



Police Service of Northern Ireland

Chief Constable's End of Year Report to the Northern Ireland Policing Board

2021-2022

**we care
we listen
we act**

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Chief Constable's Foreword



Throughout the year, policing has generated a consistently high level of public interest. Above all else, 2021 - 2022 has shone a light on the unique complexities of policing and the central role that it plays in Northern Ireland.

The organisational resilience of the Police Service and commitment of officers and staff have been clearly demonstrated throughout the second year of a public health crisis which has continued to affect every person and to cut across every aspect of life. A 'can-do' culture within policing was commended by Her Majesty's Chief Inspector of Constabulary in this year's Annual Assessment of Policing in England and Wales and without doubt can be seen and felt here in the culture of the Police Service Northern Ireland.

In November 2021, we celebrated 20 years of the Police Service. A central achievement, following the last two decades of transition, has been the human rights based approach that has been firmly embedded into day to day policing practice. The recent reduction in the terrorist threat level, for the first time in 12 years, is a welcome and encouraging development, offering the potential for an increasingly permissive policing environment. Whilst recognising that the threat level remains 'substantial' and that attacks are independently assessed to be

'likely', the continued hard work, courage and dedication of police officers and police staff in delivering visible, accessible and responsive policing with the consent and cooperation of local communities has undoubtedly enabled and driven this change. Our longer term ambition is to build on this and bring the threat level down even further, in the interests of the safety and quality of life of the people of Northern Ireland.

At times, deep seated and emotive issues, linked to identity and tradition, and political instability continue to affect policing. We remain sensitive to history, which has an impact on policing of the present and the potential for this to affect confidence in policing. By nature, police decision making can touch upon emotive issues, attracting political commentary and media interest, often on divergent lines. We do, however, operate within a well-defined accountability mechanism which is designed to safeguard the independence and impartiality of our operational decision making. From this, we derive important feedback

and organisational learning. Policing continues, thereby, to be accountable and evolves to meet the needs and expectations of the people and communities we serve. Encouragingly, our core ethos of visible, accessible and responsive policing in local communities, which has come to define our policing model, has received widespread consensus and support and is a source of organisational pride. We look to more of this for the future.

This year, we have adapted to challenges that have been encountered. As a listening organisation, we have dedicated considerable time and effort to reflection on our approach to internal and external engagement. We have purposefully reset the dial. This has resulted in a reinvigorated focus on, and a recalibrated approach to, relationship management and engagement practices.

Throughout 2021 – 2022, policing has at times, been in the spotlight, nationally and globally, for all the wrong reasons. Deep seated cultural issues have come to the surface prompted by the tragic murder of Sarah Everard on 3 March 2021. Her Majesty’s Chief Inspector of Constabulary, Sir Tom Winsor, has described violence against women and girls as an ‘epidemic’. We have purposely stepped forward into this space by developing our first ever strategy which provides dedicated and coordinated focus on the societal issue of male violence and intimidation against women and girls.

In March this year, the Deputy Chief Constable Mark Hamilton, Chief Operating Officer Pamela McCreedy and I issued a Statement of Action on Conduct and Standards, reinforcing our expectations and organisational position in dealing with the unacceptable conduct of those who bring disrepute to our Service and undermine confidence in policing. Our aim is simple, to be a Service that everyone can trust and be proud of. Our plans for a broader cultural audit in the coming months are based on the premise that issues associated with misogyny and sexually inappropriate workplace behaviour will feature as central elements.

Looking ahead, the development of, and support to, our professional standards function will be a strategic priority to ensure that we both robustly address and proactively prevent misconduct by our officers and staff.

Also this year, we have continued to press ahead with much needed investment in technology so that our people are equipped for policing in the 21st Century and are increasingly visible, accessible and responsive. Our focus has also been on modernising the working environment to ensure that health and wellbeing, professional development and inclusion is maximised. This work will continue with purpose in the coming year.

In contrast to the position in England and Wales, where the funding settlement for policing over the next three years has been confirmed and provides both the certainty and capacity to commit to longer term reform and investment, our own financial outlook is of significant concern. The Draft Budget allocation for policing creates an operating shortfall of some £226m over the next three years, just to stand still. This will have real consequences for service delivery, resilience and modernisation with Hobson’s choices as to how to prioritise demand and manage risk in the coming years.

