



**Police Service**  
of Northern Ireland

# Digital Strategy

POLICE

**we care  
we listen  
we act**

2025/30



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# Chief Constable's Foreword



As Chief Constable of the Police Service of Northern Ireland, I am pleased to present our Digital Strategy 2025-2030. In launching this Digital Strategy, we align resolutely with the vision set out in the Northern Ireland Policing Plan 2025-2030, which commits to being Victim focused, Community focused and Workforce focused. It brings the Plan's strategic outcomes to life through tangible digital innovation. Together, they chart a course toward a policing service that is victim-centred, community-connected, digitally smart, and empowered by its people.

Our Digital Strategy complements the Plan's commitment to being victim focused by harnessing technology to deliver faster, more compassionate support. Innovative digital tools—such as enhanced online reporting interfaces, real time case updates, and secure messaging platforms—ensure victims are heard, kept informed, and supported throughout their journey, reinforcing trust and transparency in our service delivery.

Aligned with the outcome of safe and engaged communities with confidence in policing, our digital transformation will enable richer community interaction. By implementing data-driven crime mapping, virtual engagement platforms, and accessible public dashboards,

we empower neighbourhoods to report concerns, stay informed, and participate proactively in local safety initiatives—ensuring policing is visible, accessible, and deeply connected to community needs.

Supporting the Plan's aim of a representative, valued and enabled workforce, our strategy prioritises modern digital infrastructure and tools that streamline workflows, reduce administrative burdens, and nurture digital skills. By investing in secure mobile access, intuitive systems, and continuous training, we are equipping officers and staff with capabilities to perform efficiently and with confidence, fostering a motivated and future-ready workforce.

It is an exciting time for the Police Service of Northern Ireland as we continue our digital journey and it is even more important in today's operating environment of less resource and increasing demand that we best utilise technology in order to deliver our most effective Police Service and look after the wellbeing of our officers and staff.

A stylized, handwritten signature in black ink, appearing to read 'Jon Boucher'.

Jon Boucher QPM  
**Chief Constable.**



# Foreword from Director of ICS



Digital technologies have revolutionised our lives in ways few would have predicted. PSNI Officers and Staff rely heavily on technology to be able to do their jobs effectively.

This updated and refreshed PSNI Digital Strategy 2025-2030 aims to embrace and leverage digital technologies to deliver the Police Service of Northern Ireland's digital ambitions across the organisation.

As our organisation begins its recovery to establishing workforce levels to a minimum of 7,000 Officers and 2,572 Staff, ICS will digitally enable PSNI to achieve its strategic outcomes of being Victim Focused, Community Focused and Workforce Focused in all aspects of our service delivery.

Global cyber security threats continue to increase and we must protect our services and data against malicious cyber-attacks by continuing to invest in tools and new capabilities to keep ahead of new threats.

We will embrace automation to replace outdated and manual processes to enable the delivery of our services in a much more efficient manner.

## Business Transformation

As we embrace new and emerging technologies, our internal business processes will need to change in order to drive maximum value from our investments and deliver a step change in productivity. We'll develop business-aligned technology roadmaps that include clear targets, workforce upskilling as well as robust data management and governance.

## Innovation

Our people must be at the heart of this Strategy. They are absolutely critical to embracing new technologies, embedding new ways of working and driving innovation to improve the policing services we deliver to the public.

## AI

While many still talk about Artificial Intelligence (AI) in the future tense, this is already present in many aspects of our lives. The impact of AI and other evolving technologies will have a significant, long lasting and positive impact on PSNI as we combat the criminal use of technology and address the disinformation scourge that affects so many in our community. Our AI Policy will ensure we develop AI solutions in line with the most important principles relating to transparency, ethics and human accountability. We'll use AI to help our people become more efficient and support decision making across our services.

**Collaboration**

We will facilitate a unified approach across Districts and Departments along with our Criminal Justice partners in order to deliver our strategic digital ambitions. We'll also seek opportunities to collaborate with

wider public sector bodies in our efforts to deliver beneficial outcomes for the public as well as leveraging private sector collaborations, in line with our Procurement Policy, to address policing problems.

**Guiding Principles**



**Engaged**

We will continue to develop our engagement activities to encourage more workforce innovation to capture ideas and develop new solutions.



**Innovative**

Interoperability must be at the heart of our technology offering ensuring that both our workforce and our communities benefit from connected technologies, allowing us to exploit advancements such as AI.



**Skilled**

We will continue to invest in and develop the next generation of digital, data and technology talent across the Police Service of Northern Ireland, upskilling our workforce and encouraging a transformational change mind-set.



