



**2025-2030**

**NORTHERN IRELAND POLICING BOARD**

# **CORPORATE PLAN**

**ANNUAL BUSINESS  
PLAN 2025-26**

**2025-2030**

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# FOREWORD

## BY THE BOARD CHAIR

The Northern Ireland Policing Board's (the Board's) Corporate Plan sets out how the Board will deliver on its legislative duties and responsibilities in holding the PSNI to account, whilst ensuring an efficient and effective police service, the outcomes that the Board wants to achieve for the community and how the Board's work will be reported back to the community.

Our mission statement clearly sets an ambition to deliver independent oversight of policing, driving forward, on behalf of the community, a continually improving police service which is representative of the communities it serves.

The Plan also sets out the values that inform our approach to our work and how the Board will advocate for policing in the next 5 years. The plan also includes some high-level priorities, whilst considering some of the key challenges faced in delivery.

Our Corporate Plan has been designed as a 5-year plan to align with the development of the new Policing Plan 2025-2030, departmental priorities in Justice and long-term policing objectives, and to take account of issues in the wider Programme for Government.

In particular it looks at the high-level priorities of:

- 1. PSNI is victim focused**
- 2. We have safe and engaged communities with confidence in policing**
- 3. PSNI has a representative, valued and enabled workforce**

We look forward to working with partners and stakeholders in delivering on this plan.

**Mukesh Sharma MBE DL**  
Chair



2025-2030

# GLOSSARY

<b>ARAC</b>	Audit and Risk Assurance Committee
<b>ASB</b>	Anti-Social Behaviour
<b>CJINI</b>	Criminal Justice Inspectorate NI
<b>DoJ</b>	Department of Justice
<b>HMICFRS</b>	His Majesty's Inspectorate of Constabulary Fire and Rescue Services
<b>IHR</b>	Ill Health Retirement
<b>IOD</b>	Injury on Duty
<b>MPMNI</b>	Managing Public Money Northern Ireland
<b>NDPB</b>	Non-Departmental Public Body
<b>NIAO</b>	Northern Ireland Audit Office
<b>NCA</b>	National Crime Agency
<b>OBA</b>	Outcome Based Accountability
<b>PATs</b>	Police Appeals Tribunals
<b>PCSP</b>	Policing and Community Safety Partnership
<b>PSNI</b>	Police Service of Northern Ireland
<b>SET</b>	Service Executive Team

# OUR ROLE

**The Northern Ireland Policing Board is an independent non-departmental public body made up of 10 political and 9 independent Members established to ensure, for all the people of Northern Ireland, an effective, efficient, impartial, representative and accountable police service which will secure the confidence of the whole community.**

The Board has over 50 statutory duties to discharge, some of which we outline below.

These are important functions vested in the Board by legislation, and they shape much of the work of the Board and its committees, including through oversight of the delivery of the Outcomes in the 2025-2030 Policing Plan which are:



**PSNI is victim focused**



**We have safe and engaged communities with confidence in policing**



**PSNI has a representative, valued and enabled workforce**

# SOME OF OUR KEY STATUTORY DUTIES ARE:

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



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



Consult with people on how their area is policed.



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



Support the work of the PCSPs in making communities safer.



Manage and administer the police pension and injury benefit schemes.



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



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



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



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



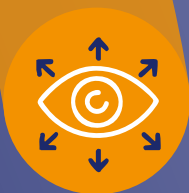
Adjudicate complaints and act as the appropriate authority in disciplinary proceedings against senior officers.



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

# OUR VISION & MISSION STATEMENT

## VISION



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



## MISSION STATEMENT

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

# OUR VALUES

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

## Accountability

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

## Collaboration

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

## Integrity

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

## Respect

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

## Transparency

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



# OUR OBJECTIVES

## **OBJECTIVE A**

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

This high-level strategic objective will allow the Resources Committee to scrutinise PSNI's plans around funding, people and transformational change. The subject matters over the timeframe the Corporate Plan covers will change, and this objective will facilitate scrutiny of priorities as key issues emerge. Finances currently revolve around securing funding, including advocating for funding to deliver effective policing to support the required outcomes from the policing plan objectives, and advocating for a more sustainable multi-year funding model for PSNI, recognising linkages to the published Programme for Government. Police numbers is the current focus on the people agenda, and this is likely to continue, including steps that can be taken to increase representation at all levels within PSNI (including police staff) over the period of the Corporate Plan.

