

NORTHERN IRELAND POLICING BOARD

CORPORATE PLAN 2023-25 CONSULTATION

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NORTHERN IRELAND POLICING BOARD CORPORATE PLAN

The Northern Ireland Policing Board (the Board) is currently developing its Corporate Plan and is seeking the views of the wider public and stakeholders. The Board's Corporate Plan has been designed as a 2-year plan to align with the remainder of the current Policing Plan cycle.

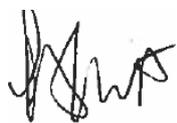
This consultation document sets out the key challenges and high-level priorities for the Board to address and how the Board will advocate for Policing in the next 2 years.

In order to develop the Board's Plan, we would like your feedback on our priorities, the most significant actions we should take to address them and specifically how the Board might contribute to the key outcomes for policing which are that:

1. We have a safe community
2. We have confidence in policing
3. We have engaged and supportive communities

The consultation will run for 12 weeks, and responses should be submitted by **12 noon on Monday 16 January 2023.**

We look forward to hearing from you.

A handwritten signature in black ink, appearing to read "Doug Garrett".

Doug Garrett
Chair

Glossary

NDPB	Non-Departmental Public Body
PSNI	Police Service of Northern Ireland
PCSPs	Policing and Community Safety Partnerships
NCA	National Crime Agency
SET	Service Executive Team
PCSP	Policing and Community Safety Partnership
ASB	Anti-Social Behaviour

Introduction

Background to the Northern Ireland Policing Board

The Board is an independent public body made up of 19 Political and 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, including through delivery of the Outcomes in the 2020-2025 Policing Plan. The Board is currently developing its next Corporate Plan and is seeking your views to inform the direction it takes over the next number of years. The Board's responsibility to deliver effective independent scrutiny of the policing service remains as important as it was in 2001, when the Board was established.

A key statutory duty of the Board is to hold the Chief Constable to account for the exercise of his functions and ensure the PSNI is effective and efficient. Other statutory responsibilities are to:

- consult with the community to obtain their views on policing and their co-operation with the police in preventing crime;
- set and publish outcomes and measures for PSNI as part of an Annual Policing Plan and to monitor PSNI performance against this Plan;
- appoint all Chief Officers of the PSNI above the rank of Chief Superintendent including civilian officer equivalents;
- approve the annual budget for policing and monitor expenditure;
- 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;
- monitor PSNI compliance with the Human Rights Act 1998;
- 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 (PCSPs); and

- 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.
- Discharge the Board's duties as police pension scheme manager further to a suite of police pension regulations to include in addition, managing and administering its responsibilities for the injury benefit scheme.

This document explains the values that inform the Board's approach, the purpose of this organisation, the challenges the Board faces and the Board's intended focus over the next number of years.

Review of Performance/Achievements

Measuring and reviewing performance against the Corporate Plan is fully integrated into the governance arrangements of the Board. Through its Committees, the Board receives regular progress reports in relation to key areas of police performance. These are then captured in a formal assessment of annual business plans which are published in the Board's Annual Report. The Board's Annual Report can be found on our website via the link below:

[Annual Report and Accounts 2021 - 2022 | Northern Ireland Policing Board](https://www.nipolicingboard.org.uk/annual-report-and-accounts-2021-2022)
([nipolicingboard.org.uk](https://www.nipolicingboard.org.uk))

In addition to the detailed review of progress against its Objectives, the Annual Report also sets out in some detail how other areas of work have been taken forward during the period being reported on. The Board's Risk Management and Business Planning processes are also fully aligned.

The Board is required to keep the public informed about its performance and to achieve this, we spend time engaging with the community and communicating our work so that the community is informed about how we are delivering on our statutory responsibilities.

Find out more about the Board's work programmes at www.nipolicingboard.org.uk, [facebook.com/policingboard](https://www.facebook.com/policingboard), on twitter @nipolicingboard or by contacting the Board by phone on **028 9040 8500**, or by email to [**information@nipolicingboard.org.uk**](mailto:information@nipolicingboard.org.uk)

Progress to date

The Board’s Corporate Plan for the period 2020-2023 was developed around the 4 Objectives listed below. During this period a programme of work was delivered against 13 Actions in each of the Board’s Annual Business Plans which sit under the 4 Objectives and significant achievements over the previous 3-year period are noted below:

OBJECTIVE	
A.	<p>To monitor resourcing plans for the PSNI, advocating on issues which support policing including transformational change and delivery of a representative service.</p>
	<p>Considering vacancies within PSNI’s SET in late 2019, the Board commissioned a review of the PSNI Service Executive Team structure. Members considered this to be an opportune time to take stock of the leadership of PSNI and assess the current and future capabilities needed to meet the challenges of changing demand, financial sustainability, and organisational transformation. Following consideration of the review report and the adoption of a recommendation regarding a revised SET structure, a key priority for the Board over the course of the 2020-2023 period has been taking forward the appointment process for several Chief Officer and Assistant Chief Officer positions. These have included the introduction of a new Chief Operating Officer role at equivalent level to a Deputy Chief Constable and 3 separate Directors in the areas of People/Organisational Development, Corporate Services and Transformation. These appointments were completed in early 2022 with the final appointment of the Assistant Chief Officer People and Organisational Development who took up post in June 2022.</p>

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 and community focussed policing.
	<p>The Board published its Review of the Policing Response to COVID-19 in November 2020 (Report on the Thematic Review of the Policing Response to COVID-19 Northern Ireland Policing Board (nipolicingboard.org.uk)). This report was conducted by its Human Rights Advisor, John Wadham. It was designed to examine how the policing service responded to the COVID-19 pandemic and focused on the period 23 March – 30 June 2020 and made 18 recommendations. The Board wanted to be assured that the operational plans put in place by the police to respond to the pandemic and the enforcement of powers conferred had been in accordance with the law and compliant with human rights. This included the temporary introduction of spit and bite guards, the suspension of the Independent Custody Visiting Scheme and health and safety issues for both the PSNI and the public. The Board recognised the enormous challenge faced by the PSNI in policing the pandemic in a way which did not damage public confidence in the service. Whilst overall the police were commended for their ‘4 E’s’ approach and application (engaging, explaining, encouraging & enforcing), there were instances where police decisions, actions, interactions, and enforcement activity have been publicly questioned. This report reviewed and scrutinised these matters to inject openness and transparency, identify lessons learnt and to provide public assurance and explanation on issues where concerns were raised.</p> <p>During this period, the Board produced and published an Annual Assessment of Performance. This report provides an annual assessment of each Measure, Indicator and Outcome identified within the 2020-2025 Policing Plan. The report focuses on PSNI’s performance against baselines and identifies the impact that is</p>

	<p>made in relation to delivering each Measure identified within the plan. In addition to this the Board has delivered the first Policing Plan Survey that was published in May 2022. The survey provides data for a number of Policing Plan Measures and in particular for Outcome 2 Confidence in Policing. The Board will continue to publish both these documents over the remaining period of the Policing Plan.</p>
C.	<p>To work collaboratively with the community, PCSPs and partners to deliver the outcomes for policing and allow them to be informed and engaged with the Board's work.</p>
	<p>Despite the challenges that Covid presented to PCSPs during much of 2020 and 2021, effective delivery continued, albeit through a range of online mediums. PCSPs continued to implement initiatives and projects to support young people and those at risk within the community. The Board continued to provide a programme of support to PCSP members through bespoke training in Outcome Based Accountability, induction training for new members and workshops to ensure effective engagement between the PSNI and PCSPs.</p> <p>The roll out of a funding programme to support and increase community engagement with policing was another priority delivered throughout the 2020-2023 Corporate Plan cycle. Following the completion of the necessary preparatory work, the first call for Small Grants Scheme ran from 18th March 2021 until 8th July 2021 and received 148 applications. The second call for the Small Grants Scheme closed in May 2022 and attracted 105 applications.</p> <p>Although the prevailing Covid restrictions through much of this period impacted on the Board's ability to directly engage with the public, key outreach work was delivered through a number of engagement events with groups representing S75 groups, including the Afro-Caribbean Society for Northern Ireland (ACSONI), the Commissioner for Older People, the Rainbow project and NICCY.</p>

D.	To deliver independent, fair and transparent processes for former and serving officers in line with Police Pension, Injury Benefit and Appeal legislation.
	<p>Work is continuing in relation to progressing the recommendations made by the NIAO further to their March 2020 report into the Injury on Duty Scheme. A draft of the consultation document has now been produced to which all stakeholders have contributed. Meetings of the PSNI Scheme Sub-Group and Injury on Duty (IOD) Schemes Steering Group involving the Board, DoJ PSNI, DoF & NI Prison Service have been scheduled to finalise and approve the final version of the consultation document. Work is ongoing in relation to the communications plan and required next steps, as well as the project into revising the joint medical guidance to medical practitioners.</p> <p>On receipt of a Notice of Appeal it is the responsibility of the Board to proceed with the Police Appeals Tribunals as per (<i>The Police Appeals Tribunals Regulations (NI) 2016</i>). Since 2020 the Board has received 16 Appeals. In 2020, 4 were received, 2021 4 were received and 2022 to date 8 have been received. 15 of the 16 Appeals were dealt with under Regulation (NI) 2016. The remaining Appeal is being heard under per (<i>The Police Appeals Tribunals Regulations (NI) 2000</i>). The reason for the increase in 2022 is believed to be as a result of a backlog pending from the COVID-19 pandemic. The Appeals included 15 ex-serving male officers and 1 ex-serving female officer. Currently there are 8 live ongoing cases with the Board.</p>

