sup>4</sup>:

Annualised Rate of Pensionable Earnings (Salary Bands)		Annualised Rate of Pensionable Earnings (Salary Bands)		Contribution rates – All members
1 April 2024 to 31 March 2025		1 April 2025 to 30 June 2025		
From	To	From	To	
£0	£26,302.49	£0	£27,091.99	4.6%
£26,302.50	£59,849.99	£27,092.00	£61,645.99	5.45%
£59,850.00	£160,964.99	£61,646.00	£165,793.99	7.35%
£160,965.00 and above		£165,794.00 and above		8.05%

## Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the NICS pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost.

CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) Regulations 1996 (as amended).

HM Treasury provides the assumptions for discount rates for calculating CETVs payable from the public service pension schemes. On 27 April 2023, HM Treasury published guidance on the basis for setting the discount rates used in calculating cash equivalent transfer values payable by public service pension schemes. In their guidance of 27 April 2023, HM Treasury advised that, with immediate effect, the discount rate adopted for calculating CETVs should

<sup>4</sup> Rates are expected to change mid-year as a result of the outcome of the [consultation on Scheme Yield and Member Contributions](#)

be in line with the new SCAPE discount rate of 1.7% above CPI inflation, superseding the previous SCAPE discount rate of 2.4% above CPI inflation. All else being the same, a lower SCAPE discount rate leads to higher CETVs. [The HM Treasury Guidance of 27 April 2023 can be found online](#). As at the year-end there have been no further changes to the SCAPE discount rate of 1.7% above CPI inflation since the HM Treasury guidance was published.

### Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period (which therefore disregards the effect of any changes in factors).

### Payments to Past Directors (Audited Information)

There were no payments made by the Board to past directors during this financial year (2023-24: Nil)

### Compensation for loss of office (Audited Information)

There were no compensation benefits paid by the Board during this financial year (2023-24: Nil).

## Staff Report

### Staff Numbers and Related Costs (Audited Information)

Details of the total staff costs and breakdown of staff between permanently employed and other staff are shown below:

Staff costs comprise:	2024-25	2023-24
	£000	£000
<b>Permanently employed staff</b>		
Wages and salaries	1,830	1,849
Social security costs	192	190
Other pension costs	543	481
<b>Total permanent staff costs</b>	<b>2,565</b>	2,520
Secondments	168	219
Agency costs	257	182
<b>Total staff costs</b>	<b>2,990</b>	2,921

The NICS main pension schemes are unfunded multi-employer defined benefit schemes, but the Board is unable to identify its share of the underlying assets and liabilities.

The Public Service Pensions Act (NI) 2014 provides the legal framework for regular actuarial valuations of the public service pension schemes to measure the costs of the benefits being provided. These valuations inform the future contribution rates to be paid into the schemes by employers every four years following the scheme valuation. The Act also provides for the establishment of an employer cost cap mechanism to ensure that the costs of the pension schemes remain sustainable in future.

The Government Actuary's Department (GAD) is responsible for carrying out scheme valuations. The Actuary reviews employer contributions every four years following the scheme valuation. The 2020 scheme valuation was completed by GAD in October 2023. The outcome of this valuation was used to set the level of contributions for employers from 1 April 2024 to 31 March 2027.

The Cost Cap Mechanism (CCM) is a measure of scheme costs and determines whether member costs or scheme benefits require adjustment to maintain costs within a set corridor. Reforms were made to the CCM which was applied to the 2020 scheme valuations and included the introduction of a reformed-scheme-only cost control mechanism which assesses just the costs relating to reformed schemes (alpha for the NICS) and introduced an economic check. Prior to the cost control mechanism reforms, legacy scheme (PCSPS(NI)) costs associated with active members were also captured in the mechanism. The reformed-scheme-only design and the economic check were applied to the 2020 scheme valuations for the devolved public sector pension schemes, including the NICS pension scheme. The 2020 scheme valuation outcome was that the core cost cap cost of the scheme lies within the 3% cost cap corridor. As there is no breach of the cost control mechanism, there is no requirement for the Department of Finance to consult on changes to the scheme. [Further information can be found on the Department of Finance website.](#)

For 2024-25, employers' contributions of £542,733 were payable to the NICS pension arrangements at a flat rate of 34.25% of pensionable pay, for all salaries (2023-24, £480,671 at one of three rates in the range 28.7% to 34.2% of pensionable pay).

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £Nil (2023-24, £Nil) were paid to one or more of the panel of two appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% (2023-24, 8% to 14.75%) of pensionable pay.

The partnership pension account offers the member the opportunity of having a 'free' pension. The employer will pay the age-related contribution and if the member does contribute, the employer will pay an additional amount to match member contributions up to 3% of pensionable earnings.

Employer contributions of £Nil, 0.5% (2023-24 £Nil, 0.5%) of pensionable pay, were payable

to the NICS Pension schemes to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees. Contributions due to the partnership pension providers at the reporting period date were £Nil. Contributions prepaid at that date were £Nil.

No persons (2023-24: 0 persons) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £Nil (2023-24: £Nil).

### Average number of persons employed (Audited Information)

The average number of whole-time equivalent persons employed during the year was as follows. These figures include those working in the department as well as in agencies and other bodies included within the consolidated departmental Accounts:

	2024-25	2023-24
	Number	Number
Senior management	5	4
Other directly employed staff	35	36
<b>Total permanent staff numbers</b>	<b>40</b>	40
Secondments/agency	9	10
<b>Total number of employees</b>	<b>49</b>	50

The average number of Independent Board Members during the year was 9 (2023-24: 9).

### Staff numbers

Staffing at 31 March 2025 comprised of 12 staff seconded from NICS, NISRA and PSNI, 34 direct recruits appointed following public advertisement (1 of which is aligned with the Senior Civil Service (SCS)) and 7 agency staff.

The breakdown by gender:

	2024-25		2023-24	
	Male	Female	Male	Female
Senior civil service equivalent	-	1	-	1
Directors	2	2	2	3
Staff	18	30	17	26
<b>Total</b>	<b>20</b>	<b>33</b>	19	30

## Staff turnover

Details of staff turnover for the financial year is outlined below:

	2024-25	2023-24
	%	%
Staff turnover percentage	<b>22.3</b>	13.5

The increase in staff turnover is mainly due to the recruitment of permanent Administrative Officers during the reporting period, resulting in new staff joining the Board and some temporary staff leaving the positions for the permanent staff to take, both adding to the overall turnover increase.

## Staff Engagement

NIPB engages extensively with staff in relation to strategic developments, horizon scanning, staff policies, staff news, and other employee matters through our monthly Whole Team Briefs and Directorate meetings. The Board has continued to build on the assessment results from our Investors in People (IIP) accreditation in June 2022 (and reassessment survey in March 2024) and this has provided a framework to evaluate the NIPB approach to people and organisation development, which is set out in our NIPB People Plan for 2025-26. In 2024-25 this work focused on an extensive series of activities to develop shared values for staff. IIP re-accreditation is due again in June 2025.