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



## **OBJECTIVE B**

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

This objective focuses on the monitoring of PSNI's performance in a number of critical areas for the Board. All the indicators and measures identified in the new Policing Plan 2025-30 will be monitored through the work of the committees. Based on the OBA methodology, PSNI will provide the Board with Indicator Report Cards highlighting the progress made on the implementation of the Policing Plan indicators. This will be analysed by Board officials and Members will scrutinise this performance with PSNI senior officers at committee.

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



## **OBJECTIVE C**

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

This high-level objective focuses on the Board's engagement work with local communities and partners to encourage partnership working to solve local policing issues. This objective aligns with and supports Policing Plan 2025-2030 Objectives 1 (PSNI is victim focused) and 2 (we have safe and engaged communities with confidence in policing), as well as the Department of Justice Strategic Themes of supporting safe and resilient communities and addressing harm and vulnerability. As part of this objective the Board will engage new Independent PCSP Members in training in respect of their role and duties to support them to improve community safety and increase confidence in policing by working in partnership with local communities, voluntary groups and statutory agencies to address key areas of concern. The Police Property Fund Programme distributes large and small grants to projects that are aligned to a charitable purpose and contribute to community safety and building confidence in policing. The Board will continue to progress the programme with the launch of a Large Grants Scheme offering grants of up to £30,000 for strategic projects.

This objective also includes the work undertaken by the Board's Communications Team who will continue to raise awareness of the Board's work through the publication of information and reports about the Board's role and work using a range of communication channels. Support will continue, including for Board and committee meetings and outreach campaigns. In addition, and in support of the Board's Engagement Strategy, a series of strategic engagement events linked to Outcomes 1 and 2 of the Policing Plan 2025-2030 and DoJ Strategic Themes will be progressed in order to provide Members qualitative information and enhance our accountability role. Domestic Abuse (incorporating Violence Against Women and Girls) has been identified as the first area to be considered.

## **OBJECTIVE D**

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

This objective will provide for oversight and delivery of the Board's processing of Injury on Duty (IOD) assessments and discharging the Board responsibilities as Police Pension Scheme Manager.

Reporting on this objective through applicable actions, we will advocate on the need to review the current roles and responsibilities of tripartite partners (Board, PSNI and DoJ) in relation to the Ill Health Retirement (IHR) and IOD processes. In line with the Northern Ireland Audit Office (NIAO) 2020 report recommendations<sup>1</sup>, the Board will continue to collaborate with DOJ in relation to the review of legislation, including the need for amendment to enable the movement of the IOD responsibilities from the Board, as recommended in the NIAO report. The Board has advocated for a concurrent approach to IHR given the obvious intrinsic links in management and administration of both schemes.

There has been a 146% increase in the number of serving officers engaging with the IHR process over the last four years, with a year-on-year increase of 52% in the past year alone and this is coupled with a similar increase in the number of officers pursuing an IOD. The Board has seen that Appeals and Reconsiderations to the Independent Medical Referee (IMR) have also increased by 435% between 2020 and 2024, therefore addressing the issues and recommendations highlighted in the NIAO report will, alongside continuing to administer the current arrangements efficiently and effectively, continue to be a critical part of delivering on this strategic objective.

