

THE NORTHERN IRELAND
POLICING PLAN
2025-2030

**ANNUAL PERFORMANCE
ASSESSMENT 2025/26**

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CHAIR'S FOREWORD

The Board wishes to place on record, at the end of this first reporting year, our thanks to all the officers and staff in the PSNI who work to keep us safe.



All three Outcomes of the Policing Plan 2025-2030 have been rated as 'Adequate' by the Board. Of the 16 Indicators, 14 received an 'Adequate' rating, with two (Indicator 2.7 Tackling Cybercrime and Indicator 3.1 Representativeness of the Service) assessed as 'Limited'.

As we move into the second year of the Policing Plan, in addition to our reporting framework, the Board will also seek assurance from the PSNI on a range of key issues. This includes the embedding and implementation of the recommendations from the Melia and Langdale Reviews, a reduction in officer and staff sickness levels, enhanced investment in line management training to lead on cultural improvement and a reduction in absences from Neighbourhood Policing Teams.

Representativeness remains a challenge facing the PSNI but not one for the Service alone to manage. There is a need for an open and honest conversation across civil society as to why barriers remain to joining the police for some sections of the community. This will be a key theme for events to mark the 25th anniversary of the new arrangements for policing later this year.

The Board will continue to monitor the performance of the PSNI in the forthcoming year and will also seek to review the Indicators and measures identified within the Policing Plan 2025-2030 to ensure that they are still relevant and fit for purpose.

Brendan Mullan

Chair

INTRODUCTION

The Board has a statutory duty to issue a report on the performance of the police in carrying out the policing plan (Police (Northern Ireland) Act 2000, Section 57, paragraph (2) (a) (iii)). In order to fulfil this duty, the Board and the PSNI agreed that for the 2025 to 2030 Policing Plan that:

- The 16 Indicators of the Policing Plan would be reported on and scrutinised at the Performance, Partnership and Resources Committees of the Board throughout the year
- The three Outcomes would be reported on and scrutinised at the Board
- An Annual Assessment of PSNI's Performance would be submitted to the June Board meeting for scrutiny and agreement

On 4 June 2026 the Board agreed the following RAGG assessments against the Indicators on the Policing Plan for 2025/26:

NOT ACHIEVING

LIMITED PROGRESS

ADEQUATE PROGRESS

GOOD PROGRESS

OUTCOME 1: PSNI IS VICTIM FOCUSED

Indicator	Board's End of Year RAGG Assessment
1.1 The Effectiveness in Tackling Violence Against Women and Girls	Adequate
1.2 The Effectiveness in Tackling Domestic Abuse	Adequate
1.3 The Effectiveness in Tackling Child Criminal Exploitation	Adequate
1.4 The Effectiveness in Tackling Hate Crime	Adequate
1.5 Providing a High Quality Service to Victims	Adequate
1.6 Delivery of Effective Outcomes for Recorded Crime	Adequate

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

Indicator	Board's End of Year RAGG Assessment
2.1 Level of Public Confidence in Policing	Adequate
2.2 The Effectiveness of Working In Partnership With Local Communities and Community Organisations, PCPSs and Statutory Agencies to Provide Solutions to Local Problems	Adequate
2.3 People Feel Safe in Their Community	Adequate
2.4 The Effectiveness in Tackling the Threat Posed by Terrorism, Paramilitaries and Serious and Organised Crime Groups (OCGs)	Adequate
2.5 The Effectiveness in Tackling Repeat Offending	Adequate
2.6 The Effectiveness of Working in Partnership to Reduce Road Deaths and Serious Injury on our Roads	Adequate
2.7 Working in Partnership to Effectively Tackle Cyber Crime	Limited

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

Indicator	Board's End of Year RAGG Assessment
3.1 Representativeness of the Police Service	Limited
3.2 Standards of Professionalism and Conduct	Adequate
3.3 Making Best Use of Resources	Adequate

OUTCOME 1

PSNI IS VICTIM FOCUSED

INDICATOR 1.1

The Effectiveness in Tackling Violence Against Women and Girls

IMPACT MEASURES

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

Information provided by PSNI:

- Information on trend in the number of VAWG offences – VAWG crimes have decreased by 1% on the previous year and a 10.6% reduction against the five year average
- Percentage of victim based crime – VAWG victim-based crime has increased by 0.7% of all victim-based crime
- Information on attrition rates – not yet available
- Comparisons with similar police services – not yet available
- VAWG satisfaction improved – not yet available

Board's RAGG Assessment: **Adequate Progress**

The PSNI's report highlights that VAWG crimes have decreased by 1% on the previous year and a 10.6% reduction against the five year average. VAWG crimes as a percentage of victim based crime has increased slightly. Information was not available against 3 of the impact Indicators. Therefore, the evidence presented would indicate Adequate progress in this Indicator for year 1 of the Policing Plan.

