



**Police Service**  
of Northern Ireland

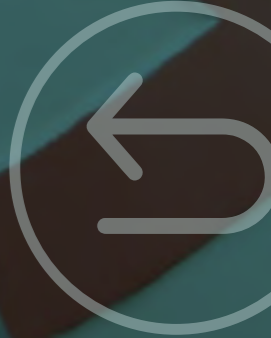
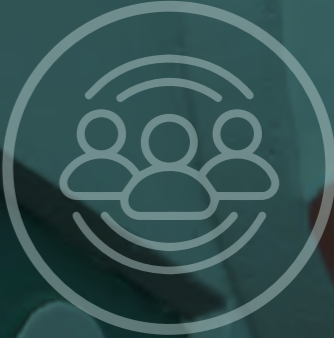
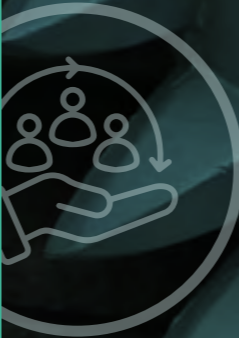
# Chief Constable's **End of Year Report**



**we care  
we listen  
we act**



# 2022/23



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*With the exception of pages 44 and 45 the statistics in this report are supplied as unvalidated management information sourced from administrative systems and are subject to change.*

# Chief Constable's Foreword



2022/23 marked the anniversary of 100 years of policing in Northern Ireland. This significant landmark provided an opportunity to reflect on the contribution made by the officers and staff of the Police Service of Northern Ireland and the Royal Ulster Constabulary GC to upholding the safety and security of the public of Northern Ireland across a century.

At a series of commemorative events, I had the opportunity to hear accounts of policing through the most challenging of times. Those testimonies of personal sacrifice, courage and kindness, covering decades of policing, captured a common language and spirit of enduring public service. This language of selfless service defines policing, both yesterday and today. Importantly it also reaffirms the incredible importance of policing to the very fabric of our society and wider aims for economic and civic regeneration.

Sadly, during the year, we saw the level of terrorist threat for Northern Ireland return to SEVERE following the attempted murder of DCI John Caldwell, in a callous attack whilst he volunteered within the community. This change in assessment was consistent with a threat picture that saw a step change in the determination and capability shown by Violent Dissident Republican groupings in their intent to attack police officers and staff on and off duty. The attack on John's life drew condemnation from across the globe from some of the most significant figures in world politics. The strong message from across the community and political leaders is one of horror and revulsion at the attempt to take Northern Ireland back to a place we have all sought to leave behind.

I am determined that we, working alongside our key partners and the community, will continue our efforts and commitment to keep people safe from this insidious threat, whilst delivering the visible, accessible and responsive policing so valued by communities.

However, it is important to reflect that despite this threat, and in terms of recorded crime, Northern Ireland statistically remains one of the safest places to live in the UK. Alongside this, the Police Service of Northern Ireland deliver crime outcome rates for victims that are amongst the highest nationally.

Our End of Year Report highlights some of the very significant work undertaken over the last year to keep people safe.

In my previous report I highlighted the focus, we as a Service have placed upon standards of conduct. The launch point for that focus was our Statement of Action on Conduct and Standards jointly issued by the Deputy Chief Constable, Chief Operating Officer and I, in which we spelt out clearly the expectations of behaviour we will hold officers and staff to. Over the past 12 months Professional Standards Department has instigated 149 new investigations and 21 officers have been dismissed

for misconduct. I am committed that as a Service we provide the public with the reassurance that there is no place in policing for those with racist, misogynistic and discriminatory beliefs. The Service has recently been inspected by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services focussing on Vetting, Misconduct and Misogyny and I look forward to hearing their findings later in 2023.

Serious and Organised Crime taints our communities through exploitation of the most vulnerable and is a very real area of public concern. This year we have seized significant quantities of drugs, taking over £9m worth of illegal drugs off our streets and 159 firearms and weapons out of circulation. We have charged 344 people connected to Organised Crime Groups with criminal offences. In our efforts to target the money made from organised crime we are utilising a range of powers, including newly established Account Foreseeing Order provisions. We estimate this could realise in the region of £7m of illicit money and assets taken out of the hands of criminals. This collective effort with our partner agencies will continue to remain a key priority for the Service.

Over the course of the year we have worked to get an ever richer picture of our workload to ensure the most efficient use of our resources and look ahead to anticipate new pressures. To assist this process we have moved to adopt the Service Management Statement self-assessment process based upon best practice across UK policing. In this, our foundation year, we have gathered a wide range of data from multiple sources providing valuable insight to assist priority setting and resource deployment decisions. We will continue to build on this insight in the coming years to inform our workforce plan and operational priorities.

In order to support ever more efficient processes and improve service delivery, we have completed a number of digital reform projects during the year which support our ambition to work in smarter and more intelligent ways. In the Criminal Justice arena these include the launch of Remote Evidence Centres, the development of Digital Statement submissions, an increase in the range of paperless Fixed Penalty Notices and ever greater use of Body Worn Video. We have pushed even further towards giving officers and staff access to mobile technology that they need at their

fingertips, within the region of 5,000 laptops upgraded over the course of the year. Enhancing our digital offer to the public, including the development of our web services, remains a key part of our future planning.

Our contribution towards keeping Northern Ireland safe has been set against a stark financial cliff edge. The overall budget position facing the Police Service of Northern Ireland is bleak, with a significant funding gap and uncertainty over funding in future years. We are at a tipping point and the potential impact is significant and long term. Based on the Draft Budget 2022/23, document, over the three year period, the shortfall is estimated at some £226m. In order to achieve a projected breakeven position for 2022/23, the Service received £30m additional funding, made £10m savings from headcount by losing 424 posts and removed £40m in non-pay costs.

As of 31 March 2023 Police officer numbers have fallen to 6,688. This is over 800 officers fewer than the commitment made in the New Decade New Approach Agreement and the lowest officer numbers since the Police Service of Northern Ireland was formed.

By March 2025, unless the funding settlement changes we will see those numbers fall further to below 6,000.

The anticipated impact of balancing our projected budget in the coming years is stark and will be felt across every aspect of the service we deliver to our communities. The reality is that less police will mean less policing. I will continue to argue and advocate publicly for a settlement for policing that reflects and meets the needs and expectations of our community.



**Simon Byrne**  
Chief Constable  
Police Service of Northern Ireland



# Our Service



# Leadership Team



**Chief Constable Simon Byrne**



**Deputy Chief Constable Mark Hamilton**



**Chief Operating Officer Pamela McCreedy**



**Assistant Chief Constable Alan Todd**



**Assistant Chief Constable Mark McEwan**



**Assistant Chief Constable Bobby Singleton**



**Assistant Chief Constable Chris Todd**



**Assistant Chief Officer Mark McNaughten**



**Assistant Chief Officer Aldrina Magwood**



**Assistant Chief Officer Clare Duffield**

# Vision and Values

## Our Vision

The Police Service vision is to be a service that is visible, accessible, responsive and community focused. We demonstrate through our behaviours and interactions that we care, we listen and we act about what matters to the public, our partners and our staff.

Northern Ireland continues to grow and thrive and as a Police Service we have a vital role in enabling this development. It is our role to support and work with the Northern Ireland Executive, community, business and voluntary groups to continue to help build a safe, confident and peaceful society.

The Police Service's ability to provide a reliable and reassuring presence to all communities and a service that communities have confidence in, creates the conditions for our society to exist and thrive. The role the Police Service plays in sustaining communities, supporting cohesion and keeping people safe is a core enabler in building a peaceful society and something we should be proud of.

## Our Purpose

Our policing purpose is Keeping People Safe. As a Police Service we will work with partners and communities to meet this purpose.



# Key Strategies



2022/23 also saw the launch of new or updated action plans which support the Service's strategic priorities, including:

- The launch of a Violence Against Women & Girls Action Plan
- The launch of a Sustainability Strategy and Carbon Reduction Plan, as part of a Service Estates Strategy
- The launch of a Wellbeing & Trauma Action Plan as part of the People Strategy



**Despite our well-publicised financial challenges which continue to impact upon policing in Northern Ireland, we have prioritised progressing our key strategies and action plans.**

Governed by Horizon 2025, which acts as an overarching corporate strategy for the Service, and which aligns with the strategic aims of the Policing Plan, progress has been made in several key areas, including:

- The Hallmarks of Neighbourhood Policing
- The Here for You Public Engagement Strategy
- Serious & Organised Crime Strategy
- The Digital Strategy; and
- The Fleet Strategy







# Looking Back



# Plan on a Page and Service Management Statement

Last year we published our very first Plan on a Page, which we consider to be an important strategic planning and communication tool for consolidating our strategic priorities onto a single-page, and for supporting their cascade throughout the organisation as a means of supporting operational planning and delivery.

We have also initiated a process to identify our strategic priorities for 2023/24. Once finalised these will be reflected in an updated Plan on a Page for 2023/24 and will, as far as is possible, reflect the out workings of other important work, including: the Northern Ireland Policing Board's own Performance Plan for 2023/24; a (policing) strategic assessment

of risk and threat; the indicative budget settlement for 2023/24; as well as our first Service Management Statement (SMS).

Last year saw the successful completion of our foundation year self-assessment of demand, capacity and capability across the Service.

Known as the Service Management Statement (SMS), this self-assessment process has been voluntarily adopted and adapted from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Force Management Statement (FMS) approach to reflect the unique policing requirements of Northern Ireland.

The insights that it has provided to-date have been used internally to inform and prioritise areas for transformational change. The process will be re-run in the year ahead to further embed the approach within the Service and to support more effective strategic planning and resource allocation.



# His Majesty's Inspectorate of Constabulary and Fire & Rescue Services Inspection

In January and February 2023, we hosted Inspectors from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services as part of our 'PEEL (Police Effectiveness, Efficiency and Legitimacy)' Inspection.

The inspection focused on the areas of Vetting, Misconduct and Misogyny; Vulnerability with a specific emphasis on older people; and Strategic Planning.



**We were assessed against several core questions, including:**



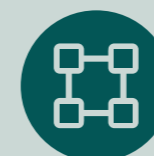
How well does the Police Service of Northern Ireland prevent those unsuitable to serve the public from joining?



How well equipped is the Police Service of Northern Ireland to detect and deal with misogynistic, prejudicial and improper behaviour, and predatory behaviour?



How well does the Police Service of Northern Ireland protect vulnerable people?



How effective are the Police Service of Northern Ireland's strategic planning and performance management framework in making it tackle what is important locally and nationally?

**We look forward to the final report which will set-out the key findings and recommendations.**

# Working in smarter, more intelligent ways

## Contact Management

In this calendar year the Police Service received:



999 Calls:  
**209,987**  
up by 8.4%



101 Calls:  
**499,070**  
up by 1.1%



Online Reports:  
**23,283**  
up by 1.8%

Throughout 2022/23 Contact has maintained a high level of service on 999 calls with an average answer time of 6 seconds, and 92% of calls answered within 10 seconds. On 101 calls the average answer time was 1 minute 37 seconds across the year with 55% of calls answered within 30 seconds. This compares favourably to similar police services.