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

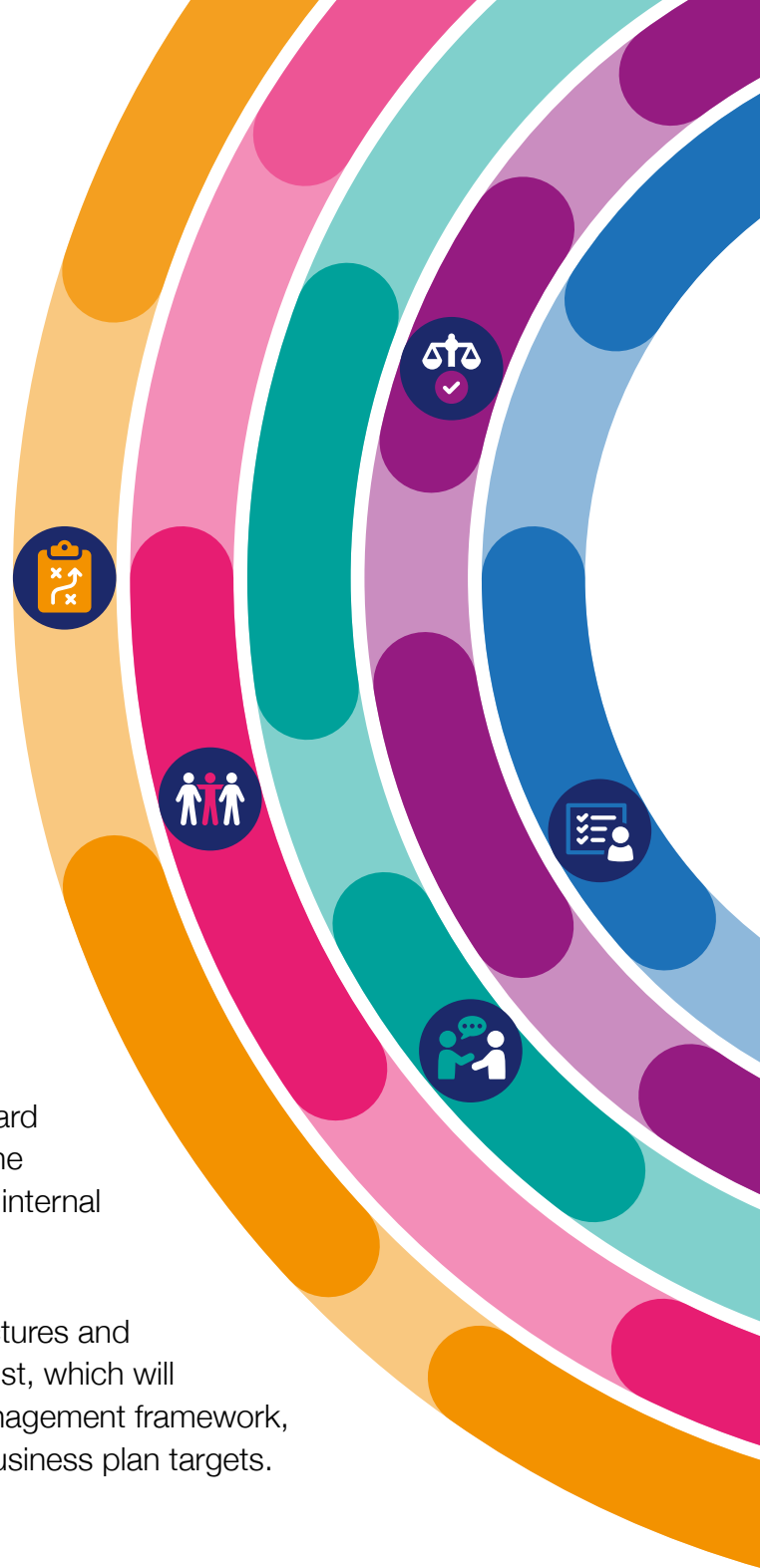
## **OBJECTIVE E**

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

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

This objective places a focus on how well the Board and its committees perform their role; including the functioning of the Board as a whole, informed by internal and external effectiveness reviews.

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



# STRATEGIC CONTEXT

## Financial Challenges

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

## Demands on Policing

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

Policing now operates in a much more resource intensive environment, dealing with a range of vulnerabilities in many of the calls for service and in the complexity of investigations progressed such as those relating to cyber related crime, child criminal exploitation, serious and organised crime and sexual offences. This is in addition to the need to respond to the day-to-day policing issues in local communities. The current constraints across the wider public sector have resulted in areas relating to mental health being attended by police as first responder rather than the statutory service provider. This has resulted in police officers delivering non-policing services and being diverted away from core policing duties, increasingly spending more time on incidents that require no policing skill, experience or training.