While like other organisations, the work of the Board was initially impacted by the onset of the COVID-19 pandemic, following the implementation of business continuity and recovery plan measures, the work of the Board continued throughout the reporting period with adaptations being made to accommodate

Committee and Board meetings virtually, including the monthly accountability session with the Chief Constable.

In addition, throughout the reporting period the Board commenced the publication of Annual Committee Reports on our website. These provide an annual overview of the work of each of the Board's Standing Committees against the agreed Terms of Reference for each Committee. Reports for the 2020/21 & 2021/22 years are available on our website at the below link.

<https://www.nipolicingboard.org.uk/search?query=Committee+REport+>

The Police (NI) Act 2000 requires the Board to prepare and publish for each financial year a summary of the Board's Assessment of the Chief Constable's performance and delivery of the Policing Plan. In respect of the 2020-2025 Policing Plan, to date 2 Annual Assessments have been published and these are available on the Board's website via the link below.

<https://www.nipolicingboard.org.uk/search?query=Annual+Assessment+>

The work of the Board feeds into three Outcomes we want policing to deliver for the people of Northern Ireland by the implementation of the Policing Plan 2020-2025:

- I. We have a safe community
- II. We have confidence in Policing
- III. We have engaged and supportive communities

Evidence presented to the Board's various Committees throughout the reporting period indicate that progress has been made in each of these areas.

Outcome 1 of the Policing Plan sets out impacts that the Board wish to see in policing in order to make Northern Ireland as safe a place to live as possible. It is encouraging that when compared to other areas in England and Wales, Northern Ireland continues to be one of the safest places, recording the second lowest overall crime rate. Indeed, recent survey data finds that a small number of people

feel very unsafe (7%). However, the number of recorded crimes being assigned an outcome by PSNI decreased in this year by 2.6%.

We have seen reported rises in domestic violence and abuse incidents, more hate crime incidents and an increase in repeat victims. While worrying, we note some of this may be due to an increase in reporting as these are typically under-reported crimes. Statistics for repeat offending remain similar, whilst Anti-Social Behaviour levels fell. A suite of legislative provisions to address ASB is being developed based on partnership and collaboration between key stakeholders.

The benefits of multi-agency working to address the harm and vulnerability that often leads to crime and criminal behaviours as well as ASB are clear, and throughout the year the Board noted a welcome focus by PSNI on multi-agency approaches which enabled preventative work at an early stage.

Outcome 2 seeks to improve confidence in policing. Survey data in this year points to the overall rating for public confidence in policing remaining high at 80% and this follows the trend of confidence in policing rating remaining largely static from 2011 onwards. Figures for confidence in local policing (62%) and in local police engagement (34%) remain somewhat lower. Results from Victim Satisfaction Surveys also tend to remain high with 86.6% of participants agreeing that Police Officers treated them with fairness and respect. Representativeness within the Police Service is also used as an indicator of confidence and this year PSNI recorded through the most recent recruitment campaigns, an increase in the number of female, LGBTQ+ and ethnic minority applicants.¹ Applications from a Catholic background remained consistent at 30%. Overall, we would conclude that confidence levels have remained similar during 2021/22. However, Members are also aware of confidence issues within communities that have been raised with the Board in the course of meetings, engagement activity and through published reports.

The Board and the PSNI invested time in this year to develop Outcome 3 in more detail and to identify the baseline information and relevant impacts that would

¹ Female applicants – 2018 37.4%, 2020 40.3% and 2021 40.1%
LGBTQ+ applicants – 2018 6% 2020 7.2% and 2021 7.5%
Ethnic Minority – 2018 1.95% 2020 2.3% and 2021 2.3%

contribute to having more engaged and supportive communities. Measures 3.1.2 and 3.1.3 are newly introduced to the Policing Plan by the Board in April 2021 and therefore this was the first year of their implementation. Progress has been made in implementing the recommendations of the Local Policing Review and an extra 400 officers were added to Neighbourhood Policing Teams to improve visibility and engagement within the community. Also, during this year a number of surveys were conducted in order to provide baseline data for both of the new Measures and an independent evaluation was completed with recommendations to improve the monitoring and evaluation of this Outcome in the future.