Planning assumptions for the year ahead, to close a projected funding shortfall of £59m, include significant reductions to headcount, overtime, spend on legacy investigations and a range of other costs. Reductions will have an increasing impact on services as the year progresses. Longer term impacts on recruitment and representation, the policing response to non-urgent incidents and the investigation of crime will be unavoidable.

Without resolution, the Police Service will be very different by 2025. By necessity, policing may be less visible, less accessible and less responsive, affecting confidence in, and support for, the Police Service and overall levels of community safety. It is anticipated, over the same period, that there will be a growth in crime impacting the most vulnerable.

Recent analysis by the Joseph Rowntree Foundation in a report entitled, 'Poverty in Northern Ireland 2022', indicates that approximately one-in-five people and one-in-four children in Northern Ireland live in relative poverty. This rate increases depending on location. The report warns about the impact of, "one of the most acute squeezes on living standards in recent memory."

An impact for policing is foreseeable in terms of future demand for services.

Public services are, in reality, not delivered in isolation. We would advocate for careful balance to avoid unintended consequences and negative outcomes. Policing currently supplements core health and mental health services in a range of ways. Our ability to sustain this underpinning support will inevitably be affected.

This Annual Report outlines our main achievements and successes of the past year, of which there have been many. Learning is also be acknowledged along with our priorities and plans for progressive organisational development in the year ahead.



Simon Byrne

Chief Constable
Police Service of
Northern Ireland



Introduction

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.

Accountability Framework

The Policing Plan 2020-2025 outlines the Police Service and the Northern Ireland Policing Board's collective policing ambition over five years and sets out what we want to deliver for the people of Northern Ireland.

The three outcomes for policing are:

- We have a safe community;
- We have confidence in policing;
- We have engaged and supportive communities.

The Annual Performance Plan 2021-22 sets out the indicators and measures which the Northern Ireland



Policing Board uses to assess the Police Service's progress towards achieving the outcomes. The Performance Plan is reviewed on an annual basis to enable the Northern Ireland Policing Board and the Police Service to respond to any new or emerging issues.

Corporate Governance Framework

Corporate Governance within the Police Service is operated through a formal structure of Corporate Governance Committees and Delivery Groups. We currently have six key Governance Committees:

- Strategic Management Board
- Service Investment Board
- Service Performance Board
- People and Culture Board
- Service Transformation Board
- Audit and Risk Assurance Committee

The Strategic Management Board (SMB) sets the tone and direction of the organisation. SMB, chaired by the Chief Constable is the final decision making forum for the organisation.

The purpose of the Service Investment Board (SIB) is to

provide the Chief Operating Officer with a forum to consider all major investments and use of resources. The Investment Board is forward focused and scrutinises significant plans to start or vary major expenditure or projects, providing assurance about the overall strategic direction.

The purpose of the Service Performance Board (SPB) is to ensure the Deputy Chief Constable has ongoing confidence in organisational delivery against the Policing Plan and around key performance priorities.

The People and Culture Board focuses on those strategic matters that relate to the employment of all colleagues in Police Service. It provides oversight that the culture embedded in the organisation is aligned to strategy, purpose, mission and values.

The Service Transformation Board seeks to challenge organisational culture to create a more agile and sustainable organisation.

The role of the Audit and Risk Assurance Committee is to advise the Chief Constable on the adequacy of internal control arrangements including risk management, information assurance and governance. This committee consists of four Non-Executive Members, one as Chair, with members of the SMB, Internal and External Audit, the Policing Board and the Department of Justice in regular attendance.

Progress Towards Delivery

Throughout this reporting period and as demonstrated in this annual report we have continued to realise the Chief Constables Ambitions for the Police Service, working towards delivering a model of policing that

makes the Police Service a better and safer place to work. To further realise our commitment to become a Police Service that truly cares, listens and acts, whether in support of the community, our partners or our colleagues, there has been a strong focus on modernisation and culture.

