



Police Service of Northern Ireland

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Our Ref: EST 9200-26

Tonia Antoniazzi MP
Northern Ireland Affairs Committee
House of Commons
Palace of Westminster
London SW1A 0AA
(Via Email: northircom@parliament.uk)

25 September 2026

Dear Tonia

STRATEGIC REVIEW

I am writing to inform you that the Police Service of Northern Ireland has appointed an independent strategic partner, Ipsos with Crest Advisory, to undertake a Strategic Review of the PSNI's resourcing and operating model.

This is a significant commission. It is not a routine cost review exercise. Rather, it will provide an independent and comprehensive assessment of the evidence required to inform future funding discussions, workforce decisions and a sustainable operating model for policing in Northern Ireland.

This follows the recent Northern Ireland Affairs Committee's report on policing and security in Northern Ireland which helpfully and specifically recommended the need for an objective assessment of the service.

The Review will consider current and future demand, the evolving security position, the PSNI cost base and appropriate comparison with other police services, as well as different scenarios likely to impact upon policing in the future. Crucially, it will consider capability as well as numbers: the officers and staff required to investigate crime, protect vulnerable people, manage offenders, tackle terrorism and organised crime and provide the visible neighbourhood policing that communities here deserve.



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It is my hope that its findings will establish a robust and up to date evidence base on the resourcing and operating model required to police Northern Ireland effectively and sustainably, both now and into the future.

This work will be crucial in halting the long term erosion of policing capacity in Northern Ireland and establishing, on an independent and evidence based footing, the resources that PSNI actually needs. That matters enormously here. Policing here has been integral to the success of the peace process and Good Friday Agreement. The PSNI carries responsibilities and demands which are unlike those faced by any comparable service across the United Kingdom, Ireland or further afield. It was evident from the final report that the Committee understood this, both the unique context within which the PSNI operates and the challenges engendered by a post conflict society.

I want to thank you and the Committee members for the months of work in undertaking research, reviewing written submissions, listening to oral evidence and direct engagement in Northern Ireland.

This effort was evident in the quality of the final report.

Yours sincerely

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

Jon Boutcher QPM
Chief Constable