## Video Relay - 999 BSL

In addition to our existing contact channels, on 17 June 2022 a new video relay service became available for those who are deaf, deafened or hard of hearing. It enables deaf British Sign Language users to communicate with BT via webcam with voice translations passed into our Contact Centre. This is in addition to the emergency text relay and SMS systems which continue to remain in place.

## Expanding Our Reporting Channels

We have continued to see growth in the use of online reporting, and evidence from other Police Services' tells us that transition to digital reporting will only accelerate. This is an important area of growth and investment for us and during 2022/23 we redesigned our online reporting system, making it more user friendly and intuitive.

## Criminal Justice Reform and Digital Innovation

Along with partners in the Public Prosecution Service, we conducted a review of our Working Together Programme to refocus and create

new working arrangements with a revised programme of work. This programme will provide strategic governance and direction in respect of joint service delivery, justice reform initiatives, and related innovation projects. Initially, this work will focus on key areas such as disclosure improvement; file quality and timeliness; reducing demand; operational effectiveness; and modernisation and transformation.

Criminal Justice Branch has engaged with Justice partners on a range of initiatives to innovate and improve the Justice system. 2022/23 saw a focus on consolidating, streamlining and embedding those innovations commenced during the coronavirus health pandemic. This included:

## Remote Evidence Centres

139 police witnesses provided evidence in summary contested hearings from one of our 21 remote evidence centres.

This equated to a saving of approximately **556 hours police time**, or in the region of **£22,240**.

Building upon this success and operational learning, we have agreed with the Public Prosecution Service, Office of the Lady Chief Justice and the Court Service, to expand the use of the Centres to support officers attending High Court Bail applications remotely.

## Remote Digital Statements

This process enables an officer or staff member to record a witness statement via video or phone call, then share a typed copy of the statement with the witness to electronically sign. This has reduced the need for officer travel within Northern Ireland, the UK and abroad. To date, over 3,000 statements have been recorded remotely, and in addition to the efficiency saving, it has provided witnesses with the convenience of providing their evidence without having to attend a police station.

## Digital Evidence Programme

We continue to support the wider digitalisation of evidence in criminal proceedings. During 2022/23 we expanded the capability of our online portal to support the submission of digital evidence from the public, and partners, such as the Northern Ireland Ambulance Service.

This provides a more streamlined process for investigators to access and review evidence, supporting quicker investigative decisions, all without the need to seize mobile phones and hard drives.

To date more than **3,200 pieces of evidence** have been submitted in this way, delivering in the region of **£389,000** savings a year.

To further support this work we have refreshed over 3,000 Body Worn Video cameras to ensure they remain operational until 2026. As part of this refresh we replaced batteries to extend the lifespan of the cameras and increase the evidence capture capacity.

## Voice to Text

Criminal Justice Branch are working on a new Voice to Text (VTT) platform, which will auto-transcribe digital interviews and Achieving Best Evidence (ABE) interviews. Potential benefits are considerable as this will reduce delay in case progression and submission to the Public Prosecution Service and will help address our reduced typing capacity.

## Forensic Submissions

In 2019, submissions to Forensic Science Northern Ireland (FSNI) were taking between 60 and 110 days from date of the incident.

Between 2020 and 2022 we introduced new business practices, including the development of automated processes and live time performance reporting on our 'PULSE' performance management portal. These changes were fully bedded in during 2022/23, with the result that forensic submissions now take on average 12-14 days.

This has saved **over 2,000 hours** of Police Officer's time and led to an **81% reduction** in the time it takes from the collection of evidence at the scene of the crime, to the delivery of exhibits to the FSNI forensic laboratory, when compared to 2019.

## PING Messaging Application

In February 2023, we launched 'PING', our secure messaging mobile phone application. This App provides a corporate instant messaging service and removes the need to use personal mobile devices to discuss work related matters, such as, duties, overtime and leave.

Functionality also includes the issuing of priority broadcasts within a geographical area.

## Laptop Upgrade

During the year we undertook the significant task of upgrading approximately 5,000 remote working laptops to the latest supported software. We also took the opportunity to carry out modifications and enhancements to our IT systems, including making changes to access control systems. This future proofs the ongoing use of these laptops, and provides officers and staff with flexibility and access to policing systems when working remotely.



# Justice Healthcare

## Nurse Led Custody Healthcare Model

In January 2022, following delivery of a pathfinder nurse led custody healthcare provision in Musgrave since autumn 2018, an outreach of the nurse-led service in Musgrave was extended to Antrim Custody suite.

This extension, with the support of the Public Health Agency (PHA), the Belfast Health and Social Care Trust (BHSCT), the Department of Health (DoH) and the Department of Justice (DoJ) delivers a fit for purpose, person-centred regional custody healthcare service for 60% of all detained people within the Police Service of Northern Ireland.

In Spring 2023 recruitment began for the expansion of the model to Waterside Custody suite. Once up and running, this will bring nurse-led healthcare coverage to 75% of our custody provision.



# Violence Against Women and Girls

In September 2022 we launched our Violence against Women and Girls (VAWG) Action Plan.

Development of the Plan took into account national strategies and the voices of numerous local partners, women and girls support groups, survivor networks and education.

At its heart is partnership working, prevention, early intervention and enhanced support for victims, with a specific focus on the safety of women and girls in all spaces.

There are three thematic areas to assist with delivering two Strategic outcomes:

### Strategic Outcomes:

#### Outcome 1:

Contribute to having a society in which violence and abuse against women and girls in any form, anywhere, is not acceptable and will not be tolerated

#### Outcome 2:

Build trust and confidence in women and girls in policing

### Themes:

#### Theme 1:

Build trust and confidence

#### Theme 2:

Relentless perpetrator pursuit and supporting victims

#### Theme 3:

Safer spaces



## During the year we:

- Developed and delivered a four module Domestic Abuse training package, co-designed with key partners including Women’s Aid, The Rainbow Project, Men’s Advisory Project and Public Prosecution Service, to over 6,000 police officers and staff.
  - Delivered specialist training on the “Protection From Stalking (NI) Act 2022” legislation to 4,500 officers and staff.
- Since its introduction we have recorded usage of the stalking offence 178 times, making 88 arrests which resulted in 48 charges.
- Formally agreed with partners in the Public Prosecution Service (PPS) the expected standards for investigating and prosecuting domestic abuse cases.
  - Developed and introduced a VAWG App for use on officers and staff mobile phones and computers. The App provides

accessible information on legislative provisions, ancillary orders, events planning and other key areas of policing that impact VAWG.

- Introduced a specific VAWG section on our corporate PULSE performance management system. This provides live time information on repeat victims, crime types, geographical breakdown of offences and incidents and information on repeat perpetrators, which allows for effective targeted patrolling.
- Launched the Ask for Angela safety campaign - to date over 300 venues across Northern Ireland have signed up for the training package for their staff.
- Held a VAWG day of action during December, where the targeted operational activity led to 39 arrests for domestic and sexual offences and promoted the work that goes on every day in responding to VAWG.



Ongoing work with partners which will be finalised in the year ahead includes:

- The introduction of Stalking Protection Orders and Domestic Abuse Protection Notices/Orders.
- Training on the investigation of rape offences to over 3,000 officers and staff by NEXUS NI (Northern Ireland Rape Crisis Association).
- Training of officers and staff on the risk of harm and investigating non-fatal strangulation cases.
- Delivery of a new training programme to support ONUS safe place advocates.

- Development of an online version of the “Listen Learn Lead” programme, with White Ribbon Northern Ireland, a leading charity engaging men and boys to end violence against women and girls.
- Establishing a Night Time Economy Working Group with key sector partners to review the response to VAWG, including the approach to Child Sexual Exploitation (CSE).

The logo for 'ask for Angela' is displayed in white text on a teal background. The word 'ask for' is in a smaller font, and 'Angela' is in a larger, bold font. The logo is positioned over a photograph of a crowd at night.



# Sustainability Strategy and Carbon Reduction Plan

## Sustainability Strategy

Our Sustainability Strategy was launched in 2022 and identifies the goal of achieving a sustainable operating practice in line with National and Global objectives.

To help us realise our ambition we have adopted the UN Sustainability Development Goals in the delivery of our services and development in the police estate.

**SUSTAINABLE DEVELOPMENT GOALS**



## Carbon Reduction Plan

As a Service we are committed to moving to Net Zero Greenhouse Gas (GHG) emissions by 2050. Modelling has shown that to achieve this we need to reduce our GHG emissions by 5.3% per year. Our Carbon Reduction Plan, launched in January 2023, is the blueprint for our ambitions of modernising and transforming our estate and culture.

Capital investment will be required to decarbonise the estate and throughout the year we have prepared Asset Management Plans for each of our sites and commenced the development of an overarching Strategic Asset Management Plan.

Despite the stark economic position faced during the year, many initiatives aligned to these strategies are well advanced, including:



Commissioning of new Electric Vehicle Charging Points across the estate, which allows for the operationalisation of the new fleet of Ultra Low Emission and fully Electric Vehicles



Delivery of renewable energy and low emission sources across the estate including installation of photovoltaic solar panels, improved renewable energy heating sources and replacement LED lighting



Development of a range of biodiversity measures across the existing estate including re-wilding and tree planting to improve environmental quality



At the Business in the Community Environmental Benchmark Awards in November 2022 we successfully retained 'Silver' accreditation. For an organisation with as large and diverse an estate portfolio such as ours, we are really proud of this achievement.



# Fleet Services

2022/23 saw us launch our Fleet Strategy 2021 and Beyond.

Our vision is to have a modern, technologically advanced and sustainable green operating model that provides a safe mobile working environment to meet the future demands on policing.

Building and maintaining an effective vehicle fleet is an integral part of our ambition to be more visible, accessible and responsive to the public.

Every year our fleet of almost **2,700** vehicles covers:



**27 million** miles, across **5,400** square miles of land



including **15,286** miles of public road



**303** miles of international land border

## Delivering against the strategy last year, we:



Increased the liveried Local Policing fleet to 74%



Purchased 30 eBikes in partnership with PCSPs



Added 110 Full and Electric Hybrid vehicles to the fleet and Transport Services mechanics have all been professionally accredited to work safely on these vehicles



Carried out a Refresh of ANPR Interceptor and roads policing vehicles



Developed new protected vehicles which come into service during 2023/24

# Campaigns and Initiatives

Delivering communications across a range of channels to increase visibility, accessibility and confidence in the Police Service of Northern Ireland.

Through creative design and digital engagement our campaigns and messages are reaching wider audiences through the channels they regularly use.

## A Digital Service Designed Website

Launched in September 2022, the website has been developed with users at the heart of the design and function.

It provides an innovative way to engage with the citizen, making information more easily available and improving how to report and access essential prevention and protection information.