Chief Constable's Ambitions

- Review, design and issue new operational uniform
- Review access to protective equipment such as spit and bite guards, new body armour and conducted energy devices such as Tasers™
- Streamline and simplify the promotion and selection processes for police officers and staff
- Introduce new ceremonies to mark promotion and retirement for police officers and staff
- Review police staff terms and conditions to make our police service an employer of choice
- Exploit technology such as ANPR to tackle crime
- Improve access to handheld technology as part of our digital reform
- Make our fleet more visible
- Reduce checking, second guessing and bureaucracy
- Review the OHW remit and speed up access to advice and care
- Introduce a more modern corporate image

We have:

- Introduced a new uniform that reflects the transformation of the Police Service and is aligned with the People Strategy on 31 January 2022. Initial feedback has been very positive, making this not only cost effective but comfortable for officers.
- Rolled out new body armour.
- Rolled out Spit and Bite Guards as a policing tactic and fully initiated a performance framework through the Policing Powers Development Group to manage the risk in a covid environment.
- Established a working group to review the promotion and selection process.
- Embedded key recognition events and ceremonies across the Police Service.
- Personally written to every police officer and police staff member upon their retirement from the Service.
- Undertaken work in October 2021 for the Inspector Promotion Appointments Panel (PAP) to deliver 96 promotion appointments. This was followed by the Sergeants PAP in December 2021, which resulted in 166 promotion appointments. The Human Resource team also delivered all post selection appointments, transfers, and student officer appointments.
- Held virtual events for those recently promoted, to recognise their achievements.
- Delivered on liveried vehicles. Currently 67% of the response policing vehicle fleet is liveried and Transport Services are working towards a target of 80%. Local police officers travelled over 7,000,000 (7,138,149.86) miles across communities in Northern Ireland to keep communities safe last year. This in itself, gives us more to consider in terms of sustainability and environmental impact, not to mention the increasing costs of fuel. The introduction of e-bikes, piloted in Belfast, now introduced in Newry Mourne and Down, and shortly to be issued in Mid Ulster, will have a positive impact on visibility and public engagement.
- Nomination for awards - The Equality, Diversity and Inclusion Team were finalists in both the Chartered Institute of Professional Development (CIPD) Awards and Women in Business Awards for their work on the Equality and Diversity Hub on Point. These are prestigious awards and to be recognised as a finalist by both awarding bodies is a notable achievement.
- Our 2021 Student Officer recruitment campaign has been shortlisted for the national CIPD Best Resourcing Initiative Award.



Finance

Finance

We will shortly be publishing our formal Annual Report and Accounts for the year end 31 March 2022, which outlines in detail the current budgetary position. A full certified copy will be available on the Police Service website (www.psni.police.uk).

The Police Service is acutely aware of political and public consensus on the requirement to prioritise health in public spending. It is in this context that we have been engaging stakeholders on a realistic and pragmatic budget settlement for policing which maintains existing capacity, with a longer term strategic intention to grow police officer numbers to 7,500 as outlined under the New Decade, New Approach Agreement.

To protect local communities and maintain confidence in policing, it is a matter of public duty that we are transparent and honest in our assessment of the impact of budgetary decision-making to prepare the Northern Ireland Policing Board and the public for inevitable reductions in policing service provision.

The proposed baseline of £760m is less than the equivalent budget for 2021-2022 which was initially £772m. Looking ahead, the draft budget proposals create pressures of some £226m across the three year period, just to stand still.

We are also currently working through scenarios on the potential reduction of headcount for the period 2022-2025, as an outworking of the pay pressures within the budget. This includes options of freezing or reducing recruitment. It is, however, currently our preference to retain a level of recruitment, to manage key operational risks and increase diversity and representativeness.

On the basis that payroll savings will be insufficient to address the funding gap, the impact will undoubtedly be felt on much needed infrastructure and support services affecting investment in IT systems, fleet, estates and training.

At this time, the capital budget allocation for policing remains undetermined for future years.

A number of difficult decisions will be required to achieve a balanced budget and our assessment of high level impacts can be summarised as follows:

- A smaller and unrecognisable Police Service by 2025;
- The Police Service may, by necessity, be less visible, less accessible and less responsive, affecting confidence in and support for policing and overall levels of community safety;
- Key services to communities may be impacted, with difficult decisions to be made on the prioritisation of demand in line with available resource and risk assessment. Likely areas of impact include historic offending, response to non-crime incidents, serious crime investigations and proactive operations.
- Over the same period, it is anticipated that there will be a growth in crime impacting the most vulnerable, e.g. child sexual exploitation, cybercrime and domestic offending.
- Our ability to keep pace with the evolving scale and complexity of both cybercrime investigations and digital forensic obligations may be impacted.
- Policing currently supplements core health and mental health services. Our ability to sustain this support may be affected.
- An immediate impact on organisational resilience and our plans for much needed modernisation.