The Board's BeYou group continues to deliver staff wellbeing initiatives in support of our People Plan and over the course of the last year these have included seasonal activities, fundraising events, and bespoke sessions such as on menopause wellness. The BeYou group also continues to offer the flu injection to help people at a higher risk to protect against the flu. The BeYou group are currently developing a plan to ensure the shared staff values of openness, diversity, respect and integrity are embedded, recognised and valued across the organisation.

## Voluntary Redundancy Scheme – exit packages (Audited Information)

Exit costs are accounted for in the year of departure. No staff left under Voluntary Exit terms during the 2024-25 year (Nil, 2023-24).

## Staff Policies and Other Employee Matters

NIPB places considerable value on the involvement of its employees and has continued to keep them informed on matters affecting them and on the various factors affecting performance of the organisation. This is achieved through formal and informal meetings, regular briefings, information bulletins, and staff memos. NIPB has made greater use of its staff intranet as a means of communicating any updates and or changes in regards of employee matters. In relation to staff policies, NIPB adopt the staff policies of the NICS as the Board's staff includes a mix of direct recruits and NICS employees therefore all staff are bound by the same terms and conditions as NICS employees.

## Employment, training and advancement of disabled persons

NIPB has also adopted NICS commitment to working towards creating a truly inclusive workplace where all colleagues feel valued.

In keeping with the wider NICS, NIPB applies the recruitment principles as set out in the Recruitment Code of the Civil Service Commissioners for Northern Ireland. All selection panel members complete mandatory recruitment and selection training, and appointments to NIPB are made on merit on the basis of fair and open competition, adhering to the [Recruitment Code](#).

NICS delivers an annual programme of communications and training on disability awareness and has policies in place to support inclusive workplaces. A review of the NICS reasonable adjustment process for in-work support, and for its recruitment selection and onboarding processes, progressed in 2024, which will deliver improvements to the process with implementation anticipated in 2025-26, subject to ministerial approval and Trade Union consultation. NIPB will adopt the agreed new processes once approved.

NICS offers a Guaranteed Interview Scheme (GIS) which ensures a guaranteed number of disabled applicants who meet the minimum essential eligibility criteria for the role they have applied for, are offered an interview and NIPB has aligned with this approach. Further information can be found on the “Information for disabled applicants” section of the [NICS recruit website](#).

To maintain and promote a diverse and inclusive workforce, NIPB has adopted wider NICS policies to support reasonable adjustments to working practices or the work environment as required by disabled persons.

The Board has worked with Employers for Disability NI (EFDNI) to identify and deliver disability awareness training to staff.

## Other Employee Matters

### Equality, Diversity and Inclusion

NIPB is committed to building an inclusive work culture where diversity is truly valued at all levels, where you are valued for who you are and where you can bring your true self to work.

Equality is a cornerstone consideration in the development and review of all HR policies which determine how staff are recruited and appointed, their terms and conditions, how they are managed and developed, assessed, recognised and rewarded.

The NIPB Equality Scheme sets out our commitments to promote equality, diversity and inclusion and we continue to meet our statutory obligations under the Fair Employment and Treatment (NI) Order 1998, which includes submission of annual Fair Employment Monitoring Return and a tri-annual Article 55 Review to the Equality Commission for NI (ECNI), both of which assess the composition of the NIPB workforce and the composition of applicants and appointees.



The Board has due regard to the need to promote equality of opportunity and regard to the desirability of promoting good relations across a range of categories outlined in the Section 75 of the Northern Ireland Act 1998 in carrying out its functions.

### **Further information is available in the Board's Equality Scheme.**

## **Learning and Development**

NIPB recognises the importance of having skilled and engaged employees and continues to invest in learning and development.

Development and delivery of generic staff training is centralised in NICS<sup>5</sup>HR. Training is delivered using a variety of learning delivery channels (including online webinars), providing flexible access to learning.

A new NICS<sup>5</sup>HR L&D Portfolio is now available showing the comprehensive range of learning available, grouped under six core product areas:

- Policy and Government
- Leadership and Management
- Collaborative & Collective Working
- Innovation, Improvement & Transformation
- Health and Wellbeing
- Digital Skills Development

Leadership development is a key priority within the NICS and NICS<sup>5</sup>HR L&D offer a suite of products aimed at leadership from EO2 to SCS grades. Development of four new leadership products commenced this year, with 2025-26 launch dates. Topics will cover Inclusive Leadership, Entrepreneurial Leadership, Collective and Compassionate Leadership and Digital Leadership.

Coherent learning pathways are aligned to both corporate need and the NICS Competency Framework. Additional bespoke training, determined by current business need, is provided by NIPB. The Board has developed a People Strategy which aligns with the Board's staff focused 'vision & values'. NIPB has also introduced a 'Training Matrix' which is available for staff to download from the NIPB intranet. The Matrix allows individuals and teams to track their training requirements and identify any skills/knowledge gaps.

## **Employee Consultation and Trade Union Relationships**

The Department of Finance is responsible for the NICS Trade Union Arrangements Policy. NICS<sup>5</sup>HR, consults and/or negotiates with the NICS recognised trade unions on matters such as pay, promotion, and annual leave which are relevant across the NICS and local departmental arrangements are in place to enable consultation on matters specific to a department or individual business area.

<sup>5</sup> NICS<sup>5</sup>HR is the NICS' centralised human resources operational delivery function, falling under the responsibility of the Department of Finance

### Sickness absence data

The average number of working days lost per employee due to sickness was 5.22 up to 31 March 2025 (2023-24: 16.03). The total number of working days lost due to sickness was 215 days for 2024-25.

### Disclosures in Annual Report for Off-Payroll Payments (Audited Information)

During the year NIPB engaged the services of one individual for a period greater than six months, costing more than £245 per day. All off-payroll engagement arrangements are now assessed in line with IR35 requirements.

**Table 1: All temporary off-payroll workers engaged at any point during the year ended 31 March 2025**

	2024-2025
Number of off-payroll workers engaged during the year ended 31 March 2025	1
Of Which:	
Number determined as out-of-scope of IR35	1
Number determined as in-scope of IR35	-
Number of engagements reassessed for compliance or assurance purposes during the year	-
Of which: Number of engagements that saw a change to IR35 status following review	-
Number of engagements where the status was disputed under provisions in the off-payroll legislation	-
Of which: Number of engagements that saw a change to IR35 status following review	-

**Table 2: Highly paid off-payroll worker engagements as at 31 March 2025, earning £245 per day or greater.**

	2024-2025
Number (No.) of existing engagements as of 31 March 2025	1
Of which, no. that existed:	-
less than 1 year	1
for between 1 and 2 years	-
for between 2 and 3 years	-
for between 3 and 4 years	-
for 4 or more years	1

### Consultancy costs (Audited Information)

Details of all consultancy costs are outlined below:

	2025-26	2024-25
	£	£
Consultancy costs	-	-

## ASSEMBLY ACCOUNTABILITY AND AUDIT REPORT

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### Regularity of Expenditure (Audited Information)

As Northern Ireland Policing Board's Accounting Officer, I am content that the expenditure and income has been applied to the purposes intended by the NI Assembly. Furthermore, I am content transactions are within the scope of the authorities that govern them, and that there are no material weaknesses in the design and implementation of our internal controls to prevent and detect fraud.