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

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

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

### **Confidence in Policing and the Policing Board**

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

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

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

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

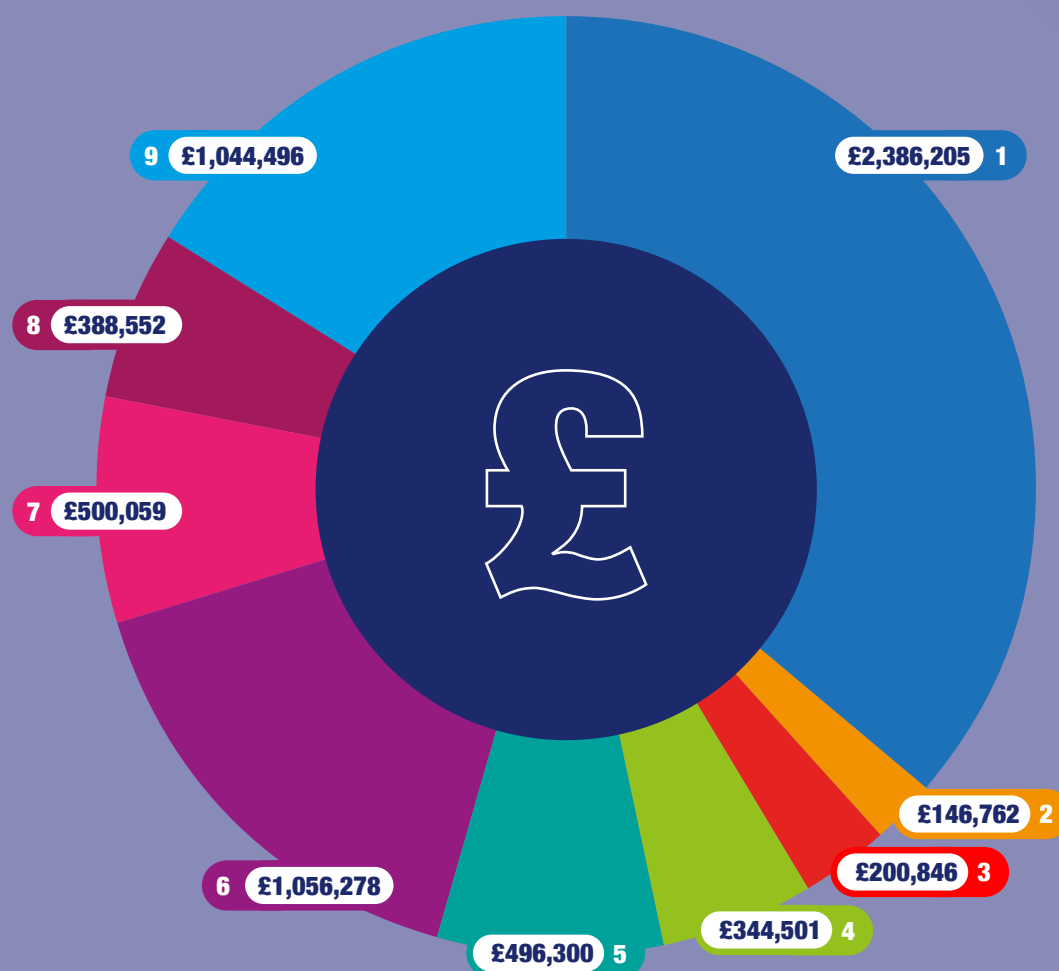
### **Representativeness**

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



# BUDGET

In the first year of this Corporate Plan, anticipated spend across our key functional areas as a percentage of our overall 2025/26 budget is set out in the pie chart below.