Our Service Executive Team

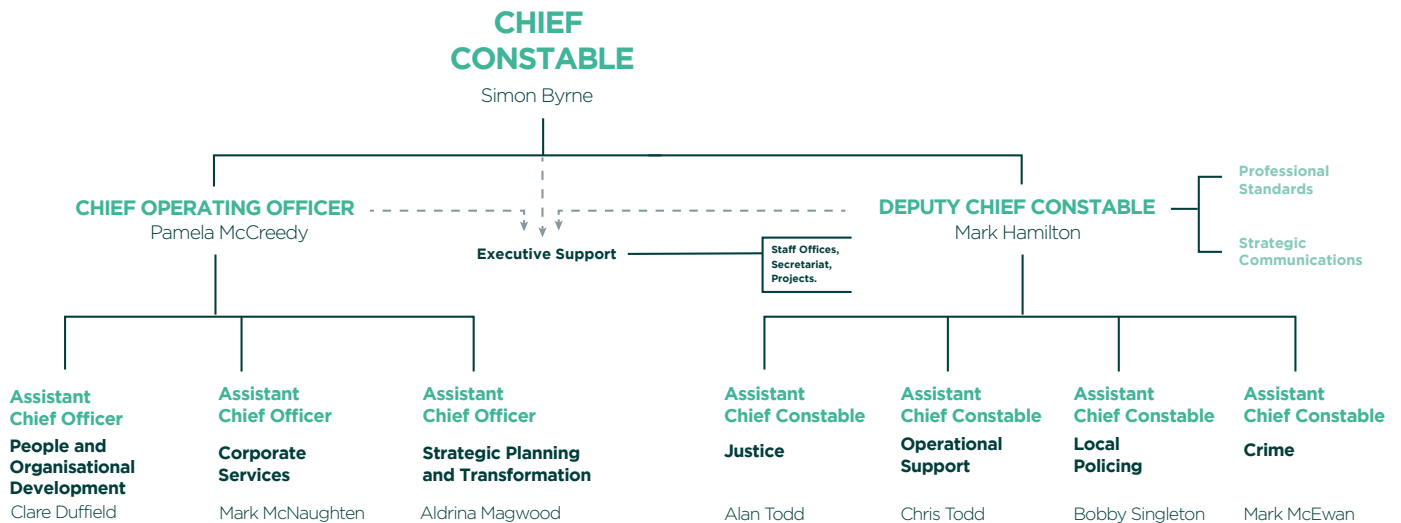
Our Service Executive Team

During this year we have finalised recruitment to the Police Service Executive Team. The Police Service of Northern Ireland, headed by the Chief Constable, Deputy Chief Constable and Chief Operating Officer are now supported by four Assistant Chief Constables and three Assistant Chief Officers, who manage the operational departments of the organisation.

There are a number of ongoing reviews across business areas, in order to streamline and ensure effective governance and response.

The organisational structure as of 31 March 2022 is:

- Chief Constable:
Simon Byrne
- Deputy Chief Constable:
Mark Hamilton
- Chief Operating Officer:
Pamela McCreedy
- Assistant Chief Officer for People and Organisational Development:
Clare Duffield
- Assistant Chief Officer for Corporate Services: Mark McNaughten
- Assistant Chief Officer for Strategic Planning and Transformation: Aldrina Magwood
- Assistant Chief Constable for Justice: Alan Todd
- Assistant Chief Constable for Operational Support: Chris Todd
- Assistant Chief Constable for Local Policing: Bobby Singleton
- Assistant Chief Constable for Crime : Mark McEwan





Looking Back

Modernisation

Creating a Digital Police Service has been critical to our modernisation plans and will make our organisation more visible, accessible and community focused. A key focus is to ensure that we continue to keep people safe in a digital age, prioritising investments in technology to deliver initiatives aligned to our corporate priorities. Our Digital Strategy addresses maintaining existing ICT services, upon which policing operations are dependant and providing powerful, new digital capabilities ensuring:

- Police officers and police staff have the digital tools and service to support them in doing their job.
- Our workforce will be able to conduct most of their tasks in the field and have access to the right information at the right time.
- Automation is common place and used effectively to release capacity for staff and officers to focus on high value work.
- Effective working with partners to allow secure exchange of data and digital evidence cross agency boundaries enabling and improving new ways of working and improving public outcomes.
- A member of the public can use their everyday devices and applications to access police services.