### Losses and Special Payments (Audited Information)

Losses and special payments - £Nil (2023-24: £Nil).

### Remote Contingent Liabilities (Audited Information)

NIPB has no remote contingent liabilities (2023-24: none).



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**Sinéad Simpson**

Chief Executive

**Date: 19 June 2025**

## THE CERTIFICATE OF THE COMPTROLLER AND AUDITOR GENERAL TO THE NORTHERN IRELAND ASSEMBLY

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### Opinion on financial statements

I certify that I have audited the financial statements of the Northern Ireland Policing Board for the year ended 31 March 2025 under the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003, as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards as interpreted and adapted by the Government Financial Reporting Manual.

I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of the Northern Ireland Policing Board's affairs as at 31 March 2025 and of the Northern Ireland Policing Board's net expenditure for the year then ended; and
- have been properly prepared in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010 and Department of Justice directions issued thereunder.

### Opinion on regularity

In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

### Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

My staff and I are independent of the Northern Ireland Policing Board in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

### **Conclusions relating to going concern**

In auditing the financial statements, I have concluded that the Northern Ireland Policing Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Northern Ireland Policing Board's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

The going concern basis of accounting for the Northern Ireland Policing Board is adopted in consideration of the requirements set out in the Government Financial Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

My responsibilities and the responsibilities of the Policing Board Members and the Accounting Officer with respect to going concern are described in the relevant sections of this report.

### **Other Information**

The other information comprises the information included in the Annual Report other than the financial statements, the parts of the Accountability Report described in that report as having been audited, and my audit certificate and report. The Northern Ireland Policing Board Members and the Accounting Officer are responsible for the other information included in the annual report. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my certificate I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

### **Opinion on other matters**

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Department of Justice directions made under the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### **Matters on which I report by exception**

In the light of the knowledge and understanding of the Northern Ireland Policing Board and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records; or
- certain disclosures of remuneration specified by the Government Financial Reporting Manual are not made; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with the Department of Finance's guidance.

### **Responsibilities of the Northern Ireland Policing Board Members and Accounting Officer for the financial statements**

As explained more fully in the Statement of Accounting Officer Responsibilities, the Northern Ireland Policing Board Members and the Accounting Officer are responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- ensuring the annual report, which includes the Remuneration and Staff Report is prepared in accordance with the applicable financial reporting framework; and

- assessing the Northern Ireland Policing Board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by Northern Ireland Policing Board will not continue to be provided in the future.

### **Auditor's responsibilities for the audit of the financial statements**

My responsibility is to examine, certify and report on the financial statements in accordance with the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the Northern Ireland Policing Board through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included the Police (Northern Ireland) Act 2000, as amended by the Police (Northern Ireland) Act 2003 and the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010;
- making enquires of management and those charged with governance on Northern Ireland Policing Board's compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;
- completing risk assessment procedures to assess the susceptibility of Northern Ireland Policing Board's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the following areas: management override of



controls through the posting of unusual journals and the extent of management bias within accounting estimates;

- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate; and
- addressing the risk of fraud as a result of management override of controls by:
  - performing analytical procedures to identify unusual or unexpected relationships or movements;
  - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
  - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
  - investigating significant or unusual transactions made outside of the normal course of business.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

## Report

I have no observations to make on these financial statements.

### **Dorinnia Carville**

Comptroller and Auditor General  
Northern Ireland Audit Office  
106 University Street  
BELFAST  
BT7 1EU

Date 1 July 2025

# NI POLICING BOARD FINANCIAL STATEMENTS

## Statement of Comprehensive Net Expenditure for the year ended 31 March 2025

		2024-2025	2023-24 Restated
	Note	£000	£000
Other Operating Income	5	(56)	(7)
<b>Total Operating Income</b>		<b>(56)</b>	<b>(7)</b>
Staff costs	3	2,990	2,921
Depreciation	6, 7 & 8	216	221
Provision Expense	4	838	(19)
Other Operating Expenditure	4	2,776	2,954
<b>Total Operating Expenditure</b>		<b>6,820</b>	<b>6,077</b>
<b>Net Operating Expenditure</b>		<b>6,764</b>	<b>6,070</b>
<b>Net expenditure for the year</b>		<b>6,764</b>	<b>6,070</b>
<b>Other Comprehensive Net Expenditure</b>			
<b>Items that will not be reclassified to net operating costs:</b>			
Net (gain) on revaluation of Property Plant and Equipment	6	(1)	(1)
Net (gain) on revaluation of Intangibles	7	-	(1)
<b>Comprehensive Net Expenditure for the year</b>		<b>6,763</b>	<b>6,068</b>

The notes on pages 127 to 147 form part of these accounts.

## Statement of Financial Position as at 31 March 2025

		2025	2024 Restated	2023 Restated
	Note	£000	£000	£000
<b>Non-current assets:</b>				
Property, plant and equipment	6	40	65	101
Intangible assets	7	73	66	70
Right of Use assets	8	508	682	856
<b>Total non-current assets</b>		<b>621</b>	813	1,027
<b>Current assets:</b>				
Trade and other receivables	10	78	58	115
Cash and cash equivalents	11	231	378	62
<b>Total current assets</b>		<b>309</b>	436	177
<b>Total assets</b>		<b>930</b>	1,249	1,204
<b>Current liabilities:</b>				
Trade and other payables	12	(1,440)	(1,885)	(1,705)
Provisions	13	(1,928)	(1,506)	(1,678)
<b>Total current liabilities</b>		<b>(3,368)</b>	(3,391)	(3,383)
<b>Total assets less current liabilities</b>		<b>(2,438)</b>	(2,142)	(2,179)
<b>Non-current liabilities</b>				
Provisions	13	(373)	(109)	(140)
<b>Total non-current liabilities</b>		<b>(373)</b>	(109)	(140)
<b>Total assets less total liabilities</b>		<b>(2,811)</b>	(2,251)	(2,319)
<b>Taxpayers' equity and other reserves</b>				
Revaluation reserve		73	72	70
General reserve		(2,884)	(2,323)	(2,389)
<b>Total Equity</b>		<b>(2,811)</b>	(2,251)	(2,319)

The financial statements on pages 123 to 126 were approved and authorised by NIPB on 19 June 2025 and were signed on its behalf by:



**Sinéad Simpson**

Chief Executive

**Date: 19 June 2025**

The notes on pages 127 to 147 form part of these accounts.

**Statement of Cash Flows for the year ended 31 March 2025**

		<b>2024-25</b>	2023-24 Restated
<b>Cash flows from operating activities</b>	Note	<b>£000</b>	£000
<b>Net Operating Expenditure</b>		<b>(6,763)</b>	(6,068)
Adjustment for non-cash transactions	4,6,7 & 8	<b>1,050</b>	213
(Increase) Decrease in trade and other receivables	10	<b>(20)</b>	57
Increase (Decrease) in trade and other payables	12	<b>(445)</b>	180
Use of provisions	13	<b>(152)</b>	(184)
<b>Net cash outflow from operating activities</b>		<b>(6,330)</b>	(5,802)
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	6	-	(13)
Purchase of intangible assets	7	<b>(20)</b>	(5)
<b>Net cash outflow from investing activities</b>		<b>(20)</b>	(18)
<b>Cash flows from financing activities</b>			
Grants from sponsoring department		<b>6,203</b>	6,136
<b>Net financing</b>		<b>6,203</b>	6,136
<b>Net increase (decrease) in cash and cash equivalents in the period</b>	11	<b>(147)</b>	316
<b>Cash and cash equivalents at the beginning of the period</b>	11	<b>378</b>	62
<b>Cash and cash equivalents at the end of the period</b>	11	<b>231</b>	378

The notes on pages 127 to 147 form part of these accounts.