**Secure**

Protecting our sensitive data is paramount. We'll invest in our cybersecurity capabilities and ensure a Zero Trust model is deployed to continuously verify every access request and limit that access to only what is necessary in line with National Standards.

My thanks go to all involved in the extensive consultation process which has provided a clarity of focus on key areas of priority which will allow investments in Digital Technology to deliver initiatives

aligned to our corporate priorities. I am excited about the role this strategy will play in using digital technology to help us keep people safe.

Jeff McNamara  
**Director of Information and Communications Services**

# Northern Ireland Policing Plan 2025-2030

## Vision

A safe and peaceful Northern Ireland.

## Purpose

To prevent and tackle crime to keep people safe, through being a victim, community and workforce focused police service.

## Values

We care  
We listen  
We act

## ICS Vision & Mission Alignment

### ICS Vision

To be a world class leader in policing technology

### ICS Mission

To deliver secure, agile and data-driven services that support policing, enable effective engagement with communities and equip our workforce with the essential tools needed to do their jobs.



# Strategic Fit

Two of the nine Priorities in the Programme For Government (PFG) have a direct read across to the N.I. Policing Plan 2025-2030 i.e. Safer Communities and Ending Violence against Women and Girls. This digital strategy supports delivery of these priorities through provision of innovative digital solutions.

In addition the Corporate Plan states “We will prioritise investment in digital technology that supports our workforce”. We will also ensure consistency with NPCC’s National Policing ambitions to embrace digital capabilities and embed a whole public system approach.