INDICATOR 1.2

The Effectiveness in Tackling Domestic Abuse

IMPACT MEASURES

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

Information provided by PSNI:

- Information on trend in the number of domestic abuse offences – increase of 2.1% on the previous year
- Percentage of victim-based crime – 23.5% (22.2% in the previous year)
- Information on attrition rates – not yet available
- Comparisons with similar police services – not yet available
- Victim satisfaction improved – no evidence presented

Board Assessment: **Adequate Progress**

Evidence has been provided for 2 of the 5 impact measures, highlighting moderate improvement in performance. Information was not available for three of the measures. Therefore, the Board would conclude a RAGG assessment of Adequate progress for this Indicator.

INDICATOR 1.3

The Effectiveness in Tackling Child Criminal Exploitation

IMPACT MEASURES

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

Information provided by PSNI:

- Information on trend in the number of criminal offences against children – decrease of 4.1% in crimes with a child victim
- Percentage of crime against children not proceeding to court – not yet available
- Comparisons with similar police services – not yet available

Board Assessment: **Adequate Progress**

Evidence provided shows a decrease in crimes with a child victim of over 4% and a 11.5% reduction in the five year average. No evidence was provided for two of the Impact measures. PSNI's performance in this Indicator is assessed as Adequate.

INDICATOR 1.4

The Effectiveness in Tackling Hate Crime

IMPACT MEASURES

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

Information provided by PSNI:

- Information on trend in the number of hate motivated crimes – crimes with a hate crime motivation increased by 17.9% and a 23.7% increase against the five year average
- Percentage of hate crimes not proceeding to court – not yet available
- Comparisons with similar police services – NI lower when compared with most similar forces for number of hate crimes per 10,000 population
- Survey results show improved victim satisfaction levels – results evidence increasing victim satisfaction in relation to PSNI's performance

Board Assessment: **Adequate Progress**

Analysis of the impacts would point to a trend of increasing hate motivated crime; however, Northern Ireland still remains lower when compared to most similar forces. Recent survey results evidence increasing victim satisfaction in relation to PSNI performance, therefore, the Board would conclude Adequate progress for this Indicator for Year 1.

INDICATOR 1.5

Providing a High Quality Service to Victims

IMPACT MEASURES

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

Information provided by PSNI:

- No improvement on Q2 or Q3 (although marginal)
- Maintain levels evidence provided (Q1 up and Q4 down)
- Victim satisfaction has not improved in the Policing Plan Survey
- Small decrease in number and percentage of victims updated within 10 days as per Victim Charter

Board Assessment: **Adequate Progress**

3 of the 4 impact measures have declined slightly and there has been a small decline in satisfaction levels with the service PSNI provides to victims. PSNI report that these changes are marginally lower and not statistically significant. Overall the percentages remain high and therefore on the evidence presented it would indicate an Adequate progress status.

INDICATOR 1.6

Delivery of Effective Outcomes for Recorded Crimes

IMPACT MEASURES

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

Information provided by PSNI Assessment:

- Final charge summons rate – not yet available
- Attrition rates – not yet available
- Average number of days for file to PPS – no change, remains at 10 days

Board Assessment: **Adequate Progress**

Information is not available for two of the three Impact measures due to the timing of the publication of official statistics later in the year. The Board notes the average number of days for a file to be submitted to the PPS remains at 10 days. The Board also notes that outcome rates are considerably better than those in England and Wales. The Board's assessment is that an Adequate rating is reasonable in Year 1.

OUTCOME 2

WE HAVE SAFE AND ENGAGED COMMUNITIES WITH CONFIDENCE IN POLICING

INDICATOR 2.1

Level of Public Confidence in Policing

IMPACT MEASURES

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

Information provided by PSNI:

- NI Safer Community Telephone Survey 2023/24 results – Overall confidence in policing in 2023/24 is 80% and overall confidence in local policing is 68%
- NI Policing Plan Survey 2024/25 results – In 2025, 61.4% were satisfied or very satisfied when asked about their confidence in the PSNI's ability to protect and serve all the people of Northern Ireland. However, victims of crime were 23.1% dissatisfied or very dissatisfied, compared to 12.6% of those who had not been a victim of crime. In addition, nine in ten respondents felt confident or very confident contacting the PSNI if they needed to (92.1%)

Board Assessment: **Adequate Progress**

As this is year 1 of the 2025-2030 Policing Plan, the above surveys have been set as a baseline for future monitoring of the level of public confidence in policing. Therefore, future surveys will be used to monitor progress against the baseline results outlined above. It is therefore difficult to make an assessment of confidence in Year 1 but acknowledge that the above results do show the majority of the public have expressed confidence in policing. The Board concludes Adequate progress has been made in this year.