**Statement of Changes in Taxpayers' Equity for the year ended 31 March 2025**

	<b>General Reserve</b>	<b>Revaluation Reserve</b>	<b>Taxpayers' Equity</b>
	£000	£000	£000
<b>Balance at 1 April 2023 (restated)</b>	<u>(2,389)</u>	<u>70</u>	<u>(2,319)</u>
<b>Changes in Taxpayers' Equity for 2023-24</b>			
Grants from Sponsoring department	6,136	-	6,136
Comprehensive net expenditure for the year (restated)	(6,068)	-	(6,068)
Transfers between reserves	(2)	2	-
<b>Balance at 31 March 2024 (restated)</b>	<u>(2,323)</u>	<u>72</u>	<u>(2,251)</u>
<b>Changes in Taxpayers' Equity for 2024-25</b>			
Grants from Sponsoring department	<b>6,203</b>	-	<b>6,203</b>
Comprehensive net expenditure for the year	<b>(6,763)</b>	-	<b>(6,763)</b>
Transfers between reserves	<b>(1)</b>	<b>1</b>	-
<b>Balance at 31 March 2025</b>	<u><b>(2,884)</b></u>	<u><b>73</b></u>	<u><b>(2,811)</b></u>

The notes on pages 127 to 147 form part of these accounts.

## Notes to the Accounts

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### 1. Statement of accounting policies

These financial statements have been prepared in accordance with the 2024-2025 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Board for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Board are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

#### 1.1 Accounting convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment and intangible assets.

The accounts are stated in sterling, which is the Board's functional and presentational currency. Unless otherwise noted, the amounts shown in these financial statements are in thousands of pounds sterling (£000).

#### 1.2 Property, plant and equipment

Property, plant and equipment are capitalised at their cost of acquisition. The level for capitalisation as an individual or grouped non-current asset has been applied for the year shown at £1,000. NIPB does not own any land or buildings however under IFRS 16 the Board has recognised a Right of Use Asset in relation to our office space in James House<sup>6</sup>.

In compliance with IAS 16 Property, Plant and Equipment, subsequent expenditure on an asset which does not meet the criteria of enhancement or improvement is treated as revenue spend.

On initial recognition property, plant and equipment are measured at cost including any expenditure, such as installation, directly attributable to bringing them into working condition. All property, plant and equipment are carried at fair value.

NIPB uses Producer Price Indices published by the Office for National Statistics (ONS) in order to apply indexation to the value of non-property assets at year-end. Ordinarily the Board use the February indices published in March. An assessment is then carried out after the year-end, following the publication of the March indices by ONS, to ascertain that the impact of the movement in the indices between February and March is immaterial.

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<sup>6</sup> NIPB is the legal owner of the PSNI Estate, however day to day responsibility for estate management is delegated to the Chief Constable and the assets are presented within the PSNI's financial statements.

However, in March 2025, ONS issued a statement indicating that they had identified a problem with the chain-linking methods used to calculate these indices, affecting the years from 2008 onwards, and that they would consequently be pausing publication of Producer Price Index data while the issue is rectified. As a result the January indices, published in February, have been applied in 2024-25. At the time these accounts are being prepared, it has not been possible to ascertain the potential impact of this issue. However, given the value of the non-property assets potentially affected, NIPB does not expect an adjustment to indexation to have a material impact on the 2024-25 accounts. It is anticipated that ONS will recommence publication of the Producer Price Indices at some point during the 2025-26 financial year and the indexation of non-property assets will be brought up to date in the 2025-26 accounts. Surpluses on revaluation are taken to the revaluation reserve. Deficits on revaluation are charged to the Statement of Comprehensive Net Expenditure to the extent that the loss exceeds the amount held in the revaluation reserve for the same asset.

### 1.3 Depreciation

Depreciation is provided on all non-current assets from the month they are brought into service, on a straight-line basis in order to write off cost or valuation over their expected useful lives.

Estimated useful lives, which are reviewed regularly, are:

IT equipment	-	5 years
Office equipment and furniture	-	5 - 12 years
Intangible assets (software licences)	-	2 - 10 years
Right of Use assets	-	Remaining lease period

### 1.4 Intangible Assets

The Board recognises software licences as intangible non-current assets. Purchases of software licences are capitalised as intangible non-current assets where the purchase cost of an individual licence exceeds £1,000. Software licences are amortised over the shorter of the term of the licence and the useful economic life. Software licences are revalued annually using appropriate indices provided by the Office for National Statistics. See Note 1.2 for further detail in relation to indices.

### 1.5 Operating income

Operating income comprises the recoupment of salaries for staff on secondment and externally generated programme funding received or receivable.

### 1.6 Foreign exchange

Transactions that are denominated in a foreign currency are translated into sterling at the exchange rate ruling on the date of each transaction.



## 1.7 Leases

### Finance Leases:

Under IFRS 16 Leases, NIPB applies a single lease accounting model that requires a lessee to recognise assets and liabilities for all leases (apart from the exemptions listed below).

### Scope and exclusions

At inception of a contract, NIPB assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time. To assess whether a contract conveys the right to control the use of an identified asset, NIPB assesses whether:

- the contract involves the use of an identified asset
- NIPB has the right to obtain substantially all of the economic benefit from the use of the asset throughout the period of use
- NIPB has the right to direct how and for what purpose the asset is used for.

IFRS 16 has also been applied to leases with nil or nominal consideration, for example peppercorn leases, defined as lease payments significantly below market value. These assets are measured at current value in use or fair value on initial recognition.

When making the above assessments NIPB excludes two types of leases:

- low value assets, with an assessment performed on the underlying asset when new (these are determined to be in line with capitalisation thresholds)
- leases with a lease term of 12 months or less

### The Board as a lessee

At the commencement of a lease NIPB recognises a Right of Use asset and a lease liability.

### Right of Use assets

The Right of Use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for initial direct costs, prepayments or incentives, and costs related to restoration at the end of a lease. The Right of Use assets are subsequently measured at either fair value or current value in existing use in line with property, plant and equipment assets.

The Right of Use asset is depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the Right of Use asset or the end of the lease term. The estimated useful lives of the Right of Use assets are determined on the same basis of those of property, plant and equipment assets.

The Board applies IAS 36 Impairment of Assets to determine whether the Right of Use asset is impaired and to account for any impairment loss identified.

### Lease liabilities

Any lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease, or if that cannot be readily determined, the rate provided by HM Treasury (3.51% for leases recognised in 2023, 4.72% for those in 2024).