## User Centric Communications

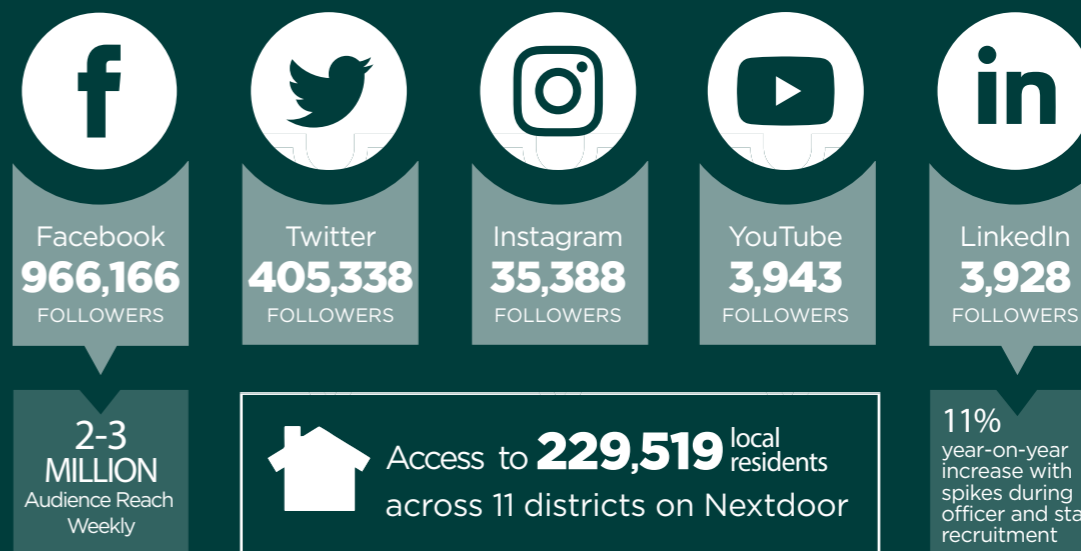
We continue to address the ever-changing digital landscape by adopting an innovative approach to our communications.



## Social Media Continuing to Grow

With 55 social media profiles covering both corporate and local policing channels, social media is integral part of how the Service communicates with the public.

Since 2018, follower growth has increased 44% across the corporate social media channels with **all the Service channels reaching over 1.6 million followers.**



**+1,651,820** page views on **psni.police.uk**

At June 2023  
**1,644,284** followers across all channels

## Developing Powerful Content

Our communications campaign in support of the launch of the **Violence Against Women and Girls Action Plan** aimed to raise awareness of the Service's action plan, to encourage people to read it and to talk about this important issue. Our messaging was developed with partners including victims. The video content and emotive storytelling played a large role in this campaign, including a moving story in which a victim described her lived experience.

This campaign had a **reach of 265,177** across Facebook and Instagram with **385,310 impressions** across Twitter, Facebook and Instagram and **8,243 engagements**.

## Supporting Operational Activity

Our digital communications continually supports operational activity by showcasing the work of officers, showing the results and encouraging the public to help solve the crime, find a missing person or take action e.g. drugs seizures and appeals for information. Through digital technology, operations can be captured on video and quickly shared on social media platforms.

For example one tweet about **Operation Pangea** achieved **14,489 impressions** with **4,832 video views**.



## Campaign Case Study: Neighbourhood Policing Week of Action 2023

National Neighbourhood Policing Week took place in January 2023 to celebrate and recognise the vital work of neighbourhood policing teams. The campaign also provided the opportunity to showcase how the Hallmarks of Neighbourhood Policing were being put into action on a daily basis. The week long campaign also showcased through video case studies the problem solving partnership initiatives across the districts.

Social media and traditional media opportunities to see combined **reached 1,731,103 and over 30,000** video bides of the case studies.

### Dedicated Webpage

We enhanced the current dedicated local policing website section, by featuring video case studies, the Hallmarks videos and document.

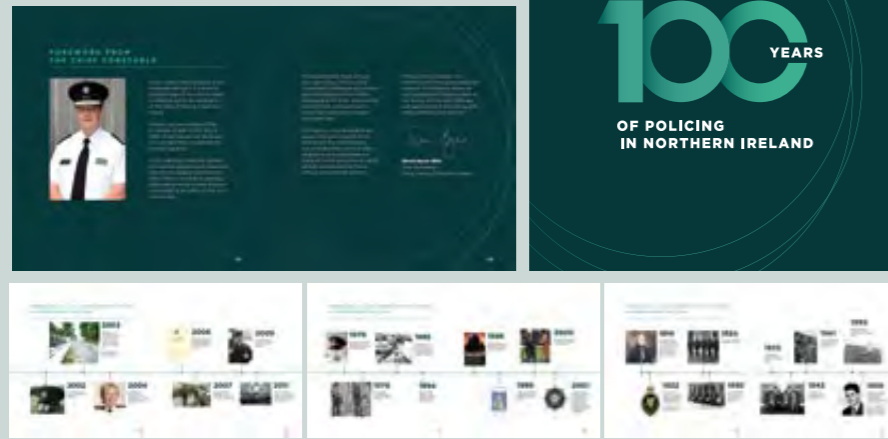
The campaign helped to encourage the audience to find out more about their local police teams. The social media activity drove traffic to dedicated local NPT web section and signposted users on how to contact your local police team.



# Creative Team

A snap-shot of creative activity from throughout the year.

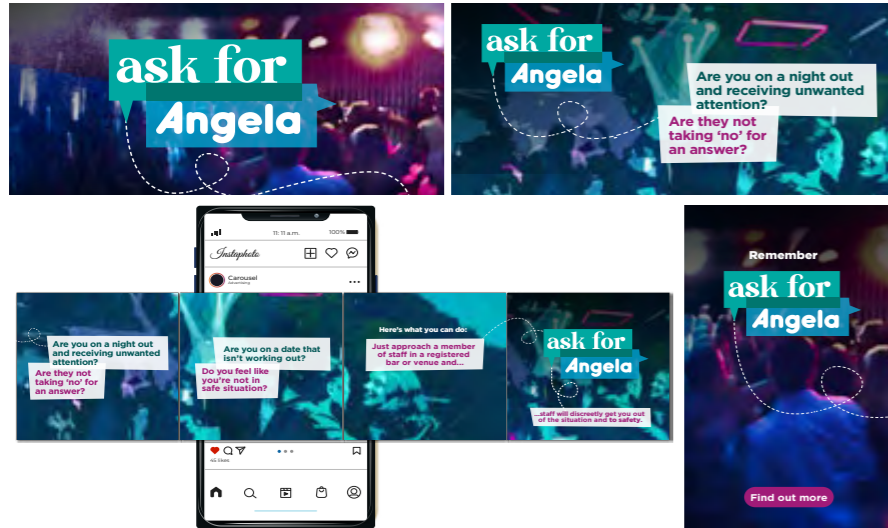
100 Years of Policing



Hallmarks of Policing



Ask For Angela Campaign



Cultural Survey



Problem Solving



Student Safety



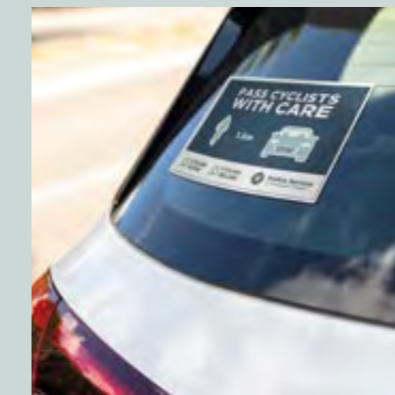
Violence Against Women and Girls



Wildlife Crime



Pass Cyclists with Care



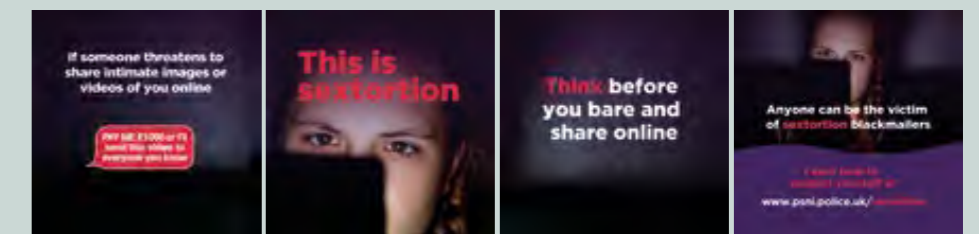
'Tis the Season



Empowering Partnerships Conference



Sextortion





# What We Did

OUTCOME ONE

**We have a safe community**



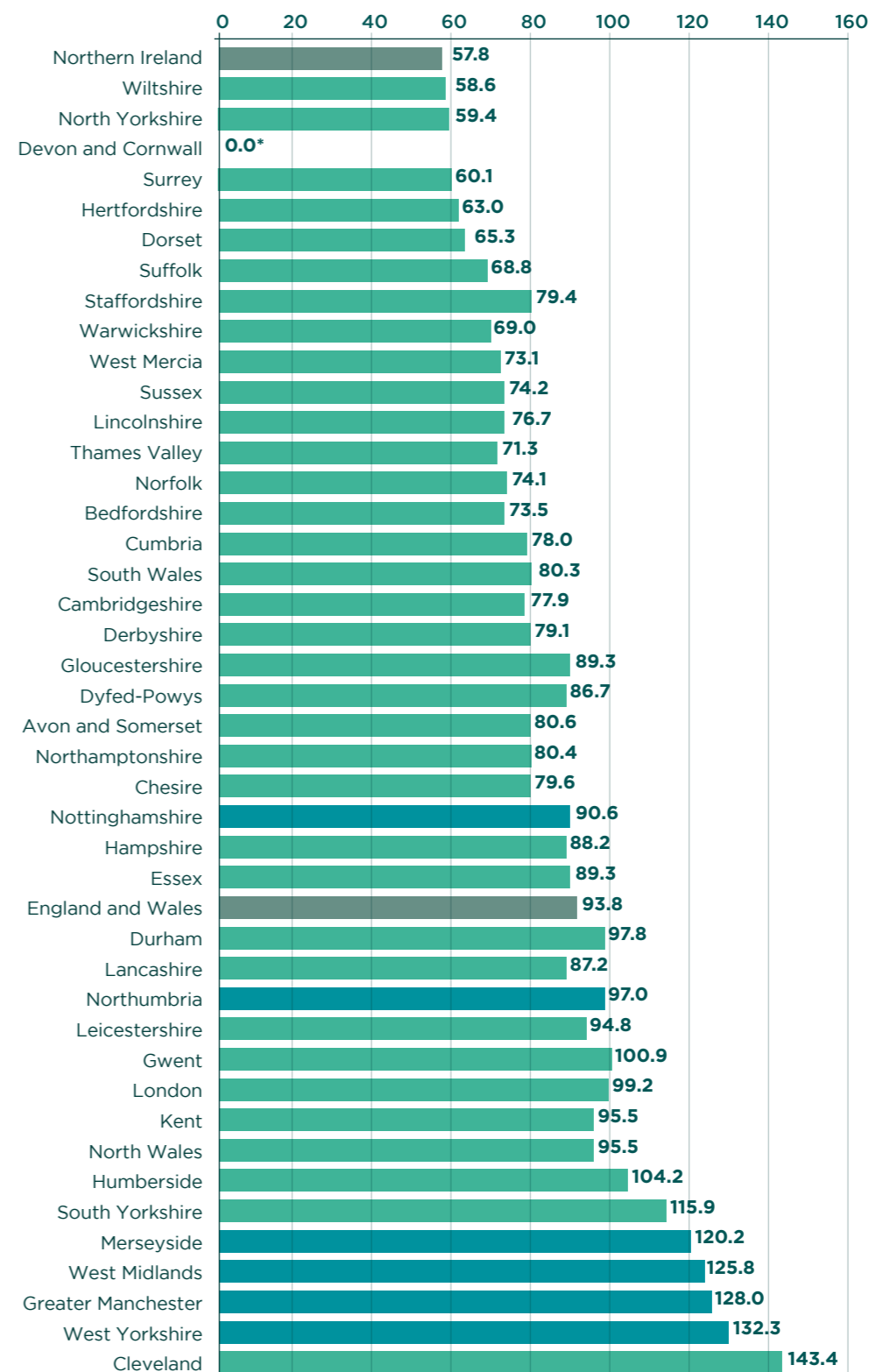
# Performance Highlights

As a Police Service we are pleased to report that Northern Ireland has the lowest overall crime rate when compared to England and Wales. In the calendar year 2022, the crime rate in Northern Ireland was **57.8 crimes per 1,000 population.**

The crime rate for England and Wales for the same period was 93.8 crimes per 1,000 population.