INDICATOR 2.2

The Effectiveness of Working in Partnership with Local Communities and Community Organisations, PCSPs and Statutory Agencies to Provide Solutions to Local Problems

IMPACT MEASURES

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

Information provided by PSNI:

- NI Policing Plan Survey 2024/25 results – baseline data has been identified
- PSNI Neighbourhood Policing Team Survey 2025/26 results – baseline data has been identified
- Community Policing Survey 2024 results – baseline data has been identified
- NI Safer Community Survey 2023/24 results – baseline data has been identified

Board Assessment: **Adequate Progress**

As this is year 1 of the Policing Plan 2025-2030, the above surveys have been set as a baseline for future monitoring of the level of working in partnership with communities to provide solutions to local problems. Therefore, future surveys will be used to monitor progress against the baseline results outlined above. The Board concludes Adequate progress has been made in this year.

INDICATOR 2.3

People Feel Safe in their Community

IMPACT MEASURES

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

Information provided by PSNI:

- NI Safer Community Survey 2023/24 results – 6% felt very unsafe while walking alone in their area after dark, while 1% felt very unsafe being home alone at night
- NI Policing Plan Survey results– 91.5% felt very safe or safe in the community they live in and 79.2% felt very safe or safe going into their local town centre
- PSNI response times – all call response categories are within SLA for median response times, but all categories are below 90% target

Board Assessment: **Adequate Progress**

As this is Year 1 of the Policing Plan 2025-2030, the above surveys have been set as a baseline for future monitoring of the level of community safety. Therefore, future surveys will be used to monitor progress against the baseline results outlined above. However, the above results do show the majority of the public feel safe in their communities and PSNI median response times are within the SLA for all categories. The Board concludes Adequate progress has been made in this year.

INDICATOR 2.4

The Effectiveness in Tackling the Threat Posed by Terrorism, Paramilitaries and Serious and Organised Crime Groups (OCGs)

IMPACT MEASURES

- PSNI's performance in reducing the level of threat posed by terrorism, paramilitaries and OCGs has improved as measured by trends in:
 - Level of threat and risk posed by OCGs
 - Number of people charged and reported in connection with OCGs
 - Number of major disruptions
 - Reduction in terrorist threat and activity

Information provided by PSNI:

- Level of threat and risk posed by OCGs – PSNI have not provided any direct evidence of this but state *'The level of threat and risk posed by OCGs is fluid due to the very nature of the OCGs themselves. The Service continually assesses and re-assesses the level of threat and risk posed by existing and emerging groups'*
- Number of people charged and reported in connection with OCGs – This number has fallen over the last year by 13.64% (from 198 to 171). This is a result of a 16.5% decrease in police officer numbers, meaning it now takes longer to progress investigations
- No of major disruptions – this has increased as there were 12 major disruptions during 2025/26, compared to six in 2024/25
- Reduction in terrorist threat and activity – all metrics have seen a reduction from the previous year, apart from bombing incidents

Board Assessment: Adequate Progress

Major disruptions have increased and the metrics point to a reduction in terrorist threat and activity. However, of concern is the decrease in the number of people charged and reported in connection with OCGs and the increase in bombing incidents. The Board concludes Adequate progress has been made in this year.

INDICATOR 2.5

The Effectiveness in Tackling Repeat Offending

IMPACT MEASURES

- PSNI's performance in tackling repeat offending has improved as measured by trends in:
 - Number and rate of repeat offenders
 - Number of repeat offenders linked to over 6, 10, or 20 crimes

Information provided by PSNI:

- Number and rate of repeat offenders – the number of repeat offenders was 2,974 meaning that 22.3% of all offenders met the definition of a repeat offender. This is to be compared with an equivalent figure of 3,171 offenders in 2024/25, representing a reduction of 6.2%
- Number of repeat offenders linked to over 6, 10, or 20 crimes – there has been a notable increase in the number of offenders linked to over 20 crimes but a reduction in the numbers linked to 6 and 10 crimes

Board Assessment: Adequate Progress

The PSNI have presented mixed results in regards to repeat offending. There has been a reduction in the overall number of repeat offenders but there has been an increase in the number of offenders linked to over 20 crimes. This cohort have also seen a corresponding increase in the number of crime reports and offence. The Board concludes Adequate progress has been made in this year.