The lease payment is measured at amortised cost using the effective interest method. It is re-measured when there is a change in future lease payments arising from a change in the index or rate, if there is a change NIPB's estimates of the amount expected to be payable under a residual value guarantee, or if NIPB changes its assessment of whether it will exercise a purchase, extension or termination option.

## 1.8 Financial instruments

NIPB does not hold any complex financial instruments. This is due to the organisation being a non-trading entity and is financed as a Non-Departmental Public Body. The only financial instruments included in the accounts are receivables and payables (Notes 10 and 12).

## 1.9 Financing and Capital Grants

NIPB is resourced by funds approved by NI Assembly through the latest comprehensive spending review. Resources are drawn down as required to meet expenditure requirements and are credited to the Statement of Comprehensive Net Expenditure Reserve. Grant-in-Aid received towards the purchase of items of property, plant and equipment or intangible assets is also credited directly to the General Reserve in line with IAS 20.

## 1.10 Provisions

Provisions are recognised when: NIPB has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

## 1.11 Critical accounting estimates and judgments

The preparation of financial statements in conformity with IFRS requires the use of accounting estimates and assumptions. It also requires management to exercise this judgment in the process of applying NIPB's accounting policies. We continually evaluate our estimates, assumptions and judgments based on available information and experience. As the use of estimates is inherent in financial reporting, actual results could differ from these estimates.

The areas involving a higher degree of judgment or complexity are described below:

**Depreciation and Amortisation:** NIPB assesses the useful economic life of assets on an annual basis.

Provision for Medical Appeals: NIPB provides for the cost of appeals against the decision of the Selected Medical Practitioner (SMP) on the basis of either the refusal of Ill Health Retirement/and or Retrospective/Injury on Duty Awards, or the level of disablement awarded.

Provision for Injury on Duty (IoD) cases: NIPB provides for the cost of outstanding cases whereby both serving and former PSNI officers can apply for Ill Health Retirement and/or a Retrospective/Injury on Duty Award. The cost of these cases is provided for on the basis of a contract with the Board's SMPs, who undertake the medical assessments of applicants. The Board also provides for the cost of cases which may be subsequently appealed.

Provision for McCloud cases: NIPB provides for the cost of cases following the Government's changes to the public service pension schemes in 2015 which were then found to have discriminated against younger members who couldn't remain in their existing scheme. Following consultation, it was proposed that the discrimination would be ended at 31 March 2022, by moving all members into the reformed schemes, and offering members a choice between legacy or reformed benefits for service in the period between 1 April 2015 and 31 March 2022 (known as the remedy period). NIPB is currently undertaking a project relating to the remedy for those affected members who applied for IHR on 1988 legacy scheme, who have been asked to provide consent to reassess their IHR to see if they are entitled to higher tier under the 2015 scheme. The deadline for the first phase of this project was 1 October 2023 and included those officers who consented to reassessment. The second phase of the project related to the cohort of former officers who did not respond to the request for reassessment. While this cohort of officers have been reassessed, we await guidance from National Police Chiefs' Council regarding next steps.

### **1.12 Value Added Tax (VAT)**

Where output VAT is charged or input VAT is recoverable, the amounts are stated net of VAT. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of property, plant and equipment.

### **1.13 Pension costs**

Past and present employees are covered by the provisions of the Principal Civil Service Pension Schemes (PCSPS (NI)). The defined benefit elements of the schemes are unfunded and are non-contributory except in respect of dependents benefits.

The Board recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employees' services by payments to the PCSPS (NI) of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS (NI). In respect of the defined contribution elements of the schemes, the Board recognises the contributions payable for the year.

### **1.14 Trade and other receivables**

Financial assets within trade and other receivables are initially recognised at fair value, which is usually the original invoiced amount.

### **1.15 Cash and cash equivalents**

Cash and cash equivalents comprise cash in hand and current balances with banks which are readily convertible to known amounts of cash and which are subject to insignificant risk of changes in value and have an original maturity of three months or less.

### **1.16 Impairment of financial assets**

NIPB assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Board makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use and is determined for an individual asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Impairment losses of continuing operations are recognised in the Statement of Comprehensive Net Expenditure in those expense categories consistent with the function of the impaired asset.

### **1.17 Trade and other payables**

Trade and other payables are recognised initially at fair value, which is usually the original invoiced amount. The most significant accrual is in relation to the PCSPs. This is due to the timing of claims submitted for payment and represents the final quarter's expenditure of the current financial year which will be paid post year end.

### **1.18 Employee benefits**

Under IAS 19, an employing entity should recognise the undiscounted amount of short-term employee benefits expected to be paid in exchange for the service. NIPB has therefore recognised annual and flexi leave entitlements, bonuses and unpaid overtime that have been earned by the year end but not taken or paid. These are included in current liabilities for all staff across NIPB.

### **1.19 Contingent liabilities**

In addition to contingent liabilities disclosed in accordance with IAS 37, the Board discloses for Assembly reporting and accountability purposes certain statutory and non-statutory contingent liabilities where the likelihood of a transfer of economic benefit is remote, but which have been reported to the Assembly in accordance with the requirements of Managing Public Money Northern Ireland.

Where the time value of money is material, contingent liabilities which are required to be disclosed under IAS 37 are stated at discounted amounts and the amount reported to the Assembly separately noted. Contingent liabilities that are not required to be disclosed by IAS 37 are stated at the amounts reported to the Assembly.

## 1.20 Insurance

NIPB does not take out general insurance, except where there is a statutory requirement to do so. Instead, expenditure in connection with uninsured risks is charged as incurred.

## 1.21 Accounting standards, amendments, interpretations, or other updates that were issued and effective for the 2024-2025 financial year

NIPB has reviewed the standards, interpretations, and amendments to published standards that became effective during 2024-2025 and which are relevant to its operations.

No changes are material to NIPB accounts.

## 1.22 Accounting standards, interpretations and amendments to published Standards not yet effective

In addition, certain new standards, interpretations and amendments to existing standards have been published that are mandatory for accounting periods beginning on or after 1 April 2025 or later periods, but which NIPB has not adopted early.

NIPB considers that the following standards are relevant to its operations.

Standard	IFRS 18 Presentation and Disclosure in Financial Statements
<b>Effective date</b>	January 2027
<b>FReM application</b>	Not before 2027-28
<b>Description of revision</b>	IFRS 18 Presentation and Disclosure in Financial Statements was issued in April 2024, replacing IAS 1 Presentation of Financial Statements, and is effective for accounting periods beginning on or after 1 January 2027.
<b>Comments</b>	IFRS 18 will be implemented, as interpreted and adapted for the public sector if required, from a future date (not before 2027-28) that will be determined by the UK Financial Reporting Advisory Board in conjunction with HM Treasury following analysis of this new standard.