Our most similarly comparable forces (highlighted in blue) have a notably higher crime rate.

## Overall Recorded Crime Rate Comparison to England and Wales January 2022 - December 2022 (per 1,000 population)



\*Devon and Cornwall were unable to submit data for the final quarter of the 2022 calendar year so the ONS (Office for National Statistics) have not included their recorded crime figures in this data set. ONS bulletin Crime in England & Wales, year ending December 2022.

# Recorded Crime and Anti-social Behaviour

In 2022/23 there were **111,571 crimes recorded in Northern Ireland**, an increase of 4.9% (+5,181) compared to 2021/22. This is the highest level of crime recorded since 2006/07.

All policing Districts with the exception of Lisburn & Castlereagh City and Armagh, Banbridge & Craigavon experienced a higher level of crime. During the same period, there were 47,301 anti-social behaviour (ASB) incidents, a decrease of 18.1% (-10,431). In contrast to crime, this is lowest level of ASB since the data series began in 2006/07. All eleven policing Districts experienced lower levels of ASB in 2022/23.

Higher crime levels were seen in violence against the person, sexual offences, robbery, theft offences, drug offences, possession of weapons and miscellaneous crimes against society. With the exception of residential burglary, there were increases in all the major acquisitive crime categories with Shoplifting showing the highest proportional increase (up 43%).

In 2022/23 there were 22,343 domestic motivated crimes, an increase of 3.1% on the previous year and the highest financial year figure recorded since the data series began in 2004/05. The new domestic abuse laws introduced in February 2022 now criminalise abusive behaviour, including coercive and controlling behaviour. This is the first full year that these crimes were recorded.

The number of hate crimes increased across three of the six recorded motivations (sectarian, disability and transphobic compared to the previous 12 months). We hope this shows confidence in these communities to report crime.

## Increase in Threat Level

In March 2023, the Secretary of State made the concerning, but not unexpected announcement, that the threat level from terrorist attack in Northern Ireland had been increased from substantial to severe, meaning an attack is highly likely.

## Security Statistics 2022/23

There was one security related death, the **same number** as the previous year.



There was an **increase** in the number of shootings but a similar number of bombings and paramilitary style attacks compared to the previous year.



There were **37** shooting incidents, almost double the number that occurred during the previous year (20).



There were **6** bombing incidents, one more than occurred during the previous year.



There were **11** casualties of paramilitary style shootings, one fewer than occurred during the previous year.



There were **32** casualties of paramilitary style assaults, one fewer than during the previous year.



There were **121** security related arrests under Section 41 of the Terrorism Act 2000, compared to 115 during the previous year. The number of persons subsequently charged was **13** compared to 17 in the previous year.



# Serious and Organised Crime

Serious and Organised Crime continues to taint and cause harm to our communities, with many living in fear and the vulnerable often exploited. Our ambition is to reduce the capacity and capability of Organised Crime Groups (OCGs) through, 'disrupting' them, which will help us achieve safer, more engaged and more confident communities.

In support of this we launched our Serious and Organised Crime Strategy in May 2022. The Strategy sets out our priorities regarding the threats and cross cutting issues associated with Serious and Organised Crime. Since the launch we have focused on mitigating the threats specific to each priority through the Pursue, Protect/Prepare, Prevent and Partnership themes contained within the strategy:

- Seek to prosecute and disrupt people engaged in that specific criminal activity or threat (Pursue)
- Increase protection against the specific criminal activity or threat and reduce the impact of the

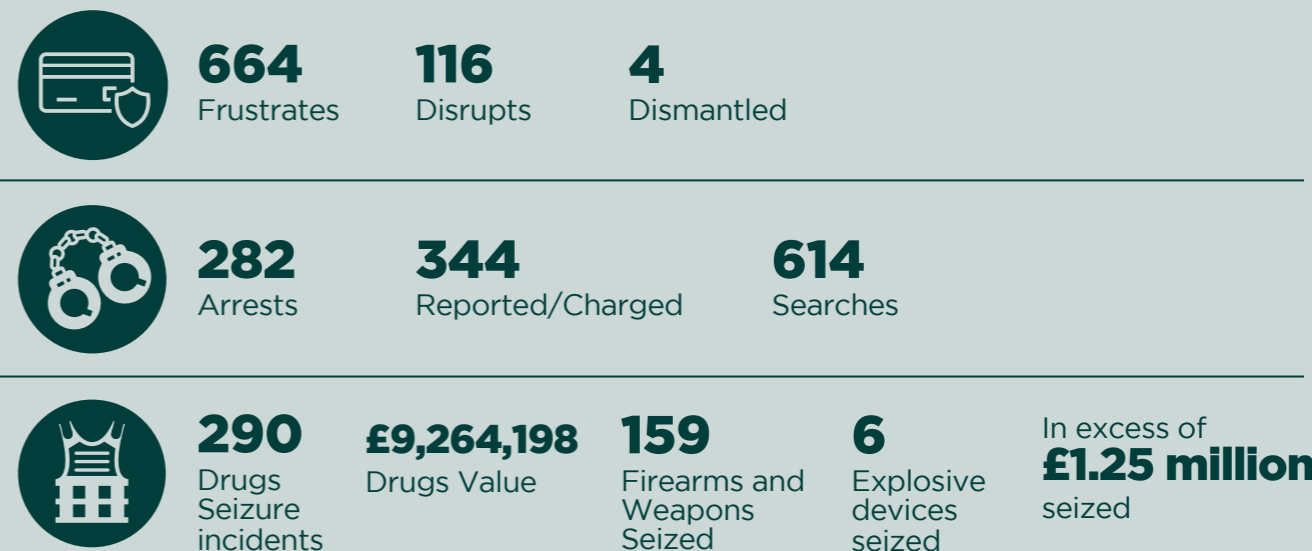
specific criminal activity or threat where it takes place (Protect and Prepare)

- Prevent people from engaging in that specific criminal activity or threat (Prevent)
- Work with partners to mitigate that specific criminal activity or threat (Partnership)

2022/23 saw a significant increase in activity across the Police Services' Organised Crime Branch as a whole when compared to the previous year. The numbers of persons charged or reported increased by 16%, the number of searches conducted increased by 55%, drug seizure incidents increased by 40%, the number of disruptions against Organised Crime Groups increased by 30% and the number of frustrations increased by 115%.

## C1 Organised Crime Branch Overall Impact

01 April 2022 - 31 March 2023



The information included has been collated from a number of sources and is believed to be current at the time of publication. All figures given are operational/management information figures only and shouldn't be treated as official statistics.

## Paramilitary Crime Task Force (PCTF)

Paramilitaries and Organised Crime Groups impact our communities on so many levels. Our aim is to impact their capacity and capabilities through frustration, disruption and dismantling.

Both Republican and Loyalist groupings are linked to criminality. They engage in the extortion of legitimate businesses and those involved in drug related activity, illegal money lending, money laundering, the importation and distribution of drugs and tobacco

and also violent crimes such as paramilitary style assaults and shootings. Ultimately this can lead to significant coercive control of the most vulnerable people in our communities.

Paramilitary Crime Task Force (PCTF) investigate six different paramilitary groupings:

- Belfast INLA
- East Belfast UVF
- North West INLA
- North Antrim UDA
- West Belfast UDA
- South East Antrim UDA



## Paramilitary Crime Task Force Overall Impact

01 April 2022 - 31 March 2023



**232** Frustrations  
**32** Disruptions



**75** Arrests  
**101** Persons Reported/Charged  
**197** Searches



**70** Drugs Seizure  
**£754,438** Drugs Value  
**47** Weapons and **6** Explosive Devices Seized  
**8** Ammunition Seizure  
**22** Outside Agency

The information included has been collated from a number of sources and is believed to be current at the time of publication. All figures given are operational/management information figures only and shouldn't be treated as official statistics.

## Operation Conexus

Operation Conexus is a locally based approach to preventing the harm and trauma caused by paramilitary activity in local communities.

Initiated at the start of the year, it began with the identification of a baseline and the design of a framework for action. Work moved to engagement activity with external stakeholders, and the training of local police officers in the Mid and East Antrim area and detectives from Organised Crime Branch, including those from PCTF.

As the year progressed, we gained more traction in hard to reach areas, as demonstrated by the significant engagement activity undertaken by Carrickfergus & Larne Neighbourhood Policing Teams within their local communities, in areas where paramilitary crime either is, or could become, an issue.

We are already starting to see tangible benefits. In Mid and East Antrim area there were two casualties of paramilitary style assaults, which is eight less than the previous year.

## Modern Slavery and Human Trafficking Unit

2022/23 saw the continued increase in the demand for the Modern Slavery Human Trafficking Unit. This included increases in the numbers of searches conducted, persons arrested, and those charged or reported to the Public Prosecution Service.