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.

We will;

Accountability

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

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

Integrity

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

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

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

Board Members and staff are committed to demonstrating these values in their conduct, behaviour, decisions and in Board and Management actions.

Challenges

Confidence in Policing and the Policing Board

Having a rights-based policing service that is accountable for its actions is a central element for public confidence in policing. We are committed to making sure that the PSNI continues to deliver the standards expected in all aspects of its work.

Board focus will be placed on the culture within policing, professional standards, ethics and vetting arrangements for the police service, and assurance to the public that robust policies and procedures are in place to deal effectively with inappropriate behaviours.

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

Supporting transformation in policing to develop an even broader acceptance of policing structures and ensure that officers are working in local areas to build police community relationships remains a challenge.

Resourcing

Adequate resourcing to meet service delivery requirements is an issue that impacts on policing. We will work to make sure that the PSNI uses available resources to best effect in meeting the statutory responsibilities and duties while also ensuring that we are resourced and structured to deliver our oversight responsibilities. With continued resourcing pressures and increasing public demand on PSNI services our scrutiny function remains essential.

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 – in terms of gender, ethnicity and community background. Like other police services, the PSNI still faces significant challenges in achieving a service that is truly representative of the community. The Catholic community, women, LGBT 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.

Political Landscape

The NI Assembly, its Members and its Ministers have a key role to play in the development of policy and legislation for improving the safety and wellbeing of our community. The Justice Minister and the Justice Committee form an important part of the policing architecture and in ensuring the overall effectiveness of the criminal justice system.

Policing is also impacted by both political and geopolitical developments. As a Board we will keep such matters under review and work to advocate on issues that affect and assist the work of Police Service.

Demand on Policing

With resourcing pressures, responding to all the demands on policing becomes ever more challenging. Crime is changing and evolving (including as a result of the cost-of-living crisis) with investigations becoming increasingly complex and more resource intensive.

We also know there are crimes such as anti-social behaviour, scams, sextortion, hate crime and domestic abuse where people may be more concerned about reporting the crime to the police. We are committed to monitoring these issues and advocating that the PSNI is adequately resourced to respond to meet demand. We also recognise the harm and vulnerability factors that can often lead to crime and criminal behaviours and the importance of multi-agency approaches that ensure the right response is provided at the right time by the right service.

Policing in a Post-Conflict Society

In the absence of any alternative political, legislative or societal initiatives there are a number of post conflict societal issues around dealing with the past; parades and protests; and flags, emblems and symbols that can adversely influence community attitudes to policing and overall confidence in the service. Accountability through the Board and openness and transparency around police decision-making become all the more important in responding to these issues.

Purpose

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

- 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.
- Monitor the work of the police and their performance against the outcomes set by the Board
- Support the work of the PCSPs in making communities safer.
- Approve budgets and ensure PSNI and the Board deliver against continuous improvement commitments
- Appoint the Chief Constable, Deputy Chief Constable, Chief Operating Officer, Assistant Chief Constables and Assistant Chief Officers.
- Monitor how the PSNI meets its responsibilities under the Human Rights Act 1998.
- Adjudicate complaints and oversee disciplinary proceedings against senior officers.
- Manage and administer the police pension and injury benefit schemes

NIPB Corporate Plan

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

Outcomes

Outcome 1

We have a safe community

This means as a Board we work to make sure that policing has the resources necessary to deliver an effective service which protects and supports public safety; and ensures people feel safe in their environment

Outcome 2

**We have confidence in
policing**

This means as a Board we will work to make sure that our oversight and advocacy work supports building public trust and confidence in policing.

Outcome 3

**We have engaged and supportive
communities**

This means as a Board we will work to improve the connection between the police, the community and key partners on issues that benefit the delivery of the policing service and community safety issues; including supporting PSNI Officer and staff welfare.

Objectives

Objective A

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

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

Objective C

To work collaboratively with the community, PCSPs and partners, to deliver the outcomes for policing and allow them to be informed and engaged with the Board's work

Objective D

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

CONSULTATION INFORMATION

This consultation will run from **Monday 24 October 2022 – 12 noon on Monday 16 January 2023**. There are **two** questions that we are seeking your views on. We want to make the process of consultation on the Corporate Plan as accessible as possible, so there are a number of ways in which your views can be submitted.

SUBMIT YOUR VIEWS:

EMAIL:

E-mail your Consultation Response Form to:

Corporateplan@nipolicingboard.org.uk

POST:

Corporate Services Branch,
Corporate Plan Consultation
Northern Ireland Policing Board
FREEPOST BEL 4075
BELFAST
BT1 3BG

If you require the consultation document in an alternative format, please contact the Board on 028 9040 8500 or email corporateplan@nipolicingboard.org.uk

We aim to publish a response to the consultation within three months following the close of the consultation period.

