



2026-27



NORTHERN IRELAND POLICING BOARD

BUSINESS PLAN

INTRODUCTION

The Northern Ireland Policing Board's (the Board's) Corporate Plan 2025-30 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.

This Annual Business Plan for the 2026-27 period sets out detailed delivery areas against each of the 5 objectives for the financial year and includes details of the budget allocated to work areas.

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**

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. Reports on progress against the Business Plan are included in our Annual Report and you can read the [Corporate Plan 2025-30 here](#).

Sinéad Simpson

Chief Executive

May 2026



**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 the PEOPLE transformational initiative (Deployable Workforce, Average Working days lost, OHW referrals/waiting times, and assaults on Police Officers).

- (II) Assess the impact of the implementation of transformational initiatives and delivery of various PSNI Strategies (Estates, Digital, Fleet).

- (III) 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.

- (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.

- (V) 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.

- (VI) 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.

- (VII) To monitor and oversee the PSNI Data Strategy on behalf of the Board, including PSNI's implementation of the recommendations contained in the Data Breach Report, and independent follow up report.

**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 2026-27 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) Establish the Policing Plan Review Working Group (PPRWG) to review progress on the implementation of the 2025-30 Policing Plan.

- (IV) Deliver two research projects (deep dives) with the Policing Research Partnership during 2026/27.

- (V) Design, implement and deliver a report on the 2026 Community Survey on Policing.

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

- (II) Plan for reconstitution of PCSPs following local government elections due in May 2027, with engagement beginning in Jan-March 2027.

- (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.

**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 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 IHR schemes and to deliver workstreams that improve current processes under the current regulatory framework and ensure updated regulations are drafted in time for the next political mandate.

- (III) To implement a Reassessment Policy for all IOD award recipients that have been recommended for reassessment.

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

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 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 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 ensure a business improvement process is in place informed by Board Development Events and effectiveness reviews.

BUSINESS PLAN

BUDGET

The NI Executive has not agreed a draft budget. When the Policing Board is allocated a final budget for 2026/27 the anticipated spend per functional area will be updated accordingly.