Standard	IAS 16/IAS 38 Non-investment asset valuations
<b>Effective date</b>	1 April 2025
<b>FReM application</b>	2025-26
<b>Description of revision</b>	<p>In December 2023 Treasury released an exposure draft on potential changes to make to valuing and accounting for non-investment assets (e.g. PPE, intangible assets). The following changes to the valuation and accounting of non-investment assets is to be included in the 2025-26 FReM for mandatory implementation: References to assets being held for their 'service potential' and the terms 'specialised/non-specialised' assets are being removed from the FReM. Non-investment assets are instead described as assets held for their 'operational capacity'. This change has no impact on the valuation basis of non-investment assets, which remains Existing Use Value (EUV). An adaptation to IAS 16 will be introduced to withdraw the requirement to revalue an asset where its fair value materially differs from its carrying value. Assets are now valued using the one of the following processes:</p> <ul style="list-style-type: none"> <li>• A quinquennial revaluation supplemented by annual indexation.</li> <li>• A rolling programme of valuations over a 5-year cycle, with annual indexation applied to assets during the 4 intervening years.</li> <li>• For non-property assets only, appropriate indices.</li> <li>• In rare circumstances where an index is not available, a quinquennial revaluation supplemented by a desktop revaluation in year 3.</li> <li>• The option to measure intangible assets using the revaluation model is withdrawn. The carrying values of intangible assets at 31 March 2025 will be considered the historical cost at 1 April 2025.</li> </ul>
<b>Comments</b>	HM Treasury have finalised and published application guidance for preparers and valuers on the changes to FReM. These changes flow from HM Treasury's Thematic Review of non-investment asset valuations for financial reporting and a previous Consultation Paper published on this area and are effective from 1 April 2025.

### 1.23 Prior Period Adjustment

The year ended 31 March 2022 and 31 March 2023 financial statements are re-stated under IAS 8 due to the recognition of a lease as a Right of Use asset in relation to the prior period, in-line with IFRS 16 guidance. The prior period adjustments affected the Right of Use asset figure in the 31 March 2022 and 2023 financial statements with recognition of the asset of £871,393 in the 2022-23 financial year and corresponding depreciation charges of £14,523 and £174,277 in the 2022-23 and 2023-24 financial years respectively. Full disclosure of this prior period adjustment can be found in Notes 8 and 19.

## 2. Statement of operating expenditure by operating segment

At 31 March 2025 NIPB organised into two main business segments reported to the Chief Operating Decision Maker through monthly Management Accounts:

- expenditure which supports the statutory and other objectives of the NIPB
- expenditure which supports the statutory and other objectives of the Policing and Community Safety Partnerships (PCSPs). Further information in relation to the PCSPs can be found in the Performance Analysis section of the annual report

The segmental results for the year ended 31 March 2025 are as follows:

	NIPB	PCSPs	Total
	£000	£000	£000
Gross expenditure	5,274	1,546	6,820
Income	(56)	-	(56)
Net Expenditure	5,218	1,546	6,764

The segmental results for the year ended 31 March 2024 are as follows:

Restated	NIPB	PCSPs	Total
	£000	£000	£000
Gross expenditure (restated)	4,538	1,539	6,077
Income	(7)	-	(7)
Net Expenditure	4,531	1,539	6,070

The segmental results for the year ended 31 March 2023 are as follows:

Restated	NIPB	PCSPs	Total
	£000	£000	£000
Gross expenditure (restated)	5,260	1,593	6,853
Income	(25)	-	(25)
Net Expenditure	5,235	1,593	6,828

### 3. Staff costs

Staff costs comprise:	2024-25	2023-24
	£000	£000
Permanently employed staff		
Wages and salaries	1,830	1,849
Social security costs	192	190
Other pension costs	543	481
Total permanent staff costs	2,565	2,520
Secondments/agency costs	425	401
Total cost	2,990	2,921

### 4. Other operating expenditure and Provision expense

		2024-25	2023-24
	Note	£000	£000
Grants to PCSPs		1,503	1,412
PCSP Recruitment costs		37	126
PCSP Training costs		6	1
Running costs		414	562
Accommodation costs		311	391
Rentals under operating leases		-	37
Press and public relations		60	50
Information technology		156	153
Human rights monitoring		100	99
Pension medical services and appeals		165	100
External audit fees		24	23
Total Other operating Expenditure		2,776	2,954
Provision (income) expense			
Provisions provided for in year	13	932	185
Provisions released in year not required	13	(94)	(204)
Total Provision (income) expense		838	(19)

PCSPs are funded jointly by the Board and the DoJ reporting through a Joint Committee. The Joint Committee agrees the level of funding for each PCSP based on approval of their Partnership Plans. The PCSP expenditure, above, only relates to the Board's share of the cost.



## 5. Income

	2024-25	2023-24
	£000	£000
Income source		
Reimbursement of payroll costs for secondments	56	7
Total income	56	7

## 6. Property, plant and equipment

2024-2025	Information Technology	Furniture & Fittings	Total
	£000	£000	£000
Cost or valuation			
At 1 April 2024	179	97	276
Additions	-	3	3
Disposals	-	-	-
Revaluations	1	-	1
At 31 March 2025	180	100	280
Depreciation			
At 1 April 2024	131	80	211
Charged in year	24	5	29
Disposals	-	-	-
Revaluations	-	-	-
At 31 March 2025	155	85	240
Carrying amount at 31 March 2024	48	17	65
Carrying amount at 31 March 2025	25	15	40

### Asset financing:

Owned	25	15	40
Lease	-	-	-
Carrying amount at 31 March 2025	25	15	40

Information technology and furniture and fittings are valued using relevant indices.

**6. Property, plant and equipment (cont'd)**

2023-24	Information Technology £000	Furniture & Fittings £000	Total £000
Cost or valuation			
At 1 April 2023	177	97	274
Additions	-	-	-
Disposals	-	-	-
Revaluations	2	-	2
At 31 March 2024	<u>179</u>	<u>97</u>	<u>276</u>
Depreciation			
At 1 April 2023	98	75	173
Charged in year	32	5	37
Disposals	-	-	-
Revaluations	1	-	1
At 31 March 2024	<u>131</u>	<u>80</u>	<u>211</u>
Carrying amount at 31 March 2023	<u>79</u>	<u>22</u>	<u>101</u>
Carrying amount at 31 March 2024	<u>48</u>	<u>17</u>	<u>65</u>
Asset financing:			
Owned	48	17	65
Leased	-	-	-
Carrying amount at 31 March 2024	<u>48</u>	<u>17</u>	<u>65</u>

Information technology and furniture and fittings are valued using relevant indices.