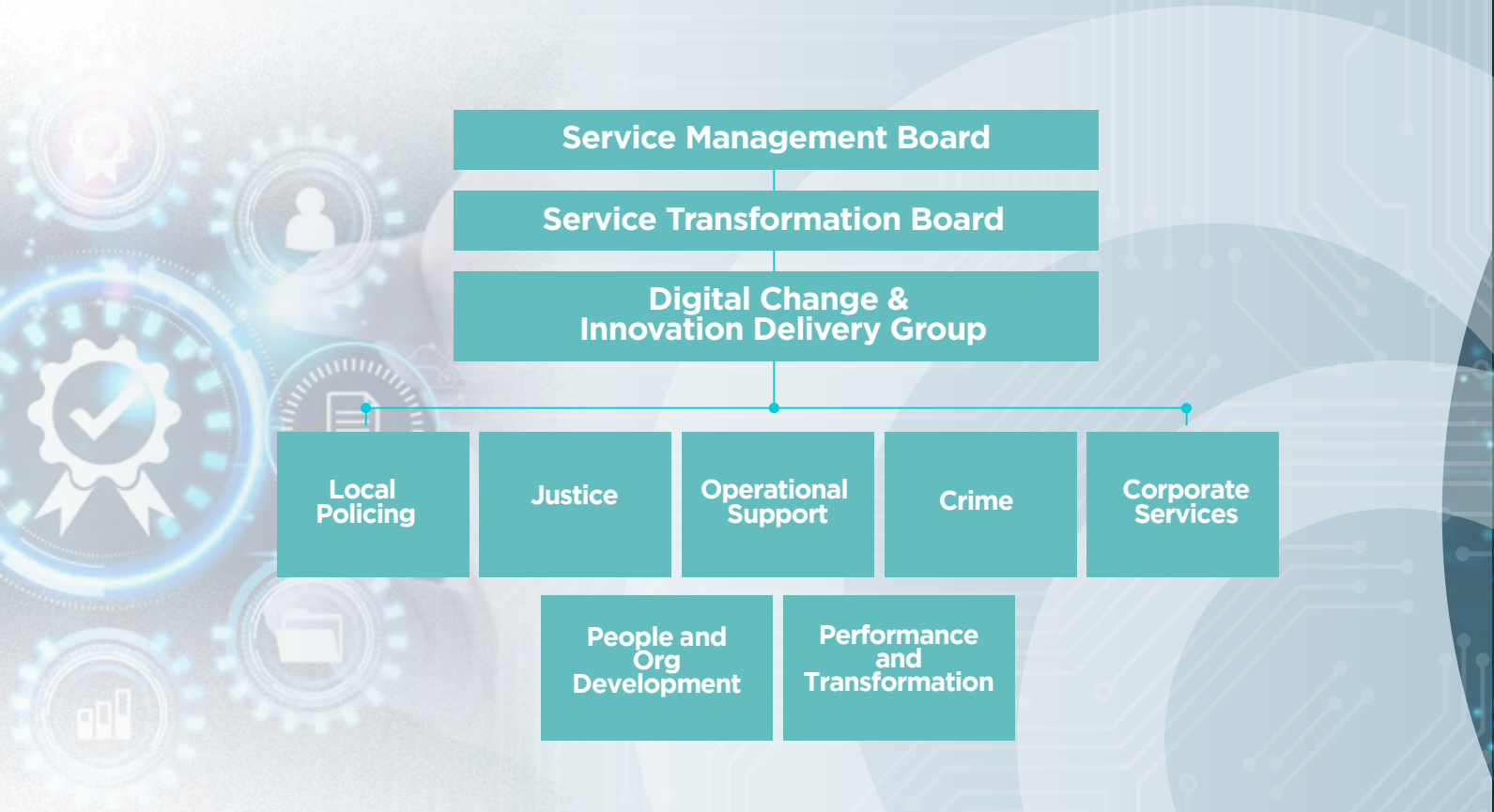
# Governance

The purpose of the Service Management Board (SMB) is to set out the vision and strategic direction for the organisation through the Policing Plan, our Corporate Plan and other key strategies such as this Digital Strategy. The current strategic imperative is to be a victim, community and workforce focused service.

The Service Transformation Board (STB) seeks to create a more agile and sustainable organisation. Its purpose is to drive and support the organisational and cultural changes required to deliver the Policing Plan, Corporate Plans and the projects outlined in the Service

Modernisation Plan. This is the transformation decision making body, taking guidance from the SMB, and will be driven by the sponsors and key enablers from PSNI stakeholders.

A newly established Digital Change and Innovation Delivery Group will govern and prioritise our Digital ambitions, challenge long standing cultural barriers to success and set our corporate appetite for embracing new technologies. Regular updates and recommendations will be submitted to the Service Transformation Board and, where appropriate, to the Service Management Board.



# Funding

The ICT budget represents less than 4% of the overall PSNI DEL budget. PSNI's recovery business case, aims to rebuild the PSNI, to a strength of 7000 officers and 2572 staff by 2028, requiring an additional £200 million. The successful delivery of this strategy is predicated on an appropriate budget allocation. To that end we will continue to seek opportunities for income generation.



# NI Digital Context



- 1.92m residents in N.I. in 2023 projecting 1.95m by 2033



- About nine in ten (91%) people in Northern Ireland had access to the internet at home (measured in the first half of 2025), and 85% had access to fixed broadband at home. By the start of 2025, 99% of all homes in Northern Ireland were able to receive superfast broadband



- Of the four UK nations, Northern Ireland has the highest average maximum download speed of 259 Mbit/s, compared to the UK average of 223 Mbit/s.



- Mobile Network Operators (MNOs) are continuing to roll out 5G services across the UK and this year has seen further increases in the availability of 5G in Northern Ireland.



- Geographic coverage has expanded significantly, and this year we found that coverage from at least one MNO was available to 71% of NI's landmass



- More people in Northern Ireland source their news online rather than TV, 63% of the people in Northern Ireland surveyed said they used online services for news. BBC News NI was the most used app or website for news in Northern Ireland



- In 2025, 96% of adults aged 16+ in N.I. use a smart phone.



- NI adults use smartphones for the majority of their internet use, with an average of three hours and 15 minutes daily, compared to 38 minutes on tablet devices, and just 23 minutes on computers.



- PSNI has almost 1.8m followers across all its social media channels



# Policing Plan Alignment

Our commitment to delivering on the Policing Plan outcomes will be enabled by resolute alignment with our four Digital themes.

## Policing Plan Outcomes

1

### The Police Service of Northern Ireland is Victim Focused

Victims of crime will be treated with compassion and respect and kept informed in line with the principles of the Victim Charter of Northern Ireland and trauma informed approach. The Police Service of Northern Ireland will target resources to protect the most vulnerable victims of crime, including repeat victims.

2

### We Have Safe and Engaged Communities with Confidence in Policing

The police will work with local communities and partners to deliver local solutions to local problems, building confidence in policing and supporting a safe environment for people to live, work, visit and invest in Northern Ireland.

3

### The Police Service of Northern Ireland has a Representative Valued and Enabled Workforce

Our Service will be more representative of the community supported through a positive working environment and appropriately resourced to serve the public with standards of professionalism and care.