INDICATOR 2.6

The Effectiveness of Working In Partnership to Reduce Road Deaths and Serious Injury on Our Roads

IMPACT MEASURES

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

Information provided by PSNI:

- Reduction in road deaths – there was a reduction in road deaths from 69 to 56
- Reduction in serious injury – there was an increase of 127 in serious injuries
- Comparison with other similar services – NI has the highest casualty rate compared to the rest of the UK and Ireland

Board Assessment: **Adequate Progress**

The evidence provided acknowledges the work carried out by the PSNI to improve road safety and the reduction in road deaths is to be welcomed. However, there has been an increase in serious injuries and overall killed and seriously injured (KSI) casualties were 11.3% higher than 2024 and furthermore, remain persistently higher than the totals seen prior to 2020. By comparison with the UK and Ireland, NI has the highest casualty rate. The Board concludes Adequate progress has been made in this year.

INDICATOR 2.7

Working In Partnership To Effectively Tackle Cyber Crime

IMPACT MEASURES

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

Information provided by PSNI:

- Report on initiatives to improve the effectiveness of the policing response to cybercrime – evidence presented of various initiatives
- Trends in criminal justice outcomes – not yet available.

Board Assessment: **Limited Progress**

Due to the limited nature of the information presented it is difficult to provide an assessment of the PSNI's progress in tackling cybercrime. As this is a developing area, the Board will work with the PSNI in the coming year to improve the reporting on this indicator. The Board concludes Limited progress has been made in this year.

OUTCOME 3:

PSNI HAS A REPRESENTATIVE, VALUED AND ENABLED WORKFORCE

INDICATOR 3.1

Representativeness of the Police Service

IMPACT MEASURES

- The representativeness of the police service has improved as measured by trends in:
 - The representativeness of officers and staff across ranks, grades and departments (by gender, community background, ethnic origin, disability, sexual orientation and socio-economic background) within recruitment; progression, and retention

Information provided by PSNI:

- Recruitment – PSNI report sustained interest in policing. Applicants in 2026 saw marginal decreases in Catholic, female and LGBT+ applications but with increased applications from ethnic minorities and people with disability. 298 student officers were appointed with Catholic, female and LGBT+ below merit pool levels
- Progression – the PSNI state a range of internal promotion and selection processes also contributed to improved representation across ranks and grades
- Retention – Workforce stability remains strong, with officer stability at 94.3% and staff at 93.2% both showing improvement on the previous reporting period

Board Assessment: **Limited Progress**

The PSNI have referenced the 2026 recruitment campaign in terms of applications and student officers which saw marginal decreases in Catholic, female and LGBT+ representation. The numbers of Catholics, females and LGBT+ within the 298 student officer appointments, were below the merit pool levels. No evidence was presented to support the statement that there have been some improvements in progression. Retention rates remain stable across all categories. The Board concludes Limited progress has been made in this year in relation to improving the representativeness of the police service.

INDICATOR 3.2

Standards of Professionalism and Conduct

IMPACT MEASURES

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

Information provided by PSNI:

- Number of complaints and allegations received by Police Ombudsman for Northern Ireland – complaints decreased by 2% and allegations increased by 3%
- Number of investigations – an increase of 6% in the previous year
- Number of sanctions (dismissals and warnings) – the number of dismissals have increased to 79% from 54% the previous year

Board Assessment: **Adequate Progress**

Evidence presented would indicate Adequate progress in this area.

INDICATOR 3.3

Making Best Use of Resources

IMPACT MEASURES

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

PSNI Assessment:

- Reduction in absence rates for officers and staff – there has been a reduction from the previous year
- Improvement in officer and staff welfare as shown by workforce survey data – Inclusion survey launched in October 2025 but no previous survey to compare
- Improvement in the levels of officer and staff satisfaction as shown by workforce survey data - Inclusion survey launched in October 2025 but no previous survey to compare
- Implementation of the transformational strategies – updates provided on Workforce, Digital, Data, Fleet and Estate strategies

Board Assessment: Adequate Progress

Progress has been made in two of the four impact measures. Survey data will provide a baseline for future years. Therefore the Board would conclude that adequate progress has been made in this first year.

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