EQUALITY SCREENING

Equality screening has been completed on the Corporate Plan 2023-2025. This screening document can be found on our website at www.nipolicingboard.org.uk

NIPB Privacy Notice for responding to our consultations and surveys

Data Controller Name: Northern Ireland Policing Board

Address: Waterside Tower
31 Clarendon Road
Clarendon Dock
Belfast
BT1 3BG

Telephone: 028 90408500

Email: information@nipolicingboard.org.uk

Data Protection Officer Name: William Magee

Telephone: 028 90408500

Email: Data.protection@nipolicingboard.org.uk

Why are you processing my personal information?

Personal data collected in this consultation exercise will be used for analysis and reporting of consultation responses.

Data protection legislation states that, a public body may process personal data as necessary for the effective performance of a task carried out in the public interest such as a consultation.

We have identified our lawful basis for processing your personal information as being Article 6 (1) (e) of the UK General Data Protection Regulation (UK GDPR) (Public Task as the processing is necessary for us to perform a task in the public interest).

Where you have provided us with special category data, such as health, religious or ethnic information the lawful basis we rely on to process it is article 9(2)(j) of the GDPR, and Schedule 1 part 1(4) of the DPA 2018.

Do you share my personal data with anyone else?

The personal data collected in our consultations will not routinely be shared outside of the Northern Ireland Policing Board (NIPB).

Please note, however, that we may be required to share your data to meet our legal or public function requirements, to pursue debt, for fraud, or crime prevention and detection purposes, or in your vital interest.

We may receive Freedom of Information and Environmental Information Regulations requests for third party personal data. We have a legal obligation to process any personal data we hold when considering requests under these laws. In most cases we will consider whether disclosure would contravene principle (a) of the GDPR.

Do you transfer my personal data to other countries?

The Board does not transfer personal information overseas.

How long do you keep my personal data?

We will retain your data in line with our Retention and Disposal Schedule.

Do we use Data Processors?

We may, on occasion use a data processor to gather information on our behalf. However, for the purposes of this consultation the Board will not be using a Data Processor.

What rights do I have?

- **You have the right to object to the processing in specific circumstances.**

In addition:

- You have the right to obtain confirmation that your data is being processed and access to your personal data.
- You are entitled to have personal data rectified if it is inaccurate or incomplete.
- You have a right to have personal data erased and to prevent processing in specific circumstances.
- You have the right to 'block' or suppress processing of personal data in specific circumstances.
- You have the right to data portability in specific circumstances.
- You have rights in relation to automated decision making and profiling.

How do I exercise my rights or complain if I am not happy?

You can find out more information about your rights on the [Information Commissioner's Office website](#) or you can contact them at the address provided below.

If you wish to exercise any of your rights or if you are unhappy with any aspect of this privacy notice please contact the Board's Data Protection Officer at:

Northern Ireland Policing Board
Waterside Tower
31 Clarendon Road
Clarendon Dock
Belfast
BT1 3BG

Email: Data.protection@nipolicingboard.org.uk

Telephone: 028 90408500

If you are still not happy, you have the right to lodge a complaint with the Information Commissioner's Office (ICO):

Information Commissioner's Office

Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

Tel: 0303 123 1113

Email: casework@ico.org.uk

<https://ico.org.uk/global/contact-us/>

CONSULTATION RESPONSE FORM

The questionnaire can be completed by individual stakeholders, members of the public, or on behalf of a group or organisation.

Please indicate if you are responding as:

A member of the public

On behalf of an organisation

Other (Please specify)

CONSULTATION RESPONSE FORM

Your name (optional).....

Organisation's Name (if responding on behalf of an organisation required).....

If other: Please Specify.....
.....

Communications Consent (optional)

Email:

If you wish to be added to the Board Communication emails please tick the box below and provide your email to confirm.

Email

Please note that replying 'yes' we will use your contact details to provide information on the role and work of the Board and PCSPs. Our privacy notice can be found at www.nipolicingboard.org.uk

1. Do you agree with the Board's objectives over the coming years?

yes no

Please state the reasons for your answer including any additional suggestions for priority areas.

2. What is the Board doing well and what are the areas it could improve on?

Please state the reasons for your answer

Thank you for completing our questionnaire.

 028 9040 8500

 information@nipolicingboard.org.uk

 www.nipolicingboard.org.uk

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DOCUMENT TITLE

Northern Ireland Policing Board
Corporate Plan 2023-25 Consultation

DISCLAIMER

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