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# Digital Themes



## Digital Engagement

Effective engagement is crucial to enhance public safety, improve operational efficiency and build trust with our communities. Digital platforms and online reporting make it easy for the public to report non-emergency issues and allow case updates to be provided digitally, creating more accessible and responsive services. Investing in digital tools will free up our Officers and Staff from administrative tasks and generate more time for working with our communities.



## Digital Investigation and Transformation

Our digital strategy will expedite evidence gathering processes across policing functions and with our partners. We will develop tools that exploit our data to empower our Officers and Staff as well as providing solutions for specialist capability roles. We will continue to share more and more digital evidence electronically and will transform how we do our business to avail of new and emerging technologies to improve the services we deliver.



## Digital Collaboration

We will support closer engagement with partner agencies, ensuring a joined-up approach to public safety, safeguarding community wellbeing by embracing secure, cloud-based tools, real-time information sharing and fully integrated platforms. Using modern collaboration technologies, PSNI can foster transparency, streamline workflows and empower teams to respond to emerging challenges with greater agility and impact.



## Mobility

We will ensure officers and staff have secure, real-time access to the information and tools they need, wherever they are. By expanding the use of mobile technologies, PSNI can strengthen frontline decision-making, improve responsiveness, and reduce reliance on fixed locations or paper-based processes. This approach not only enhances efficiency but also supports more visible and effective policing within communities.

# Impact statements

NI PP Outcome	Digital Engagement	Digital Investigation & Transformation	Digital Collaboration	Mobility
Victim	"I can easily contact the police and access support through various digital channels "	"I can request and receive updates on my case through a Police Portal"	"When Policing and Partners collaborate digitally, I don't have to repeat myself over and over."	"I can submit my evidence, victim statement and request updates all from my smartphone."
Community	"We can contact the Police through various channels and have engagement platforms relevant to the area we live in"	"Gathering evidence digitally, speeds up the investigation in our community and allows officers to focus on the human aspect"	"We can collaborate with Police and other statutory bodies in a secure and flexible way, strengthening community relations at all levels"	"Police are more visible in our community and have the tech they need to do their job there and then"
Workforce	"I can effort lessly connect with my colleagues and get the information I need. Contact with the public is made much easier on their channel of choice."	"I can access the appropriate digital tools to securely manage and share evidence quickly, speeding up investigations and progress to court"	"Virtual teamwork and secure data sharing empowers us and our partners to make better decisions, together"	"Working remotely, in the office or out in the community is totally seamless"





# Delivery against the PSNI's Digital Strategy 2021 and beyond

As part of our previous Digital Strategy 2021 & Beyond, we set ambitious targets to deliver new capabilities across all areas of the organisation. Our mission to deliver exceptional technology services and solutions through innovation, leadership and collaboration was largely achieved. Some examples include:

## Digital Engagement

Development of a new Intranet site; the ability to share digital data both ways with partners and the public; the introduction of online reporting for members of the public to contact us and receive case updates digitally via My Police Portal.

## Digital Investigation & Evidence

Refreshed Body Worn Video cameras; implementation of a new Intelligence system; enhanced our ANPR fixed and mobile footprint; delivered a major upgrade to our Niche records management system; Public submission of evidence saving £1.9m p.a.; Digital evidence sharing with PPS/Courts saving £650k p.a.; Remote digital statements saving £1m p.a.

## Digital Collaboration

Redevelopment of our Criminal Justice data sharing solutions; implementation of a new secure video & tele conferencing unified solution; replacement of our legacy Firearms management system

## Mobility

Re-development of PSNI's full suite of mobile apps with an in-house solution as well as introduction of many new apps e.g. Collision Reporting, Domestic Abuse and Sexual Harassment, Digital Witness Statements, Mental Health Assessment App ; end user devices upgraded to support mobile working;

## ICT Efficiency & Performance

Development of our Pulse corporate dashboard reporting system; network and infrastructure enhancements to support new ways of working remotely; introduction of Voice-to-Text capability for transcription of interviews, saving £420k p.a.; continued development of robotic process automation to deliver service improvements and efficiencies; introduction of a comprehensive firearms training and accreditation system.



# Artificial Intelligence

Artificial Intelligence (AI) is changing the way law enforcement agencies worldwide operate, offering powerful tools to enhance decision-making, streamline processes, and improve public safety outcomes.

However, the use of AI in policing must meet the highest standards of transparency, accountability, and ethical responsibility. This Digital strategy affirms our commitment to adopting AI in a way that benefits the public while protecting rights, minimising risk, and maintaining trust.

Our vision is to adopt AI in-line with national guidance produced by National Police Chiefs Council (NPCC) and the National Cyber Security Centre (NCSC). AI will support—not replace—human judgement, enabling better-informed decisions, faster responses, and more efficient delivery of services.