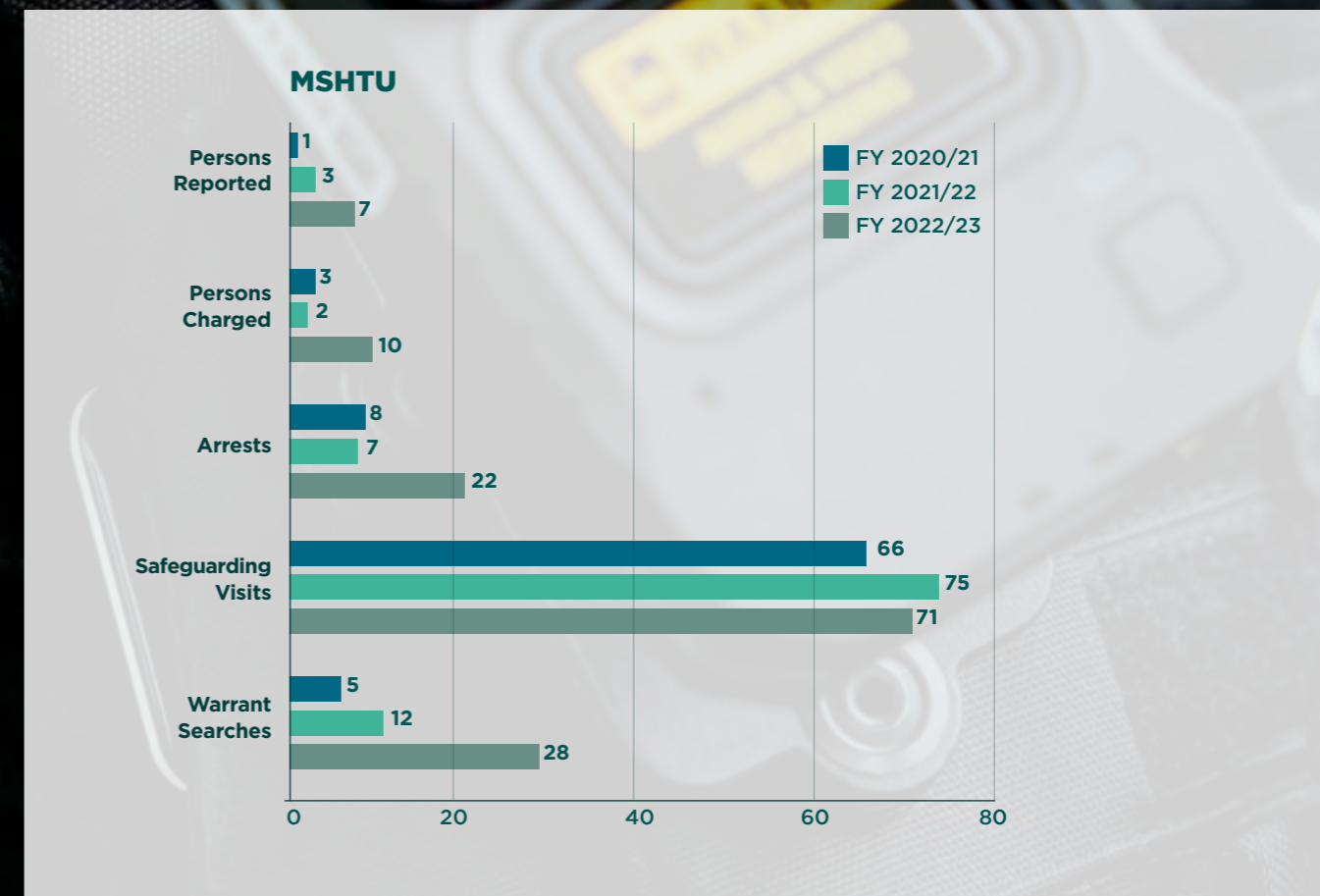
During the course of the year the team:

Conducted **71** safeguarding visits.

Conducted **28** Warrant Searches.

Arrested **22** persons for offences related to Human Trafficking.

Charged **10** and reported **7** persons to the Public Prosecution Service for offences related to Human Trafficking investigations.



The National Referral Mechanism (NRM) is a framework for identifying victims of trafficking and modern slavery and ensuring they receive the appropriate support.

Our Modern Slavery and Human Trafficking Unit received **530 NRM** referrals from potential victims of human trafficking. This is an **11% increase** on the 477 referrals received the year before.

### Of the 530 people referred through the NRM there were:

- **310 male adults**  
(30 alleged exploitation when they were juveniles)
- **200 female adults**  
(27 alleged exploitation when they were juveniles)
- **16 males under 18s**
- **4 females under 18s**

### The specific forms of exploitation were:



**87**  
Sexual Exploitation



**339**  
Labour Exploitation



**9**  
Securing Services



**30**  
Labour and Sexual



**18**  
Domestic Servitude



**48**  
'Unknown'  
Not Specified

The 530 referrals were comprised of 28 separate nationalities.

## Fraud and Money Laundering

As a Police Service we continue to utilise all available legislation to deny criminals benefiting from their criminality. In October 2022 we followed in the footsteps of other Law Enforcement Partners by using, for the first time, an Account Freezing Order obtained under the Proceeds of Crime Act.

Account Freezing Orders allow us to take quick and effective action against illicit funds held in bank accounts by criminals.

This year saw us make more cash seizures and forfeitures, with a larger value attributed, than in the previous year.

### Number and value of restraint orders, confiscation orders, cash seizures, account freezing orders (AFO) and listed assets (LA)\* and subsequent forfeiture

	12 Months 1st April 2021 to 31st March 2022		12 Months 1st April 2022 to 31st March 2023	
	Quantity	Value	Quantity	Value
Restraint Orders	13	£4,965,783.64	3	£1,030,000- £5,030,000**
Cash Seizures	98	£1,060,518.88	144	£1,433,117.51
Listed Assets (LA)	0	0	7	£40,240.00
AFO's	3	£87,586.10	25	£658,659.49
<b>Total (Value)</b>	<b>114</b>	<b>£6,113,888.62</b>	<b>179</b>	<b>£3,162,017- £7,162,017</b>

Confiscation Orders ***	11	£640,235.85	8	£1,012,976.71
Cash Forfeitures	74	£483,103.00	91	£1,062,443.03
LA Forfeitures	0	0	1	£1,492.62
AFO Forfeitures	0	0	2	£38,040.10
<b>Total (Value)</b>	<b>85</b>	<b>£1,123,338.85</b>	<b>102</b>	<b>£2,114,952.46</b>

\* Criminal Finances Act in force from June 2021

\*\* Assets for restraint order in 1 case estimated between £1-5 million

\*\*\* Where joint liability exists between parties, the number of orders are counted but the figure included once

Throughout the year our Economic Crime Unit have engaged with a number of key partners, both internally and externally, to learn from best practice, support victims of crime, raise awareness of current fraudulent activity and to provide training. Examples include:

- In June 2022, training was provided to 18 newly appointed Detectives.
- Internal workshops and surgeries provided to detective colleagues from across the organisation on topics such as, Cash Seizures, Account Freezing Orders, Listed Assets, Restraint and Confiscation and contact with banks.

- During Fresher’s Week in September 2022, and working with local Neighbourhood Policing Teams, detectives met with international students at both Ulster University and Queen’s University, Belfast. During this meeting the students were provided with information in relation to:

- Staying safe
- Fraud scams
- The Ask for Angela initiative
- Protecting your property
- Sextortion

Guidance was also provided on unwittingly becoming involved in money laundering by being used as a money mule.

- During March 2023, detectives attended a Spring Community Safety Event at Belfast City Hall to provide advice on scams and frauds.

# STUDENT SAFETY



## Cyber Crime

Our cyber investigations sit within Team Cyber UK and we are engaged with local, national and international partners. The Police Service cyber investigations team are focused on cyber dependant crime which includes ransomware, malware, distributed denial of service attacks and network intrusion (hacking) against companies, organisations and individuals.

Cyber Investigations incorporate Cyber Prevent and Cyber Protect portfolios with dedicated officers.

## Cyber Prevent

Cyber prevent is a proactive national program with frequent initiatives, communications and presentations designed to prevent young people engaging in cyber crime.

Throughout 2022/23 there have been frequent engagements with schools and youth groups in disseminating the prevent message and Cyber Choices presentation (a schools program which encourages young people to make informed choices in their use of technology).

## Cyber Protect

Cyber Protect is also a proactive national program to raise awareness of Cyber Security and provides daily guidance and advice to public and private sectors, organisations, companies and charities.

Throughout 2022/23, the Cyber Protect Officer had 147 engagements with local victims of Cyber Crime (businesses and individuals).



# Public Protection Branch

## Operation Turnstone

Investigation into the reported abuse of vulnerable adults within the Muckamore Hospital facility has been progressing throughout the year.

A total of **63** people have now been reported to the Public Prosecution Service (PPS) and eight suspects are progressing through the courts.

It is anticipated that the police investigation, interviews and submission of files to the Public Prosecution Service could be concluded towards the end of 2023 or early 2024.

## Operation Encompass

The Police Service responds to approximately 90 domestic abuse calls for service each and every day, and unfortunately children are often present. Operation Encompass recognises children as unseen victims of domestic abuse. We know the impact of the trauma that children experience from seeing, overhearing or coming back into a house where there has been a domestic abuse incident. School is often seen as a 'safe place' for a child in these circumstances and the support and understanding that teachers can provide should never be underestimated.

The scheme is a partnership between the Police Service, the Education Authority, and education providers. If officers attend a domestic incident with children present, Operation Encompass allows them to pass on relevant information to the safeguarding team at the child's school before 9am the following morning. This ensures that the appropriate level of support is put in place.

Throughout 2022/23 we have worked to expand the scheme to over **750 schools**. Since the start of the project implementation in September 2021, we have seen **3,774 children supported** through referrals.

Operation Encompass will become fully operational across all **1,162 schools and EOTAS (Education Other Than at School) centres across Northern Ireland in May 2023.**



# Road Policing Unit

During 2022/23, officers from our Road Policing Unit:



Attended **7,549** calls for service on the motorway network



Seized **85** Vehicles with a value of **£645,800**, and other property with a value of **£115,617**



Investigated **55** deaths due to road traffic collisions in 2022



Our Road Policing Policy team worked with partners to introduce a Fixed Penalty Notice for the offence of Careless Driving, and implemented the Accredited Marshall Scheme, which enables trained marshals to manage traffic flow during cycling races.

Preventing deaths or serious injuries on our roads is one of our core objectives and our engagement activity during the year was extensive. For example, the work of our Road Education Officers included:

## 9 Road Safe Roadshows

Seven shows across Northern Ireland and a further two in Letterkenny in cross border working with An Garda Síochána. Altogether these reached 6,615 young people commencing their driving careers.

## 11 Kids Courts

These are education sessions delivered to primary school children advising of the benefits of slower speeds. It encourages them to be powerful advocates for slower speeds at schools, employing 'pester power' to encourage parents to keep within the limits. A few days later speed detection operations are held outside the schools and any driver detected speeding is invited to sit before a small panel of children, who question why they broke the speed limit and outline the repercussions.

Partners from An Garda Síochána have attended some of these sessions to gain from the learning, as they intend to introduce similar events.

## 12 Road Safe NI Primary School Road Safety Quizzes

## 15 Bike Safe Events

This is a national police organised motorcycle initiative aimed at working with motorcycle riders to raise awareness of the importance and value of progressing onto accredited post-test training. The success of the initiative within Northern Ireland has seen An Garda Síochána adopt a similar approach.

## 328 School Visits

Delivering road safety messaging.

## 55 Youth Justice Agency Disposals

This process involves Road Education Officers engaging with young people who have come to the attention of the criminal justice system and is a recognised method of disposal.

## 2022/23 posed significant financial challenges that are anticipated to continue into the years ahead.

It was against this backdrop that we conducted a review of how we delivered our Road Policing services. The decision was taken that for the year ahead we would rebrand our motorway teams as **Road Policing Strategic** and merge our dedicated proactive road safety teams with the existing ANPR Interceptor team to form three new teams, the **Road Policing Interceptors**.

The introduction of a new shift pattern along with an amalgamation of duties ensures that we will retain sufficient capacity and capability to keep people safe on our road network.



## Operation Relentless

The Police Service is responsible for locating persons who are wanted for a variety of reasons at various points in the criminal justice process. These wanted persons may potentially pose a risk of harm to victims and can frustrate the justice process.

To mitigate the risk to victims and promote public confidence, we launched 'Operation Relentless', which is a dedicated program of work with the objective of providing

improved oversight, governance and, ultimately, performance in this important area of policing.

Through a combination of operational activity, improvements to the quality of information held, and embedding ownership and accountability in wanted person investigations we have been successful in reducing the number of wanted persons by 25%.



# Operation Season's Greetings

This was our high visibility public safety policing operation that took place over the Christmas and New Year period.