## 7. Intangible Assets

2024-25	Software Licences £000
Cost or valuation	
At 1 April 2024	89
Additions	20
Disposals	-
Revaluations	-
At 31 March 2025	<u>109</u>
Amortisation	
At 1 April 2024	23
Charged in year	13
Disposals	-
Revaluations	-
At 31 March 2025	<u>36</u>
Carrying amount at 31 March 2024	<u>66</u>
Carrying amount at 31 March 2025	<u>73</u>
Asset financing:	
Owned	73
Leased	-
Carrying amount at 31 March 2025	<u>73</u>

**7. Intangible Assets (cont'd)**

2023-24	Software Licences £000
Cost or valuation	
At 1 April 2023	97
Additions	5
Disposals	(14)
Revaluations	1
At 31 March 2024	89
Amortisation	
At 1 April 2023	27
Charged in year	10
Disposals	(14)
Revaluations	-
At 31 March 2024	23
Carrying amount at 31 March 2023	70
Carrying amount at 31 March 2024	66
Asset financing:	
Owned	66
Leased	-
Carrying amount at 31 March 2024	66

## 8. Right of Use Assets

	2024-25	2023-24	2022-23
	£000	£000	£000
Cost or valuation			
At 1 April	871	871	-
Additions	-	-	871
Disposals	-	-	-
Revaluations	-	-	-
At 31 March	<u>871</u>	<u>871</u>	<u>871</u>
Depreciation			
At 1 April	189	15	-
Charged in year	174	174	15
Disposals	-	-	-
Revaluations	-	-	-
At 31 March	<u>363</u>	<u>189</u>	<u>15</u>
Carrying amount at 1 April	<u>682</u>	<u>856</u>	<u>-</u>
Carrying amount at 31 March	<u>508</u>	<u>682</u>	<u>856</u>
Asset financing:			
Owned	-	-	-
Leased	<u>508</u>	<u>682</u>	<u>856</u>
Carrying amount at 31 March	<u>508</u>	<u>682</u>	<u>856</u>

### Right of Use assets – prior period adjustment

The recognition of the Right of Use asset in 2022-23 (restated) relates to the Board's use of space within James House under a legal agreement known as a "Licence to occupy premises" which is now deemed to fall within the scope of IFRS 16 as a lease. This license has been effective since 20 March 2023 and gives the Northern Ireland Policing Board the right to use office space for a period of five years. The re-statement recognised a Right of Use asset of £871,393 in 2022-23 and corresponding depreciation charges of £14,523 in 2022-23 and £174,277 in 2023-24. Further details can be found in Notes 1.7 and 19.

## 9. Financial instruments

As the cash requirements of NIPB are met through Grant-in-Aid provided by the Department of Justice, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with the Board's expected purchase and usage requirements and NIPB is therefore exposed to little credit, liquidity or market risk.

## 10. Trade receivables and other current assets

	2024-25	2023-24
	£000	£000
Amounts falling due within one year:		
VAT	45	34
Trade receivables	13	8
Prepayments and accrued income	20	16
Total receivables at 31 March	<u>78</u>	<u>58</u>

## 11. Cash and cash equivalents

	2024-25	2023-24
	£000	£000
Commercial banks and cash in hand		
Balance at 1 April	378	62
Net change in cash and cash equivalent balances	(147)	316
Balance at 31 March	<u>231</u>	<u>378</u>

## 12. Trade payables and other current liabilities

	2024-25	2023-24
	£000	£000
Amounts falling due within one year:		
Trade payables	341	102
Balances due to PCSPs	647	754
Accruals	452	1,029
Total payables at 31 March	<u>1,440</u>	<u>1,885</u>

### 13. Provisions for liabilities and charges

2024-2025	McCloud Cases £000	Medical Appeals £000	IOD Cases £000	Legal Cases £000	Total £000
Balance at 1 April 2024	9	145	1,106	355	1,615
Provided in the year	-	44	880	8	932
Provisions not required written back	(1)	(16)	(32)	(45)	(94)
Provisions utilised in the year	(7)	(57)	(88)	-	(152)
At 31 March 2025	1	116	1,866	318	2,301

Analysis of expected timing of discounted flows.

	McCloud Cases £000	Medical Appeals £000	IOD Cases £000	Legal Cases £000	Total £000
Not later than one year	1	116	1,493	318	1,928
Later than one year and not later than five years	-	-	373	-	373
At 31 March 2025	1	116	1,866	318	2,301

2023-24	McCloud Cases £000	Medical Appeals £000	IOD Cases £000	Legal Cases £000	Total £000
Balance at 1 April 2023	133	95	1,080	510	1,818
Provided in the year	-	53	132	-	185
Provisions not required written back	(17)	(3)	(52)	(132)	(204)
Provisions utilised in the year	(107)	-	(54)	(23)	(184)
At 31 March 2024	9	145	1,106	355	1,615

Analysis of expected timing of discounted flows.

	McCloud Cases £000	Medical Appeals £000	IOD Cases £000	Legal Cases £000	Total £000
Not later than one year	9	145	997	355	1,506
Later than one year and not later than five years	-	-	109	-	109
At 31 March 2024	9	145	1,106	355	1,615

#### (i) McCloud Cases

This provision relates to outstanding cases where ex-serving PSNI officers provide consent to reassess their IHR to see if they are entitled to a higher tier pension under the 2015 pension scheme relating to the remedy period following the discrimination ruling. The deadline for the first phase of this project was 1 October 2023 and included those officers who consented to reassessment. The second phase of the project relates to those former officers who have not consented to assessment (as initiated by guidance produced by the National Police Chiefs Council) and is currently ongoing.

#### (ii) Medical Appeals

This provision relates to appeals from serving or former officers for either the refusal of Ill Health Retirement and/or Retrospective/Injury on Duty Awards, or as the result of the level of disablement awarded.

#### (iii) Injury on Duty (IOD) Cases

This provision relates to cases whereby serving and former PSNI officers can apply for Ill Health Retirement and/or Retrospective/Injury on Duty Awards.

#### (iv) Legal Cases

There are currently a number of outstanding legal cases in which NIPB is named as defendant.

### 14. Capital commitments

There were no capital commitments outstanding at the year-end for which contracts had been entered into or which had been authorised by the Management Board (2023-24: £Nil).

### 15. Commitments under leases

#### Finance Leases

The Northern Ireland Policing Board's lease relates to its tenancy in James House, Belfast. In-line with Public Sector guidance, it has been treated under IFRS 16 and treated as a finance lease.



### 15.1 Quantitative disclosures around Right of Use assets

Non-current assets, as recorded in the Statement of Financial Position, include the following amounts for leased Right of Use assets:

Right of Use Assets	2024-25	2023-24	2022-23
	£000	£000	£000
Carrying amount			
At 1 April	682	856	-
Additions	-	-	871
Disposals	-	-	-
Depreciation charge in year	(174)	(174)	(15)
At 31 March	508	682	856

### 15.2 Quantitative disclosures around lease liabilities

NIPB Headquarters lease at Waterside Tower expired on 30 April 2023 following the move of to James House based at the Gasworks Business Park which is owned by the Department of Finance. The accommodation arrangements going forward will be in the form of a license agreement for an initial period of 5 years at a cost of £1 per annum if requested, after which the license can be renewed.

### 15.3 Quantitative disclosures related to elements recognised in the Statement of Comprehensive Net Expenditure

	2024-25	2023-24	2022-23
	£000	£000	£000
Depreciation Charge for Right of Use Assets	174	174	15

### Operating Leases

Total future minimum lease payments under operating leases are given in the table below for each of the following periods:

	2024-25	2023-24	2022-23
	£000	£000	£000
Premises			
Not later than one year	-	-	36
Later than one year and not later than five years	-	-	-
	-	-	36

### 16. Contingent liabilities disclosed under IAS 37

The NIPB has no contingent liabilities (2023-24: £Nil).