## ICS will work within a governance framework to ensure that AI tools are:

- Aligned with the public interest and operational priorities.
- Used responsibly within defined legal and ethical boundaries.
- Technically robust, explainable, and well-governed.

**An AI Steering Group has been established to provide oversight, ethical considerations and prioritisation of effort as well as providing guidance to the rest of the PSNI. This group will ensure the following objectives are achieved:**

1. Deploy AI ethically and legally, with safeguards embedded throughout.
2. Utilise a hybrid AI architecture that balances cloud scalability with on-premises control.
3. Implement guardrail agents to monitor and constrain AI behaviour.
4. Develop use cases that support operational priorities and public value.
5. Build understanding and capability across technical and operational teams.

All our solutions will be subject to robust challenge from both a data and Information security perspective. We will align with the PSNI Data Strategy through which we aim to ensure that data is managed, processed and disposed of ethically, securely, and effectively in line with national policing standards, our legal obligations, and the public's expectations to enhance legitimacy, trust and confidence in policing. Our Data Strategy contains 3 strategic objectives with which this Digital Strategy will align and enable:

**Foundations** - to ensure PSNI's data & information acquisition, use, retention, disclosure and disposal is lawful, ethical & accountable.

**Security** - to ensure the security of the data & information we own, hold and are entrusted with.

**Utilisation** - to ensure we fully utilise data & information to improve the effectiveness and efficiency of our service and keep people safe.