## 1. DELIVERY OF PCSPS

## 2. DELIVERY OF ENGAGEMENT ACTIVITIES

## 3. DELIVERY OF CUSTODY VISITING

## 4. DELIVERY OF POLICE PERFORMANCE MONITORING

## 5. DELIVERY OF HUMAN RIGHTS & PROFESSIONAL STANDARDS

## 6. DELIVERY OF POLICE PENSION & INJURY BENEFITS

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

## 8. DELIVERY OF PEOPLE & ORGANISATIONAL DEVELOPMENT

## 9. DELIVERY OF OFFICE SERVICES



# EQUALITY, PEOPLE & VOLUNTEERS

## Our Commitment to Equality

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

## Investing in Our People

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

## Investing in Our Volunteers

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



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# HOW WE WILL DELIVER/REPORTING ON PERFORMANCE

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

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

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

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



**2025-26**



**NORTHERN IRELAND POLICING BOARD**

# **BUSINESS PLAN**

**ANNEX A**

# BUSINESS PLAN



## OBJECTIVE A

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

### ACTION

- (I) Assess the impact of the implementation of transformational initiatives and delivery of various PSNI Strategies (People, Estates, Digital, Fleet).
- (II) To monitor the effectiveness of all aspects of PSNI financial management, including approval of the annual resource plan, the organisational operating model, workforce plan and priorities to reflect the assumed context of a shrinking budget including any impact on service delivery, and advocate to secure sufficient funding (including for the Recovery Plan/business case and for Legacy) for policing in Northern Ireland.
- (III) 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.
- (IV) To make annual 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.
- (V) To oversee and monitor on behalf of the Board, PSNI's progress against the findings in the PSNI Cultural Audit including workforce survey data measuring levels of employee satisfaction and engagement.
- (VI) To monitor and oversee on behalf of the Board, PSNI's implementation of the recommendations contained in the Data Breach Report.

# BUSINESS 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 focused policing.

### ACTION

- (I) Monitor the delivery of the 2025-26 Performance Plan in line with the 2025-2030 Northern Ireland Policing Plan.
- (II) Implement a framework to assess PSNI's compliance with the Human Rights Act (1998).
- (III) Appoint a Human Rights Advisor in 2025.
- (IV) Implement a review of the current PSNI Code of Ethics.

# BUSINESS PLAN

## OBJECTIVE C

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

### ACTION

- (I) Develop an Engagement Strategy for 2025 – 2030.
- (II) Assess and enhance the effectiveness of PCSPs through monitoring their compliance with the PCSP Strategic Priorities.
- (III) Deliver a Communications Action Plan, including plans for the Board's 25th Anniversary of New Policing Arrangements.
- (IV) Deliver a Programme of Engagement, to include 'Conversations with a Purpose', to support the Board's Objectives.
- (V) Deliver a funding programme to support and increase community engagement with policing.

# BUSINESS 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.**

### ACTION

- (I) To progress and implement all statutory commitments as they relate to the processing of Injury on Duty (IOD) 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).
- (II) Continue to lobby for urgent action to address the recommendations in the 2020 NIAO report around the review of the IOD scheme and reconsideration of roles and responsibilities, which will include both the IOD and Ill Health Retirement (IHR) schemes.
- (III) Continue to progress all Police Appeal Tribunals (PATs) in accordance with the Regulations and engage with Department of Justice and PSNI regarding guidance/policy matters.

# BUSINESS PLAN

## OBJECTIVE E

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

### ACTION

- (I) **FINANCIAL** - Safeguarding public funds allocated to the Board and ensuring they are applied only to the purposes for which they were voted and, more generally, for their efficient and economical administration, by following the guidance contained in Managing Public Money Northern Ireland (MPMNI), Dear Accounting Officer (DAO) letters, and the financial memorandum.
- (II) **ASSURANCE** - To ensure effective organisational compliance with our governance and internal control mechanisms and report to the Audit and Risk Assurance Committee (ARAC).
- (III) **PEOPLE / ORGANISATIONAL DEVELOPMENT / CULTURE** - To deliver against the priorities in the NIPB People Plan and provide related management information on a quarterly basis.
- (IV) **BUSINESS PLAN MONITORING** - To ensure the annual development of an effective Business Plan which delivers against the Board's Corporate Objectives and ensure comprehensive performance monitoring reports against the Plan are brought to the Board meetings with feedback being effectively captured and actioned for future reports.
- (V) **SYSTEMS (Digital and Premises)** - To ensure a safe and secure physical environment and secure an innovative digital infrastructure, that supports business resilience and transformation.
- (VI) To respond to the DoJ led Review of the Policing Board.





# 2025-2030



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## DOCUMENT TITLE

The Northern Ireland Policing Board  
Corporate Plan 2025-2030 and Annual Business Plan 2025-26

## ONLINE FORMAT

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