The Police Service is committed to continuous improvement and to be more efficient, effective and ensure value for money. We have done this by delivering innovative ways of making lasting change, focusing on evidence-led digitally enabled results driven through business transformations.

Our modernisation plan 'Horizon 2025' sets out the drivers for change, together with the project work streams and enablers required to meet the strategic outcomes. A key focus for the Police Service in the year ahead, will be the development of a Force Management Statement (FMS) which will inform the Service Operating Model by identifying demand and how we allocate resources to service that demand.

Digital Updates

We want to embrace technology to improve how officers can access information to make better, smarter real-time decisions. We want to speed up how we collect and capture evidence and improve our service to victims and witnesses of crime and incidents. Digitalised policing and further investment in technology will make it easier for the public to make contact with the police wherever they are in the country and enable us to make better use of digital intelligence and evidence.

2022 will see us working in smarter and more intelligent ways, to cut bureaucracy, speed up what we do and improve our service to the public. As part of our Digital Strategy and following a successful pilot of Panasonic 'Rugged Toughbook' Laptops, the rollout to approximately 4,000 officers will now mean they have access to operational systems and real-time information 'on the go'.

The design of the Toughbook is robust, compact and versatile, making it ideal for use in challenging operational environments. Officer feedback to date has been excellent, allowing them to stay connected wherever they are.

This investment in mobile technology is a key enabler of our commitment to more visible, accessible and responsive policing, embedded in local communities.

- Rugged laptops were issued to frontline officers. This investment

promotes a truly modern, agile operating model and provides officers with the capability to carry out supportive activities and negating their need to return to the station. A refresh of all mobile phone handsets has been completed in conjunction with the new mobile phone service provider.

- Evidence gathering vehicles were upgraded with new digital 360 degree camera units which have the capability to beam all footage to relevant Silver Control Rooms in real time.
- Over the past year significant investment has been made in the internet gateway infrastructure, to future proof the Police Service connection to cloud services, the internet and email services.
- The new Crime Department Data Centre building works, electrical infrastructure and environmental solution installation was completed in March 2022.



During the initial pilot of 500 rugged laptops across our organisation last year:

63%

of officers participating in the pilot said they did not need to return to the station when previously they would have

Officers were able to patrol up to

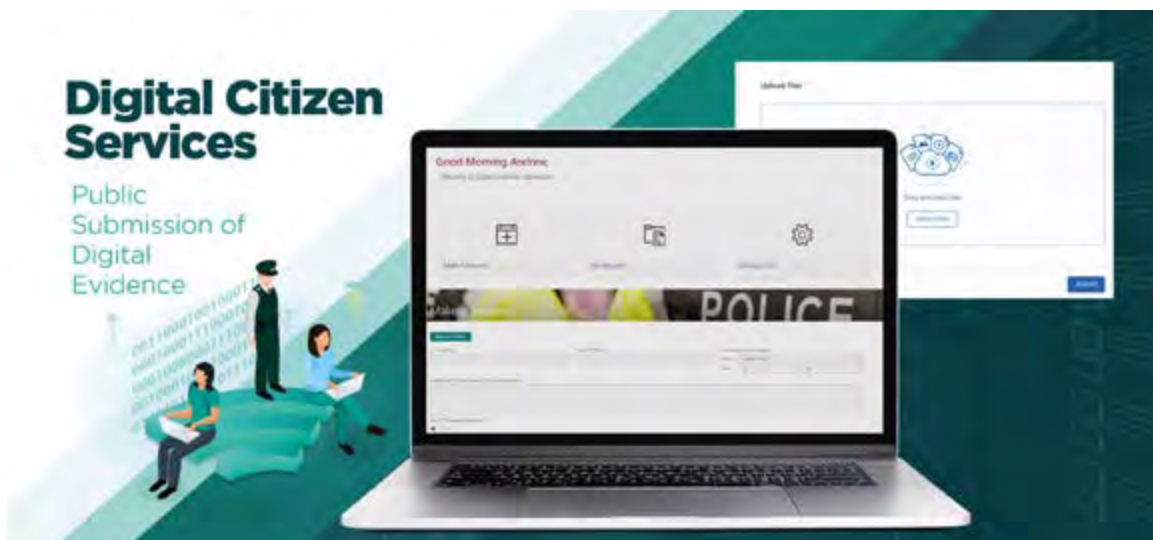
1 Hour

Extra per shift

82%

of officers felt that the laptop increased their connection to the resources required to do their job