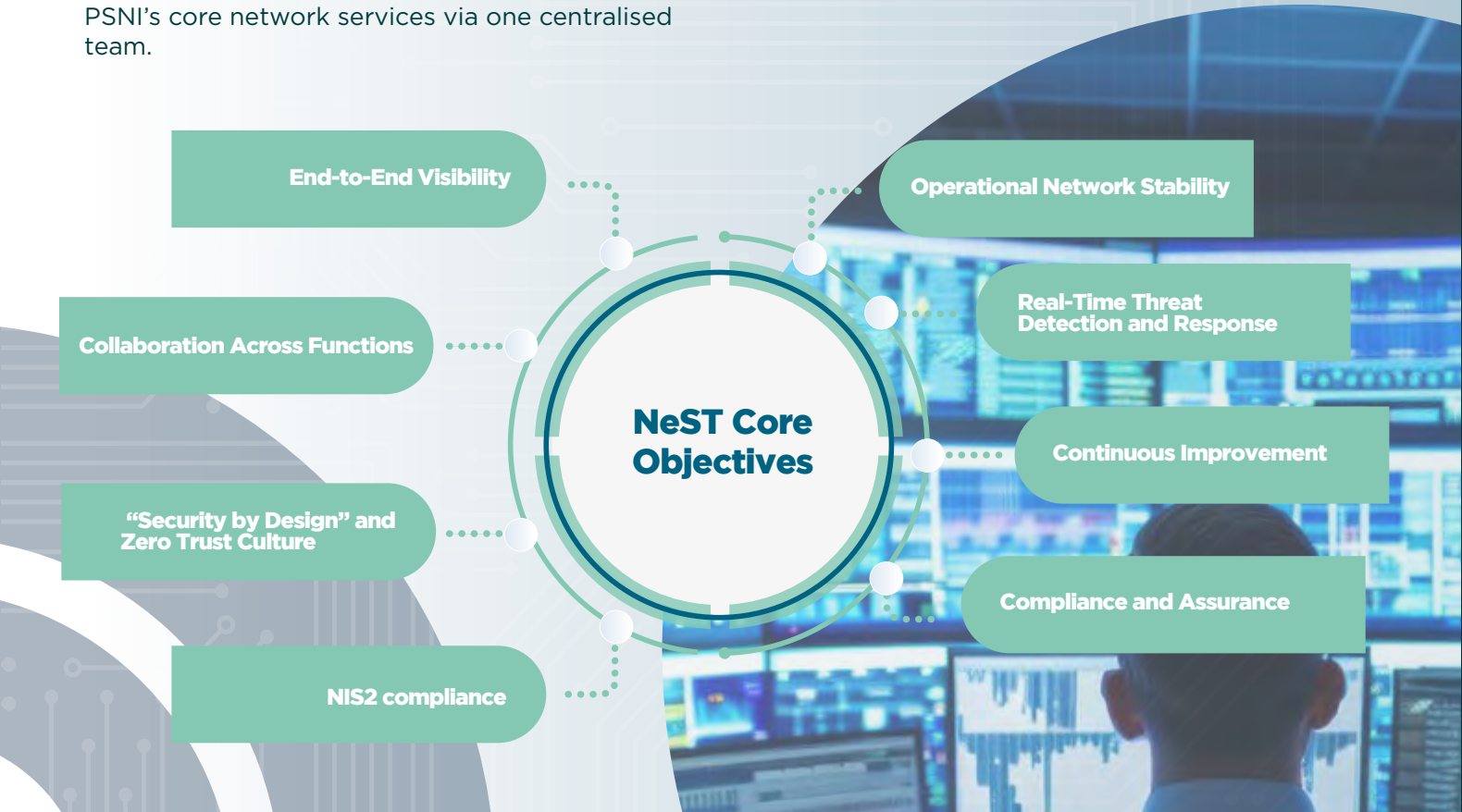


# Cyber Resilience

Digital crime and cyber threats are becoming increasingly more sophisticated and with the advancement of AI toolsets, anyone can easily acquire an attack tool, shifting the likelihood from ‘if’ to ‘when’ an attack will occur.

Consequently ICS is committed to proactively enhancing its cybersecurity posture and is investing heavily in the establishment of a Network Security Team (NeST) that will be responsible for the monitoring and alerting on all PSNI’s core network services via one centralised team.

The NeST will work to ensure the security and integrity of the network is intact by implementing advanced monitoring tools, conducting regular vulnerability assessments and responding promptly to any security incidents. This proactive approach will help PSNI maintain a secure and reliable network infrastructure, ultimately supporting the organisation’s strategic outcomes and enhancing public trust in its services



The integrated Security Operations Centre (SOC) and Network Operations Centre (NOC) will act as the nerve centre of digital operations — monitoring, detecting, defending, and responding to incidents in real-time while maintaining the health and availability of all networked systems in order to:

- Protect operational continuity and safeguard officers, staff and assets
- Maintain public confidence in PSNI’s handling of sensitive information

- Embed cyber risk as a core element of organisational governance and culture
- Strengthen our cyber security posture in line with National Cyber Security Centre (NCSC) guidelines

This approach will ensure sustained resilience, operational integrity, and trust within communities and among PSNI personnel, fully reflecting the strategic outcomes and themes central to PSNI’s Digital Strategy and NI Policing Plan.

# Our People

At an organisational level we will continue to engage with our entire workforce, from frontline Officers to senior leaders, in the use of all our digital tools giving them the skills and confidence to fully embrace and make best use of the technology we deliver.

We will establish an End User Device approach that will transform how our Officers and Staff access our corporate systems. We will move away from a predominantly desktop computer based organisation to a much more agile and flexible approach, building on the success of our mobile phone and laptop deployments implemented during the last Strategy period.

In line with PSNI's Strategic outcome of being Workforce Focused this digital strategy commits to ensuring that our ICT staff are representative, valued and enabled.

## Representative

In addition to PSNI's recruitment approach to ensuring representativeness, ICS has adopted a succession planning model to ensure that opportunities are available to both IT professionals and those wishing to become one. Recognising the age profile of our workforce, we recruit at junior management grades for IT graduates or those with relevant experience, as well as running a highly successful apprenticeship scheme in conjunction with Belfast MET. When affordable, we will seek placement students from local universities as this has proven to be a successful recruitment technique in the past. We will continue to conduct outreach activities in educational and IT industry settings to encourage a diverse range of applicants, highlighting the varied and rewarding opportunities that an ICT career in PSNI has to offer.

## Valued

Our people are our biggest asset so we continually strive to engage through staff briefings, recognising good news and continual support for a job well done. We promote PSNI as a best in class ICT solution provider and have been successful at various industry and policing award forums. We passionately believe that innovation comes from within, as PSNI staff know policing and can offer pragmatic, affordable and realistic solutions to policing challenges. N.I. has one of the fastest growing tech sectors in the UK so we will continue to partner with suppliers in hybrid delivery teams to upskill PSNI resources and further develop our in-house capabilities. We will seek out innovation opportunities from both internal and external sources to exploit new and emerging technologies such as Artificial Intelligence.

## Enabled

We recognise the need to ensure that our highly skilled ICS workforce maintains and enhances their skillsets as new and emerging technologies become commonplace. In addition to provision of a departmental e-learning facility we will ensure that staff are given protected learning time to avail of development and training opportunities, providing online and classroom based training where applicable.