The operation was supported by a range of partners including Translink NI, Retail NI and the Hospitality sector. This year, along with the usual Christmas demands of increased

footfall across the retail and night time economy sectors, we also incorporated the Violence Against Women and Girls 16 days of action, the launch of the 'Ask for Angela' scheme, the traditional December anti drink driving campaign and the period of the World Cup football.

## Safer Shopping and Business



**200** arrests for retail theft and associated offences



**132** Community Resolution Notices/Penalty Notices for Disorder were issued for retail theft

## Safer Streets and Socialising



**675** seizures of Controlled Drugs with a street value of **£588,580**



**188** related arrests



**22** offensive weapons were seized



**69** related arrests



**48** arrests made for violence against the person offences

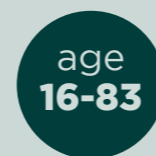
## Safer Roads and Transport



**8,969** Preliminary Breath Tests conducted



**308** people arrested for drink/drug driving related offences



The youngest person arrested was **16** years old, the oldest was **83** years old



**157Qg/100ml** was the highest evidential breath test reading recorded over the campaign



**1,909** detections for other motoring offences within Operation Season Greetings

## Safer Homes



**3,604** calls in relation to domestic abuse incidents, including:

**110** on Christmas Day  
**106** calls on New Year's Eve



**753** arrests for domestic abuse offences during the period

**340** of these resulted in a charge



**55** arrests for burglary during the period

# Operation Shamrock



Following the death of Her Majesty Queen Elizabeth II on Thursday 8 September, the Police Service initiated 'Operation Shamrock'.

Working with a range of partners, many of whom made use of our Control Room facilities at Police Headquarters, we safely managed a number of high profile events, including the reading of the **Regional Proclamation** on Sunday 11 September and the **first visit to Northern Ireland by His Majesty King Charles III** on Tuesday 13 September.

In addition to the local response, we also provided officers as part of the National Policing Operation to assist the policing of events in London. These officers undertook a range of duties including search activity and general police duties across a range of sites. They received extremely positive feedback from wider partners and the public they encountered.

Chief Superintendent Davy Beck was made a member of the Royal Victorian Order. He received the accolade for his role in leading the preparation, planning and strategic oversight of this operation. Davy is one of only a few police officers from across the UK to receive this prestigious award which recognises distinguished personal service to the British monarch.







# What We Did

OUTCOME TWO

**We have confidence  
in policing**



# Professional Standards

Recent years have proven difficult for UK policing with high profile misconduct allegations and investigations bringing the conduct of police officers and staff to the forefront of public attention.

To promote public and Service confidence and provide reassurance on policing standards and conduct, our Professional Standards Department has engaged with internal and external partners to refresh and reshape processes, increase transparency and strengthen relationships and working practices.

## National Police Chiefs' Council Historical Data Wash of the Police National Database

Supporting the Historical Data Wash of all police officers, staff and those contractors who are subjected to vetting at any level. This is a check of the National Database's current 5.6 billion records to establish if there is any match to the HR records that we hold.

## External Recommendations

Progressing recommendations emanating from the Northern Ireland Policing Board, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services, the Police Ombudsman, the National Police Chiefs' Council and the National Violence Against Women and Girls Strategy.

## Policy and Procedure

A number of policies have been reviewed, redrafted or written during the year, including:

- Appropriate Workplace Relationships
- Use of Mobile Phones
- Professional Standards
- Service Confidence Procedure
- Declarable Associations
- Substance and Alcohol Misuse
- Recruitment Vetting Guidance
- Conflicts of Interests

Our policing Code of Ethics and a whistleblowing policy have both been drafted and are being finalised.

## Vetting

The Service Vetting Unit in the Professional Standards Department now routinely vets all officers and staff. The Service Vetting Unit have carried out 3,500 vetting checks for all levels of vetting in the last 12 months.

Sexual misconduct and domestic incidents accounted for 30% new investigations in the past 12 months.

There has been a 40% increase in data breach detections in the last 12 months.

Anti-Corruption Unit has a total of 55 investigations underway. Approximately 25% of these are drug related.

## Investigations

Professional Standards Department have two separate investigative Branches.

Discipline Branch has responsibility for investigating alleged misconduct and criminality by police officers and designated staff and presenting evidence at misconduct hearings.

Anti-Corruption Unit conduct proactive and reactive investigations to prevent and detect corruption, criminality and serious misconduct.

There have been 149 new investigations in Discipline Branch in the past 12 months. This is 49% higher than the 100 new investigations in the previous year.

The top five trending misconduct categories are:

- Sexual Misconduct
- Violent Crime
- Domestic Incident
- Data Breach
- Internet Use

These top five trending categories account for 60% of new investigations in the past 12 months.

## Operation Roric

Launched in June 2022, this is an investigative review of sexual misconduct cases concluded over the past 10 years, to identify missed opportunities and areas for improvement.

In their first year the team have completed 24 reports relating to 28 separate officers.

78 recommendations have been made, 38 investigative and 40 'lessons learned'.

## Outcomes

**1. A total of 29 officers have faced misconduct hearings in the past 12 months.**

- 21 officers have been dismissed.
- 6 Final written warnings have been issued and one written warning.
- In only 1 case have charges not been proven.

**2. 70% of misconduct meetings held during the past 12 months have resulted in either a written warning or final written warning.**

# Service Accountability Panel

The Service Accountability Panel first sat in November 2022. The panel consists of senior officers and staff from across the Service, staff associations and four external reference group members.

The panel meets quarterly to scrutinise the use of force and coercive policing powers, and to develop best practice in response to the findings presented and explored there.

This process enables our Service to provide a more informed view of any particular topic.

Already the Panel has been instrumental in shedding greater light on the extent to which such powers are used, the outcomes they produce and the extent to which they might disproportionately impact on some groups within our communities.

Important action taken by the Panel to date includes:

- Development of practice and policy for the use of Spit and Bite Guards.
- Introduction of a process for the Chair and External Reference Group members to view body worn video of Spit and Bite Guard usage.
- Development of policies that provide increased safeguarding assurances for young people subject to strip searches whilst detained in custody.
- Reviewing of all incidents where:
  - a Spit and Bite Guard has been used on a person under 18.
  - a young person under 18 has been subject to a strip search in custody without the presence of an appropriate adult.
- Training on the investigation of rape offences to over 3000 officers and staff by NEXUS NI (Northern Ireland Rape Crisis Association).

Looking ahead into 2023/24, in June the Service Accountability Panel will support the development of a plan to ensure consistent collection of data relating to the community background of persons subject to stop and search under the Justice and Security Act. It is also anticipated that ongoing work exploring policy change in support of persons subject to searches and officers conducting searches who identify as transgender or non-binary, will be finalised.

# National Police Chiefs' Council Hate Crime Audit



The devastating impact of hate crime can be long lasting and far reaching, going beyond the victim's own experience and increasing fear across the wider community. Communities in Northern Ireland are continually changing and have become increasingly diverse in recent years, as reflected in the recent 2021 Census figures.

It is for this reason that the Police Service and partners are focused on building confidence around our collective response to this type of criminality through supporting victims and communities affected by hate crime.

In September 2022, the Police Service invited the National Police Chiefs' Council (NPCC) and National Independent Advisory Group (NIAG) to conduct an independent hate crime audit. This involved an end-to-end analysis of our service, from the point of a call coming into police, tracking this through the investigative process to following up with victims to establish their perception of the service they received, where appropriate.

The audit report highlighted that the standard of service offered was generally of a high standard, with the structured leadership and robustness of the systems of scrutiny and supervision being very favourably commented on within the report findings.

The report also made a number of recommendations which are currently being considered and the exercise will be repeated internally on a regular basis to monitor standards and performance.

# Protective Disclosure Unit

The Protective Disclosure Unit provides a service to both Access NI and the Disclosure and Barring Service. These services handle applications for criminal record checks for individuals who require certificates for employment or regulated activity, such as those working or volunteering with children. Since the end of the coronavirus restrictions and the return to regulated activity, the Protective Disclosure Unit have had an increased volume of Access NI applications.

In 2022/2023 we received **over 32,000 referrals.**

Our performance standards are regularly assessed by both Access NI and the Disclosure and Barring Service against an agreed Quality Assurance Framework, and this year we were pleased to achieve respective grading's of GOOD and OUTSTANDING.

# Information Management

In February 2023, the Information Commissioner's Office (ICO) published a report into Publication Schemes. A publication scheme helps a public authority signpost a requester to information already made available by them, prevents escalation of complaints to the ICO and encourages proactive publication of information that is in the public interest and safe to disclose.

The report identified issues of non-compliance and made

recommendations to help support public bodies more ably comply with this area of the law. It included an analysis and snapshot of compliance of 200 public authorities from across 10 sectors in the United Kingdom. Our Service was the best performing police service in this analysis and is included as a case study of good practice within this report.

We wish to build on the findings detailed in this report and work being is taken forward to help identify and publish more information proactively.

# Problem Solving

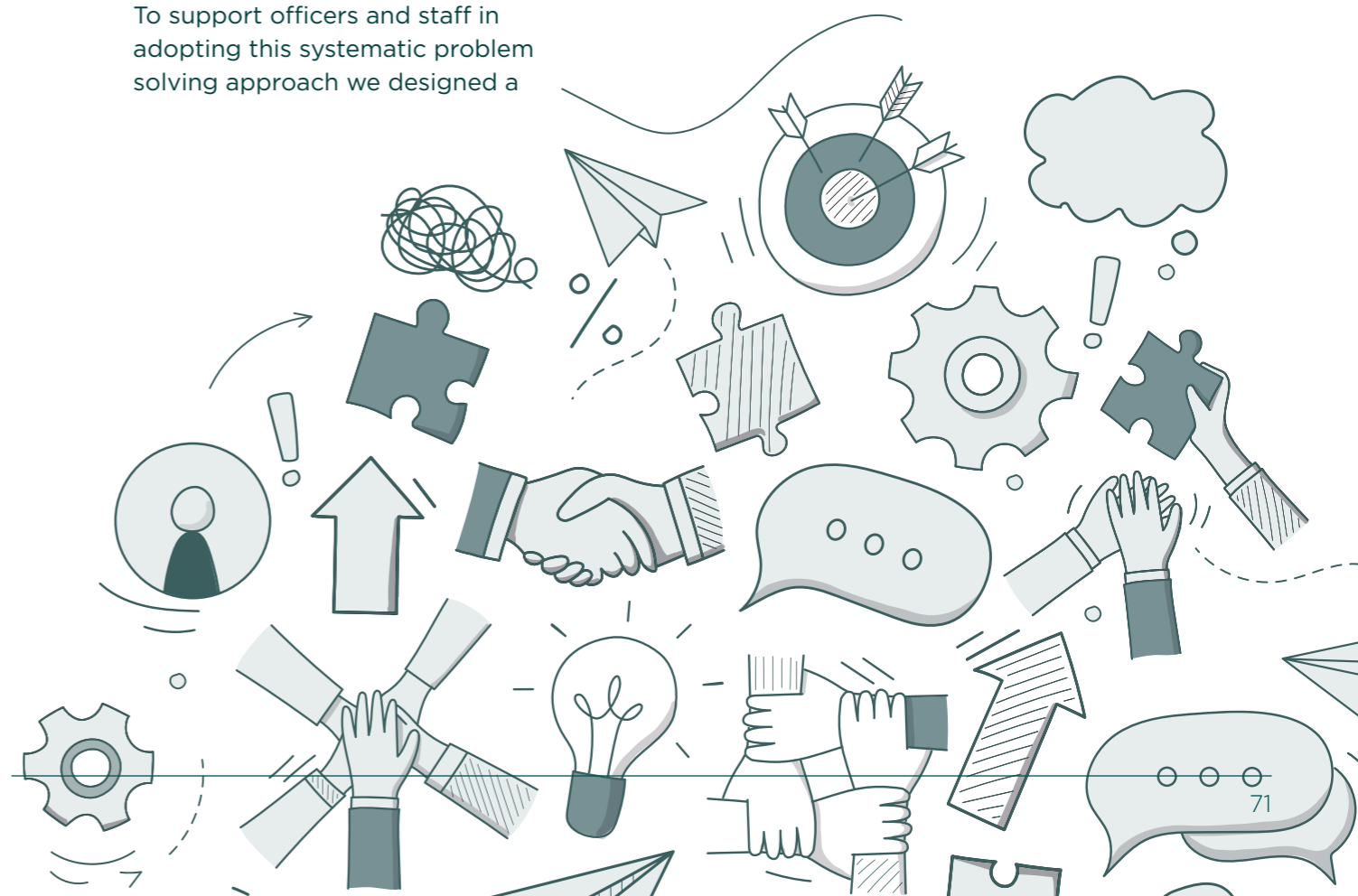
During 2022/23 we sought to embed our Crime Prevention Strategy, launched in March of that year.