- In July 2021, the Next Generation Mobility applications (Origin) went live. Origin provides officers with the ability to submit information, issue Fixed Penalty Notices, upload images and complete other taskings, all without returning to the station.
- Performance management is a set of practices which evaluate how well our services have been provided and informs choices to ensure or improve future service provision.
- The PULSE portal, which draws data together from over 100 different IT systems, serves as our single source of performance monitoring and management information making data and information easier to access and visible to everyone, allowing us all to make more informed



decisions. Work is ongoing to add more data requested from numerous business areas within the organisation and a process has been implemented to help the team prioritise which data is uploaded onto PULSE. Information on wanted persons and missing persons has been a key area of development in this financial year.

- In March 2022, the Digital Notebook Pilot commenced following agreement with Public Prosecution Service on submission of this as evidence, replacing the physical paper notebook.
- The Domestic Abuse and Civil Proceedings (NI) Act commenced in February 2022 after significant IT modifications across all criminal justice organisations.
- In March 2022, a pilot commenced in A and E Districts, to facilitate

receipt of digital evidence by members of the public. This will significantly improve the speed of evidence submission, negating the requirement for the public to copy footage to DVD/USB.

- March 2022 also saw the launch of Remote Digital Statements utilising BoxSign, giving officers and staff the ability to engage with a member of the public to gather and validate their victim or witness statement electronically.
- The Interceptor Team was established last year to enhance visible police capacity and capability to intercept vehicles and prevent criminal exploitation of the road network predominantly through the tactical use of automated number plate recognition (ANPR). Officers in the team are trained in advanced driving,





tactical pursuit and containment to minimise risks and ensure safe and effective command of incidents. The continued use of in-car technology provides live time information that can be used to identify and intercept offenders and prevent offending. The team is now permanently established, operating from two bases at Omagh and Mahon Road Police Stations.

- Public expectations of how people communicate continue to be more digital and varied. Whilst this brings some challenges, there is also the opportunity of multi-channel contact, improving community relationships and

drawing on richer media to keep people safe. A customer-centric approach to contact provides better context for threat, risk and harm assessment, leading to increased public satisfaction. Look out for the launch of our new website in 2022!

Estates

The 'Estate Strategy 2021 and Beyond' is critical to our modernisation plans and will make our Police Service more visible, more accessible and more community focused. We have continued to develop our transformation plans starting with the ten strategic objectives of the Horizon 2025 Plan.

We have continued to reduce the size of our Estate and are redeveloping key sites where required. Locations are being reviewed in each of the Districts, and as part of the wider strategy, substantial progress has been made in identifying potential areas for redevelopment.