By delivering on the above commitments, we will enable the achievement of the PSNI's Workforce Strategy outcomes of 'Equip, Engage & Empower'.





# Collaboration

Where opportunities present themselves we will continue to collaborate both locally and nationally to deliver improved Public Safety services. This will include exploring commercial agreements that deliver solutions which the wider N.I. Public Sector can benefit from.

## Locally

N.I Public Sector – PSNI already collaborates on the provision of network services through the use of the Public Sector Shared Services Network (PSSSN) contract. We will continue to collaborate with our peers across the wider N.I. Civil Service to share best practice and learn from each other through industry forums and partner events.

Partner Agencies – We will continue to maintain our Barracuda radio network provision to all N.I. Emergency services and other public sector partners, continually seeking opportunities for enhancements in our service provision, whilst attracting more partner organisations. PSNI recognises the need to accurately and securely share information with a range of partners, from Criminal Justice through to Health and Education. This strategy seeks to build on our existing capabilities to enable more seamless sharing and collaboration.

## Nationally

The Director of ICS is an active member of the National Technology Board and current member of the NPCC AI Board. ICS staff at all levels play pivotal roles in developing National Programmes to improve Policing Services across the UK.

PSNI has acted as ‘Lead force’ in a number of recent initiatives, for example, iLEAP (International Law Enforcement Alerts Platform – InterPol alerts) As one of the largest UK forces, we will continue to offer support to these National Programmes.

Collaborative procurements and negotiated Enterprise agreements for policing are a vital avenue for PSNI to drive down costs, so we will continue to exploit these opportunities as they arise.



# Sustainability and Corporate Social Responsibility

The Police Service of Northern Ireland commitment to sustainability and social responsibility as specified in the UN's Sustainable Development Goals (SDGs) is an integral part of this Digital Strategy. We are fully aligned with PSNI's corporate approach to sustainability as defined in The Sustainability Strategy 2021-2025. Consequently, we will reduce our environmental impact through provisioning of modern and efficient technology to enable an agile and responsive workforce.

We are alive to recent advances in technology which if not carefully managed will impact on our energy consumption. For example AI enabled searches using Large Language Models (LLMs) as opposed to standard search engines for searching content could consume up to 10 times more energy. We will continue to source our goods and services from vendors with strong environmental and ethical practices in workforce management, and include social value considerations in any major procurement activities, ensuring we meet our corporate social responsibility (CSR) commitments.

We are continually refining our digital practices to ensure sustainability & CSR alignment under the following key pillars:

## Consolidation and virtualisation

- Transition to hot-desking with laptop docking
- Further virtualise servers to reduce our physical footprint and where applicable utilise energy efficient cloud providers
- Continue to exploit VDI to enable more remote working practices reducing travel-related carbon emissions
- Enhanced video conferencing capabilities to promote partner collaboration in a sustainable way





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# Futures - Beyond 2030

As we look beyond 2030, Police Service of Northern Ireland envisions a 'Future' where policing is further equipped through the adoption of emerging technologies. We will continue to monitor and evaluate these technologies, through horizon scanning, to consider their suitability for PSNI.

The following outlines a number of 'Future' technology pillars that have the potential for adoption, in order to enhance PSNI effectiveness and outcomes.