Significant focus was placed on 'Prevention First' and the use of a problem driven approach, one where we aim to seek out the root causes of any problem in order to then fully address the real reasons why that problem is occurring.

To support officers and staff in adopting this systematic problem solving approach we designed a

Problem Solving Guide and Toolkit and held a number of workshops, hosted by criminologist, Sylvia Chenery. Throughout the year we trained 116 Problem Solving Champions, all of whom will drive the ethos of preventative and innovative policing.

In partnership with the Northern Ireland Policing Board, we held a Problem Solving Awards event in October to recognise and celebrate the effective 'problem oriented' crime prevention and problem solving projects that had been undertaken across our organisation.



# Armed Response Unit

2022/23 proved to be another challenging year for officers from our Armed Response Unit, who were deployed to **1,764 firearms incidents**, a **24.4% increase** on the previous year.

During these deployments officers faced 851 bladed weapon threats, 234 firearms threats, 108 incidents involving blunt weapons and 21 incidents involving a threat from firearms or explosives.

214 weapons were seized and 1,121 people detained, a 22.3% and 26.8% increase respectively from the previous year.

Increasingly, there is a requirement for Armed Response Officers to interact with, and to provide support to, members of the public who are experiencing mental health crisis, or who are deemed otherwise vulnerable. During the year officers attended 922 incidents involving an Emotionally or Mentally Distressed (EMD) person or a person otherwise vulnerable. This is an 11.6% increase from 2021/22.

**851** bladed weapon threats

**234** firearms threats

**108** incidents involving blunt weapons

**21** incidents involving a threat from fire or explosives

**214** weapons were seized, **22.3%** increase

**1,121** people detained, **26.8%** increase

**922** incidents involving an Emotionally or Mentally Distressed (EMD) person, or a person otherwise vulnerable, an **11.6%** increase

# Case Management

The Police Service has been working with partners in the Public Prosecution Service to create new working arrangements governed under a proposed Working Together Programme. The aim is to provide strategic governance and direction in respect of joint service delivery and justice reform initiatives and related innovation projects. Initially, this work will focus on key areas such as:

- disclosure improvement
- file quality and timeliness
- reducing demand
- operational effectiveness
- modernisation and transformation

This will assist in delivering relevant criminal justice reform to enhance standards and speed up justice.





# What We Did

OUTCOME THREE

**We have engaged and supportive communities**



# Hallmarks of Neighbourhood Policing and Here For You

This year we have been working hard on our eight hallmarks of Neighbourhood Policing. These underpin our commitment to local policing delivery which is increasingly visible, accessible, responsive and community focused.

Our continued commitment to Neighbourhood Policing is demonstrated with the progress we have made this year:

## Embedding The Right Culture

We have now completed the second Neighbourhood Policing Team Self-Assessment Survey, which has at its core the ethos of community problem solving and partnership working. Engaging neighbourhoods: Local Policing Plans are a core element of local service delivery and we are strengthening the accountability at a local level.

## Building Analytical Capability

Significant progress has been made regarding the use of our PULSE performance management system and the Geographic Information Portal, to ensure local officers and Neighbourhood Policing Teams have access to the right information at the right time.

## Solving Problems

Strategic Partnerships and Prevention Branch have led on significant work in terms of embedding a problem solving approach to work, including the training of local problem solving champions, our Problem Solving Awards and connections with The Tilley Awards nationally.

## Targeting Activity

Increased use of the Geographic Information Portal to support teams to identify hotspot areas in key locations for patrol attention.

## Accountability

At a local level the PCSPs provide a vehicle for local accountability and internally we have governance structures to provide consistency, identify best practice and review related performance through the Neighbourhood Policing Delivery Board.

## Developing Officers and Staff and Developing & Sharing Learning

The Neighbourhood Faculty Team is in place at the Police College and designing the neighbourhood programme.

## THE HALLMARKS OF NEIGHBOURHOOD POLICING

**HALLMARK 1  
EMBEDDING THE  
RIGHT CULTURE**

**HALLMARK 2  
ENGAGING  
NEIGHBOURHOODS**

**HALLMARK 3  
BUILDING  
ANALYTICAL  
CAPABILITY**

**HALLMARK 4  
SOLVING  
PROBLEMS**

**HALLMARK 5  
TARGETING  
ACTIVITY**

**HALLMARK 6  
ACCOUNTABILITY**

**HALLMARK 7  
DEVELOPING  
OFFICERS AND  
STAFF**

**HALLMARK 8  
DEVELOPING &  
SHARING LEARNING**

# Strategic Community Engagement Team

The Strategic Community Engagement Team (SCET) was established with the aim of improving engagement across our diverse range of communities.

In 2022 we launched our 'Here for You' Public Engagement Vision and over the course of the year the SCET has developed and improved processes for gauging, tracking and monitoring any issues for policing at an early stage. At its heart this involves establishing community sentiment and feedback on thematic issues through Reference, Engagement and Listening (REaL) events.

In February 2023, we held a virtual REaL event for the Chief Constable with Faith and Civic leaders following the attempted murder of DCI John Caldwell. Events were hosted for the LGBTQ+community in February 2023 and the Protestant, Unionist, Loyalist (PUL) community in March 2023.

These engagement events and relationship building across communities has helped to inform our operational response across a range of areas during the last year.

Further events are planned with the Catholic, Nationalist and Republican (CNR) community in June 2023 and with the Black, Asian and other ethnically diverse communities in September 2023.



# 100 Years of Policing

In September 2022, members of the Police Service, the extended police family and other partners gathered in Belfast to celebrate 100 Years of Policing in Northern Ireland.

The event was part of a series of events held throughout 2022 to mark this extraordinary policing milestone and to recognise the contribution of police officers and

staff, past and present, in keeping communities across Northern Ireland safer.

Around 250 guests, including former Chief Constables Sir Ronnie Flanagan and Sir George Hamilton, as well as representatives from many of the organisations who work with and support the Police Service were in attendance.





# National Police Memorial Day

On Sunday 25 September 2022, Police Chiefs from across the United Kingdom, and family members, joined a congregation of almost 2,000 at Belfast's Waterfront Hall to mark National Police Memorial Day and to honour the commitment, courage, and sacrifice of fallen police officers.



# Police Museum

The existing Police Museum is located at the Police Service of Northern Ireland Headquarters. It currently displays a small portion of its wide and varied historical artefacts within its possession.

Design proposals and planning permission applications for a new modern purpose built Museum facility, to be sited at Police Headquarters, were progressed during the year.

Subject to the approval of final planning permission, it is envisaged that construction could commence in 2024.



Render of New Museum Facility



**Our People,  
Your Service**

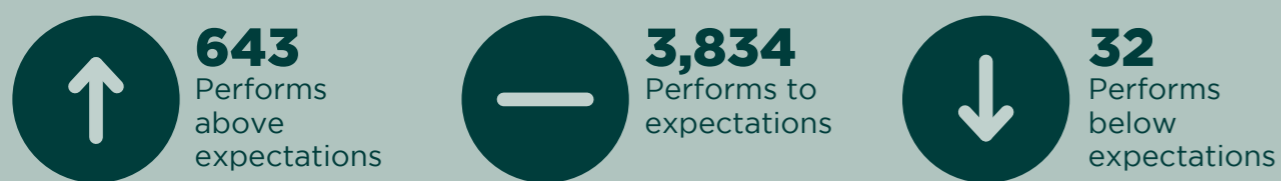


# Performance Development and Review (PDR)



2022/23 saw the introduction of a refreshed commitment to performance management, with the launch of Headlight PDR, an online platform to assist managers and staff/officers in recording regular performance and development conversations. Furthermore, it has helped individuals set annual performance objectives connecting the work they do every day to our strategic aims and policing plan outcomes, recognising the contribution of every individual in delivering our service.

Figures available show that 7,448 individual objectives were created on the PDR platform, with completed end of year ratings as follows:



We acknowledge that there is work to do to increase compliance as we move into 2023/24, however, our inaugural year has provided a solid base upon which to build.

# Your Voice and Stronger Together Forums

As a Police Service, we are committed to valuing our people, embracing the notion of strong employee engagement and demonstrating how 'We Care', 'We Listen' and 'We Act'.

Our continued commitment to improving gender representation, equality, diversity and inclusion, and also to welfare and wellbeing, can be seen through our 'Your Voice' and 'Stronger Together' Forums.

## Stronger Together Forum

Strengthens our commitment to the ambition set out in our People Strategy to create an inclusive and diverse workplace where people can thrive. Building on the idea that we are 'stronger together' the forum brings together representatives from our Staff Associations, Trade Unions and Support Networks to work collectively in the co-design, development and delivery of our Equality, Diversity and Inclusion work streams and actions.

## Your Voice Forum

Creates an environment for dialogue and engagement, where staff associations' representatives can meet regularly with the Chief Constable, ACO People & Organisational Development and their Service Executive Team colleagues to discuss what matters to them.

In the past year the forum has considered matters such as the People Action Plan 2023/24, a presentation on the First Line Leader Development course and have had initial discussions on how the forum can be expanded to enable action planning from the Cultural Audit.

## STRONGER TOGETHER

Community of Practice



# Cultural Audit

## Undertaking a cultural audit is about giving employees a voice.

In order to create a great place to work we are committed to assessing the culture of our organisation, to giving staff a voice and identifying a baseline to celebrate and build on workforce strengths, as well as highlighting areas for improvement.

In December 2022, we commissioned 'Inspiring Change', a consultancy that specialises in organisational culture change and internal communications, to run a culture audit:

### 'Your Service, Your Voice'.

The audit took place at the end of March 2023 with **4,163** staff taking part. A sample size of nearly 46%. This provides us with a strong picture of what our staff think it's like to work in the Police Service of today.