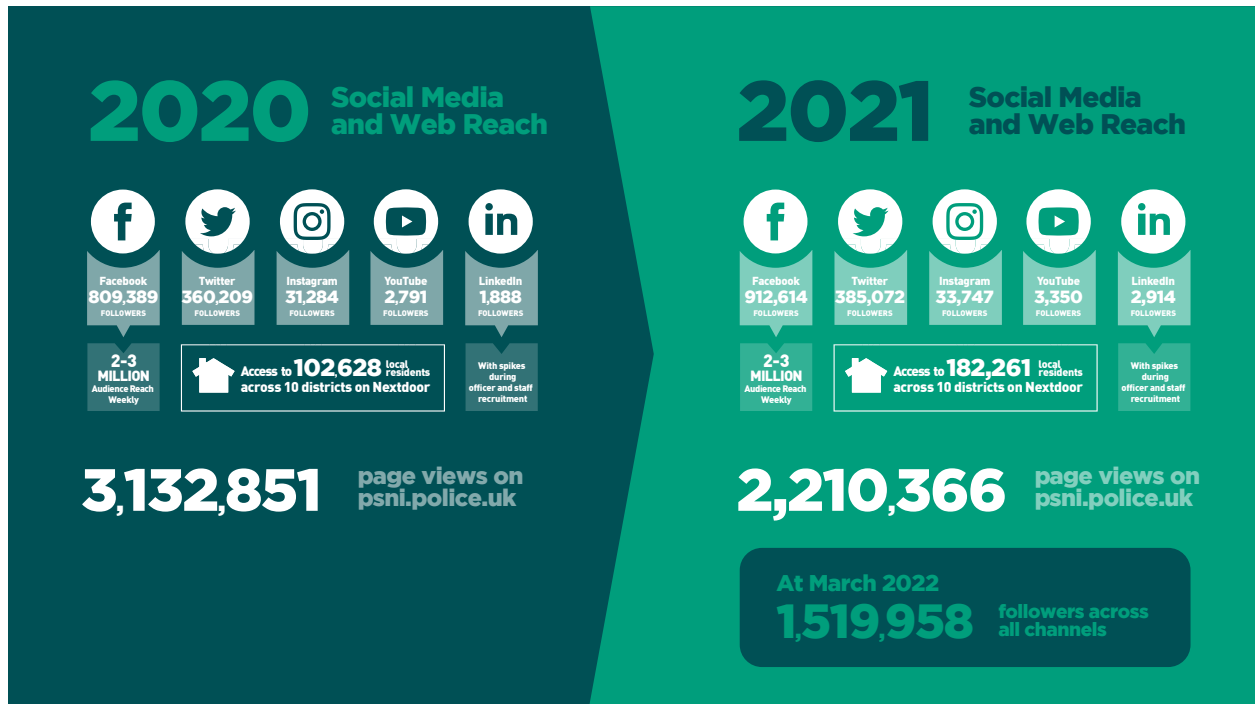
7 Pillars of Estate Transformation

-  **Safe, secure and compliant**
-  **Modern**
-  **Sustainable**
-  **Right size and right place**
-  **Affordable**
-  **A great workplace**
-  **Welcoming to the public**

Two other key organisational objectives are the acquisition and development of new facilities in Greater Belfast that may integrate other head office operational support, training and logistics functions as well as the potential for a 'Crime Campus'. The development of a new Police College remains a primary objective to provide

world class training facilities for the future. By 2025, subject to the required investment being committed, it is our vision that the estate will be firmly positioned on its transformation journey to become modern, sustainable, and more efficient.

Action Plans/Programmes of work	Our seven pillars of Estate transformation	Start date
<p>Strategic Optimisation Programme An estate-wide review to identify the optimal Estate provision. This will focus on functional and operational requirements of frontline services to include rationalisation and consolidation of locations, and creation of centralised hubs for support services.</p>		2021
<p>Asset Management Plans Detailed site, District, Department, HQ and Estate-wide plans to identify revenue and capital investments required to meet objectives of the <i>Estate Strategy</i>.</p>		2021
<p>Agile Working Programme Detailed plans to transform the Estate to support the wider People and Digital Strategies and reduce the Estate footprint.</p>		2021
<p>Carbon Reduction Programme A series of action plans to reduce the carbon emissions from the Estate, e.g. Energy Transition Plan.</p>		2021
<p>Police Station of the Future Project This is an innovative and sustainable design concept for a future police station to meet the <i>Horizon 2025</i> vision and <i>Estate Strategy</i> objectives.</p>		2021
<p>Strategic Investment Programme Capital investment required for new-build police stations, police college, HQ building and support facilities to meet the <i>Horizon 2025</i> vision and <i>Estate Strategy</i> objectives.</p>		2022
<p>Strategic Renewal Programme Capital investment required to transform and modernise existing police stations and functions to meet the <i>Horizon 2025</i> vision and <i>Estate Strategy</i> objectives.</p>		2022
<p>Circular Economy Programme A series of action plans to make better use of resources on our Estate and extend their lifespan.</p>		2022
<p>Estate Information Systems Programme A series of actions and projects to develop and embed real-time, valuable and robust data at the heart of decision making.</p>		2021



Organisational Brand

A refreshed corporate brand identity throughout 2021-22 reflected a more visible, accessible, responsive and community-focused service. This was officially launched in June 2021 across the organisation resulting in a more consistent and professional appearance to imagery across our digital platforms, publications, documents, emails, internal signage and website.

Social media posts often maximise the impact of officer deployments, with nearly 920,000 people following the Police Service of Northern Ireland Facebook accounts and approximately 378,000 followers on the Police Service of Northern Ireland Twitter Accounts. Nearly 200,000 people are registered on the “Nextdoor” App, receiving posts which include notification of police deployments in local areas.