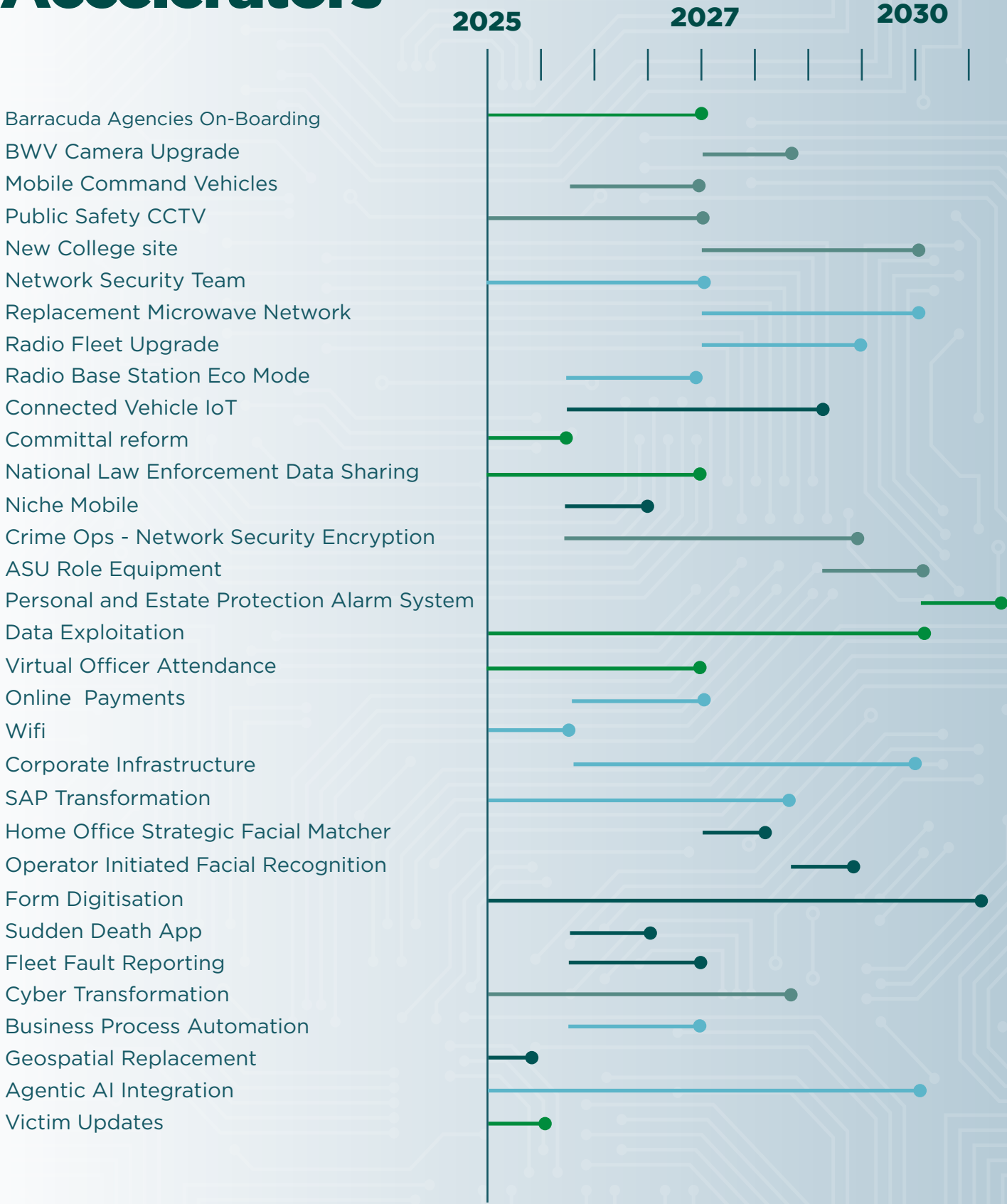
- Immersive Training and Simulation**  
 Policing would benefit from immersive technologies like virtual reality and augmented reality. PSNI will consider metaverse-style training worlds to prepare officers for critical incidents in a safe and controlled manner. From virtual scenario training for public order situations to augmented reality overlays that assist officers in the field with instant information, these tools will enhance skills and decision-making.
- Emerging Bio-forensics and Biometrics**  
 Bio-forensic methods and sources are evolving at a fast pace. This coupled with the projected development of digital biometrics, in terms of digital device usage and digital behaviour patterns may provide opportunities for improvements in identifying subjects of interest, public safety and prosecutions. These richer Biometric and Bio-forensic data sources will benefit from future AI and machine learning development to support police investigations.
- Advanced Sensing and Analytics**  
 PSNI anticipate significant benefits from emerging sensor technologies to improve operational capabilities. Quantum sensing and other next-generation sensors could significantly enhance areas like search and detection – for instance, detecting concealed weapons or explosives with greater accuracy, or conducting forensic analysis at crime

scenes in new ways. By exploring these cutting-edge tools (once they are proven safe and certified), PSNI could improve the gathering of evidence and identify threats without resorting to more intrusive surveillance.

- Privacy-Enhancing and Security Technologies**  
 To maintain community trust, we will continue embedding secure-by-design in all future digital projects. Techniques such as advanced encryption, pseudonymization, and secure data-sharing platforms will allow us to use big data and cloud computing without exposing personal or sensitive information. These privacy-enhancing technologies will help us protect victims' data and safeguard information during investigations.
- Improved Interoperability and Real-Time Data**  
 The Future of policing will demand that information flows seamlessly across systems and agencies. We aim to leverage next-generation dedicated 6G public safety communications networks to enable real-time data processing and sharing in the field. This means officers could also interface with augmented reality and virtual reality technologies in order to improve situational awareness and communications, along with real time data access and analysis, while deployed 'on the ground'



# Digital Accelerators





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