Qualitative research is continuing, including interviews with the Service Executive Team members and workshops and focus groups with staff.

It is anticipated that a full audit report, with findings and recommendations, will be delivered by June 2023.



# Race Action Plan

Following the launch of the National Race Action Plan in May 2022, we commenced the development of our own bespoke Race Action Plan. This Race Action Plan will be one aspect of our broader commitment to delivering the Equality Scheme, ensuring we are promoting equality of opportunity to all nine equality categories. It further demonstrates our commitment to having an inclusive culture, as outlined in the People Strategy 2025 and achieving policing plan outcomes, including those of increasing trust and confidence in Policing.

With support from both the Ethnic Minority Police Association (EMPA) and National Black Police Association (NBPA) we held internal and external engagement events. Listening to the lived experiences of our ethnic minority colleagues and members of the community has been important in helping us identify the outcomes and objectives for this Race Action Plan.

Based on the engagement feedback we have identified the key areas for development within our Race Action Plan and have aligned these with the following four outcomes:



Zero tolerance of racism and better understanding of cultural differences in policing



Developing a representative workforce and have an inclusive culture



Adopting an 'explain or reform' approach in our use of police powers



Better involve people from ethnic minority backgrounds in policing and ensure they feel protected by their police service

# Equality, Diversity and Inclusion (EDI)

In December 2022, the Police Service launched a new mandatory Equality, Diversity and Inclusion (EDI) Training Module. As set out in our People Strategy, our ambition is to create an inclusive culture where people are valued, have a sense of belonging and can thrive.

EDI is fundamental to achieving this ambition.

To date more than **3,500** have completed module one.

We are in the process of developing a second module to build on participant's knowledge and help them fully understand the benefits of greater diversity in the workplace.

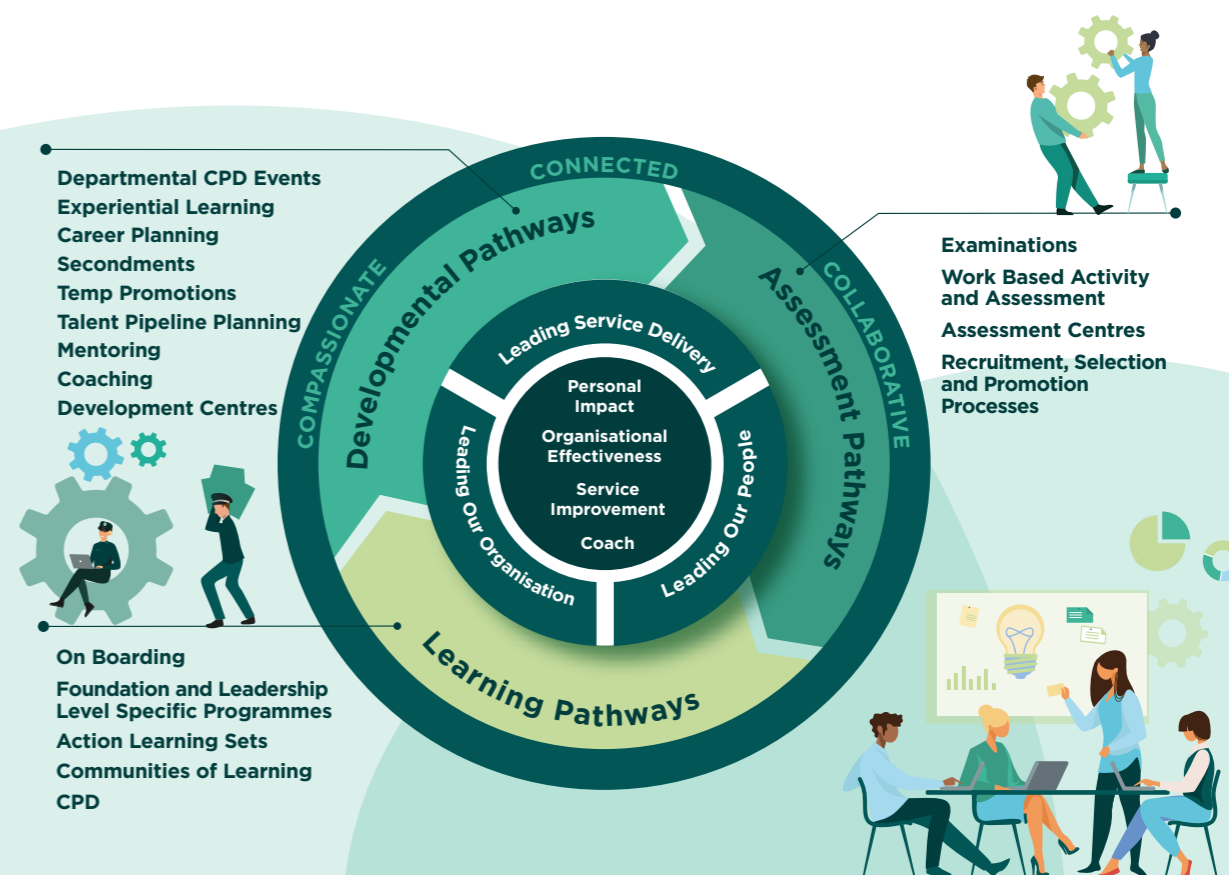


# First line Managers and Leaders Development Programme

In 2022 we established a new Leadership & Organisational Development (L&OD) Faculty within our Police College.

To support the development of talent management, the faculty released a new Management and

Development Framework which identifies four core manager and leader attributes, three levels of manager/leader and the pathways that will be utilised for development.



## First Line Managers Development Programme (FLMDP)

The FLMDP is a bespoke programme available for both police officers and staff members at Sergeant and Executive Officer level.

The objectives of this course are to increase understanding of a manager's role and responsibilities, increase effective use of service policies and procedures and improve performance in order to provide increased public confidence.

Seven courses have taken place with approximately 210 individuals having attended the initial two day course. 7 further courses are planned for 2023/24.

## First Line Leaders Development Programme (FLLDP)

This Programme includes three online modules and a three day face to face workshop.

The online modules are open to everyone in the organisation and focus on providing an Introduction to Leadership, Introduction to Coaching and Leadership skills and behaviours.

A further three day face to face workshop is offered to police officers and staff members in first line leadership positions to embed key leadership concepts and theories, such as psychological safety, coaching, diversity of thought, problem solving and decision making.

373 individuals have completed the online modules. Two courses have run with 18 learners in each course, with future monthly courses planned for the year ahead.

# Cost of Living Crisis – Gold Group

The Cost of Living Gold Group first met in November 2022 with representation across the organisation including staff associations. The strategic intention of the Gold Group was, owing to concerns about the impact on officers and staff, to

**‘discuss and identify any mitigations to support employees in these challenging times.’**

Issues raised and discussed at the Gold Group regarding cost of living pressures included:

- Police officer and police staff pay
- Subsidised meals in canteens
- Loan services
- Shift patterns
- Transfers and travelling to work
- Welfare

Whilst it unfortunately was not possible to be able to provide assistance in all the areas raised, it was important to be able to show that the matters had been considered in depth and to update staff accordingly.

It was also important to articulate where additional support had been considered, but was unable to be progressed due to financial or other constraints; and to signpost staff to services that they could avail of. The pressures that police officers and staff were facing as a result of the cost of living crisis were also highlighted in some depth to the respective pay review bodies. Work continues to take place in a number of areas, including shift patterns and the continuous development of welfare and wellbeing support.

# Highly Commended Awards

On 12 May 2022, the Chief Constable hosted the first 'in person' awards since the start of the Covid public health pandemic.

For police officers and police staff, a Chief Constable's Highly Commended award is the highest form of internal recognition. It is awarded when exceptional courage or bravery is displayed which goes beyond the call of duty and is far above their rank or grade, training and experience. It may involve some degree of risk to

the individual concerned or they have placed themselves in greater danger than they need or the call of duty required and are aware of the possibility of serious personal injury.

In the presence of their family, friends and special guests, including the Permanent Secretary, Department of Justice, Lord Lieutenant of Belfast and Vice Chair of the Northern Ireland Policing Board, **39 recipients** received a Highly Commended award from the Chief Constable.



# Queen's Platinum Jubilee Medal and Coin

Having acceded to the throne on 6 February 1952, Queen Elizabeth II attained the Platinum Jubilee of Her Reign on 6 February 2022. The Platinum Jubilee Medal follows the introduction of the Silver, Golden and Diamond Jubilee Medals in 1977, 2002 and 2012 respectively.

Police staff were previously not recognised for this award, however, following a consultation exercise carried out by the National Police Chiefs' Council, it found that nationally Police Services were supportive of the provision of a police staff jubilee coin.

Our Service took the lead in preparing the eligibility criteria for a police staff award, its design, procurement and cost.

In May 2022 we took delivery of 5,600 Queens Platinum Jubilee Medals and 2,050 Coins for distribution and award to eligible serving officers and staff.





**Finance**





# Outturn 2022/23

The Police Service entered the year with a very challenging financial outlook. Indeed, for the majority of the year, the police budget was over-committed and managed against a temporary or Contingency Planning Envelope (CPE). A final budget allocation was not made by the Department of Justice until November 2022.

Throughout the year, high inflation, the war in Ukraine and volatile energy costs exacerbated an already difficult financial environment and presented tough decisions for the Service Executive Team.

To manage the budget, it was necessary to implement a programme of cuts to both police officer and police staff numbers together with a reduction in running costs. In addition, new in-year funding was secured to help deliver a balanced budget. Our hard work and resolve was rewarded by reporting a provisional breakeven position at the end of the year.

The provisional outturn was an underspend on Resource of £804k (or 0.09 of 1%) and an underspend on Capital of £267k.

However, delivering within budget did come at a cost. Police officer numbers at year end fell to 6,688, with services under strain.

**We have been very clear that ultimately, less police means less policing.**

## Impacts of the budgetary cuts for the coming year include:



**75** fewer Neighbourhood police officers.



**96** fewer detectives investigating murder, terrorism, drugs and organised crime.



**97** fewer officers in our Operational Support Department. This includes Road Policing and specialist search / public order teams of the Tactical Support Groups (TSGs).

# Looking Forward

## Budget 2023/24

After a number of planning exercises, we just recently received our formal budget allocation for 2023/24 from the Department of Justice on 18 May 2023. Despite securing some improvement on the indicative budget, the budget for 2023/24 has been reduced by 1.7%.

This cut to the police budget, combined with rising costs and pay requirements, creates a substantial funding gap against our requirement of some £107m. In anticipation of a tough budgetary settlement, we have already slowed down recruitment, curtailed spending and reduced other costs. However, even with these actions, we still face a remaining gap of £38m and we have been directed to take steps to live within our budget and assume no further funding.

Quite how we realistically address this gap at the moment is unclear given the wider cost savings we have already agreed or introduced.

The reality is that this budget will lead to cuts in resources and directly impact the frontline services to communities.

The Service Executive team continue to work through how best to deliver cost savings and reshape our service models for delivering on behalf of communities.

At this point, it is extremely difficult to see how costs can be contained within the current budget allocation at the same time as keeping people safe. Difficult choices will now be required and we will work closely with the Northern Ireland Policing Board and the Department of Justice in the coming weeks.



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