## 17. Related party transactions

NIPB is a NDPB of the DoJ. The DoJ is regarded as a related party. During the year NIPB has had a number of material transactions with the department and with other government departments and central government bodies. Most of these transactions have been with the DoF, the NI Assembly, the Crown Solicitor's Office, the Central Procurement Directorate, the Rate Collection Agency and the Northern Ireland Statistics and Research Agency (the last two are executive agencies of the DoF), PSNI and local councils through the PCSPs.

No Board Member, key manager or other related parties have undertaken any related party transactions with the Board during the year.

## 18. Events after the reporting period

No events as defined in IAS 10 have occurred subsequent to the year-end that require disclosure.

## 19. Prior Year Adjustments

The NIPB Headquarters lease at Waterside Tower expired on 30 April 2023 following the move to James House based at the Gasworks Business Park which is owned by the Department of Finance.

In 2022-23 NIPB entered into a license agreement in relation to the new tenancy in James House. The accommodation arrangements going forward were in the form of a license agreement for an initial period of 5 years at a cost of £1 per annum if requested, after which the license could be renewed. The Northern Ireland Policing Board has use of space within James House under a legal agreement known as a "Licence to occupy premises."

This license has been effective since 20 March 2023 and gives the Northern Ireland Policing Board the right to use office space for a period of five years. At the commencement of the license, management determined that this licence did not fall within the scope of IFRS 16 as there was not an identifiable asset and the licence did not clearly specify the space within James House that the Northern Ireland Policing Board could occupy.

Recent interpretation of IFRS 16 in respect of similar arrangements within the Department of Finance has concluded that licenses, such as this one, fall within the scope of IFRS 16 and this has required a prior year adjustment to be undertaken. The Board have now recognised a Right of Use asset at the inception of the license in March 2023 and corresponding annual depreciation charges from 2022-23 to date, resulting in a restatement of the Statements of Financial Position and Statement of Changes in Tax-payers' Equity for the years 2022-23 and 2023-24. This is to ensure full compliance with IFRS 16 guidelines in relation to the treatment of Right of Use assets. The right of use asset has been initially measured at cost, which comprises the initial amount of the lease liability adjusted for any initial direct costs, prepayments or incentives, and any costs related to restoration at the end of a lease.

The Right of Use asset has been subsequently measured using the cost measurement model

in IFRS 16 as an appropriate proxy for current value in existing use or fair value. The Right of Use asset has been depreciated using the straight-line method from the commencement date to the end of the lease term. The estimated useful life of the Right of Use asset is determined by the lease term. Further details are disclosed in Note 1.7 and 8.

The change has resulted in a change in the Right of Use Assets in the 31 March 2023 and 2024 accounts:

Summary of the prior years' accounting impact:	2023-24	2022-23
	£000	£000
Original carrying amount of Right of Use asset at 31 March		
Increase in asset - prior year	871	-
Increase in asset – addition of lease	-	871
Increase in depreciation – prior year	(15)	-
Increase in depreciation – Right of Use asset	(174)	(15)
Revised carrying amount of Right of Use asset at 31 March	682	856

The change has also resulted in an adjustment of the general reserves in the 31 March 2023 and 2024 accounts:

Summary of the prior years' accounting impact:	£000
Original general reserves at 1 April 2023	(3,245)
Comprehensive net expenditure for year - restated	871
Increase in depreciation	(15)
Revised closing general reserve at 31 March 2023	(2,389)
Original general reserves at 31 March 2024	(3,005)
net expenditure for year - restated	871
Increase in depreciation (prior year)	(15)
Increase in depreciation	(174)
Revised closing general reserve at 31 March 2024	(2,323)

Summary of the prior years' accounting impact:	£000
Original comprehensive net expenditure for the year ended 31 March 2024	(5,894)
Increase in depreciation	(174)
Revised comprehensive net expenditure for the year ended 31 March 2024	(6,068)

### Date of authorisation for issue

The Accounting Officer authorised these financial statements for issue on 1 July 2025.

# Glossary

<b>ACC</b>	Assistant Chief Constable
<b>ACO</b>	Assistant Chief Officer
<b>AME</b>	Annual Managed Expenditure
<b>ARAC</b>	Audit and Risk Assurance Committee
<b>ASB</b>	Anti-Social Behaviour
<b>BWV</b>	Body Worn Video
<b>CARE</b>	Career Average Re-valued Earnings
<b>C&amp;AG</b>	Comptroller and Auditor General
<b>CETV</b>	Cash Equivalent Transfer Value
<b>CJINI</b>	Criminal Justice Inspection NI
<b>CPI</b>	Consumer Prices Index
<b>CSAE</b>	Child Sexual Abuse and Exploitation
<b>CSP</b>	Civil Service Pensions
<b>DCC</b>	Deputy Chief Constable
<b>DoF</b>	Department of Finance
<b>DoJ</b>	Department of Justice
<b>DPA</b>	Data Protection Act
<b>FoIA</b>	Freedom of Information Act
<b>FReM</b>	Financial Reporting Manual
<b>GDPR</b>	General Data Protection Regulations
<b>HMICFRS</b>	His Majesty's Inspectorate of Constabulary, Fire and Rescue Services
<b>HMRC</b>	His Majesty's Revenue and Customs
<b>HR</b>	Human Resources
<b>IA</b>	Information Assurance
<b>IAO</b>	Information Asset Owner
<b>ICO</b>	Independent Community Observer
<b>ICV</b>	Independent Custody Visitor
<b>IHR</b>	Ill Health Retirement
<b>IOD</b>	Injury on Duty
<b>IMR</b>	Independent Medical Referee
<b>IROC</b>	Information Risk Owners Council

<b>IT</b>	Information Technology
<b>LGBTQ+</b>	Lesbian, Gay, Bisexual, Transgender, Queer +
<b>MLA</b>	Member of the Legislative Assembly
<b>MoJ</b>	Minister of Justice
<b>MSFM</b>	Management Statement and Financial Memorandum
<b>NCA</b>	National Crime Agency
<b>NDPB</b>	Non-Departmental Public Body
<b>NI</b>	Northern Ireland
<b>NIA</b>	Northern Ireland Assembly
<b>NIAO</b>	Northern Ireland Audit Office
<b>NICS</b>	Northern Ireland Civil Service
<b>NIO</b>	Northern Ireland Office
<b>NIPB</b>	Northern Ireland Policing Board
<b>NPT</b>	Neighbourhood Policing Team
<b>OCG</b>	Organised Crime Group
<b>OPONI</b>	Office of the Police Ombudsman NI
<b>PCSP</b>	Policing and Community Safety Partnership
<b>PCSPS(NI)</b>	Principal Civil Service Pension Scheme
<b>PPB</b>	Police Pension Board
<b>PPF</b>	Police Property Fund
<b>PSNI</b>	Police Service of Northern Ireland
<b>RAG</b>	Red Amber Green
<b>SCS</b>	Senior Civil Service
<b>SIRO</b>	Senior Information Risk Owner
<b>SLA</b>	Service Level Agreement
<b>SMP</b>	Selected Medical Practitioner
<b>SMT</b>	Senior Management Team
<b>VAWGS</b>	Violence Against Women and Girls
<b>VSS</b>	Victim Satisfaction Survey



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Annual Report and Accounts  
For the Period 1 April 2024 – 31 March 2025

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