Key Strategies Delivered

A number of strategies developed in the 2021-22 financial year provide the framework to deliver the transformation necessary to make our Police Service even more visible, accessible and community focused



People Strategy

The Police Service People Strategy launched in April 2021 with an accompanying People Action Plan for 2021-22. The strategy has five principles embedded and all People Strategy delivery goals are aligned under this umbrella:

- Being Representative and Inclusive
- Resourcing for the Future
- Leading Together
- Serving with Professionalism
- Valuing Health and Wellbeing



Estate Strategy

The Estate Strategy identifies a set of estate-specific goals which articulate our vision for transformation, namely, reducing the size of our Estate, redeveloping key facilities and building new stations where operationally required.



Digital Strategy

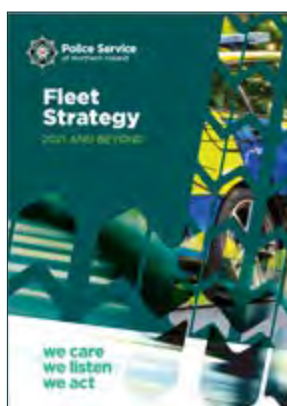
Creating a Digital Police Service is critical to our modernisation plans. This Strategy addresses maintaining existing services upon which policing operations are dependant and providing powerful, new digital capabilities to help us work in 'smarter more intelligent ways'.



Crime Prevention Strategy

The Crime Prevention Strategy places the prevention of crime at the very heart of daily policing business, and plays a key role in ensuring that we deliver a visible, accessible, responsive and victim focused policing service.

We recognise that dealing with the causes and drivers of crime is also critical in reducing harm in our communities. The strategy also deals with targeting offenders and working with key partners to deliver services.



Fleet Strategy

The Fleet Strategy maps out our journey to invest in a fleet to be proud of, aligned to corporate priorities. We will continue to exploit developments in vehicle technologies in collaboration with our public sector partners to ensure our colleagues can confidently rely on an increasingly green mobile office environment.



Serious and Organised Crime Strategy

The Serious and Organised Crime Strategy has been developed to identify key areas for continued development and improvement. Our Action Plan intends to provide a strategic focus on how we will protect individuals, communities and businesses in Northern Ireland, from the threat and harm of serious and organised crime. In line with the Organised Crime Strategy produced by the Department of Justice and in partnership with members of the Organised Crime Task Force (OCTF), our strategy builds on the arrangements currently in place.



Operating Environment

Policing the Pandemic

During the 2021-22 financial year we received funding of £9.9m from the Northern Ireland Executive to assist with the additional costs of policing in a Covid environment.

The recent transition from restrictions under Public Health Regulations towards guidance, whilst relevant to policing in terms of our 4E's (engage, explain, encourage, enforce) approach, resulted in a gradual change to our established organisational working practices adopted in response to the Covid-19 pandemic.

As the Regulations have been relaxed our focus has moved from policing Covid-19 to delivering policing in a post Covid-19 environment. The risks and challenges posed by Covid -19 to date have continued to reduce over time but are likely, nonetheless, to remain with us to some degree into the 2022-23 year.

EU Exit and NI Protocol

Since the end of the transition period following the United Kingdom's (UK) exit from the European Union (EU), the Police Service has been dependent on the retention of the 308 members recruited to manage the outcome and outworking of the UK-EU Trade and Co-Operation Agreement and the Northern Ireland Protocol. We received additional funding in 2021-22 of £14.3m in support of this activity for which the total spend in 2021-22 was £18.1m.

During this time we have responded to protests, demonstrations and rallies against the Protocol in an effort to support partner agencies with the implementation of aspects of the Protocol impacting on the movement of people and goods. This has largely been at a local policing level, with a significant input from partners, to mitigate the risk of criminal exploitation of the Common Travel Area (CTA).

Legacy

The recent publication of The Northern Ireland Troubles (Legacy and Reconciliation) Bill poses many questions for policing and we await the practical outworkings of it.

In the interim, following the UK Supreme Court (UKSC) ruling relating to Legacy cases (McQuillan, McGuigan, McKenna), the Police Service of Northern Ireland examined the current system of reviewing Legacy cases to ensure they met the ruling of UKSC.

The Police Service has interpreted the UKSC ruling using the finding of the Court, that there is no overriding legal obligation to investigate cases prior to October 1988. Legacy Investigation Branch will use the findings of the UKSC as an enhanced

criteria by which to reassess and re-prioritise the Case Sequencing Model (CSM) with cases benefiting from a definite legal obligation, achieving a higher priority. Families and their representatives will still have their cases considered in accordance with that model until the provisions of the Legacy Bill are finalised.



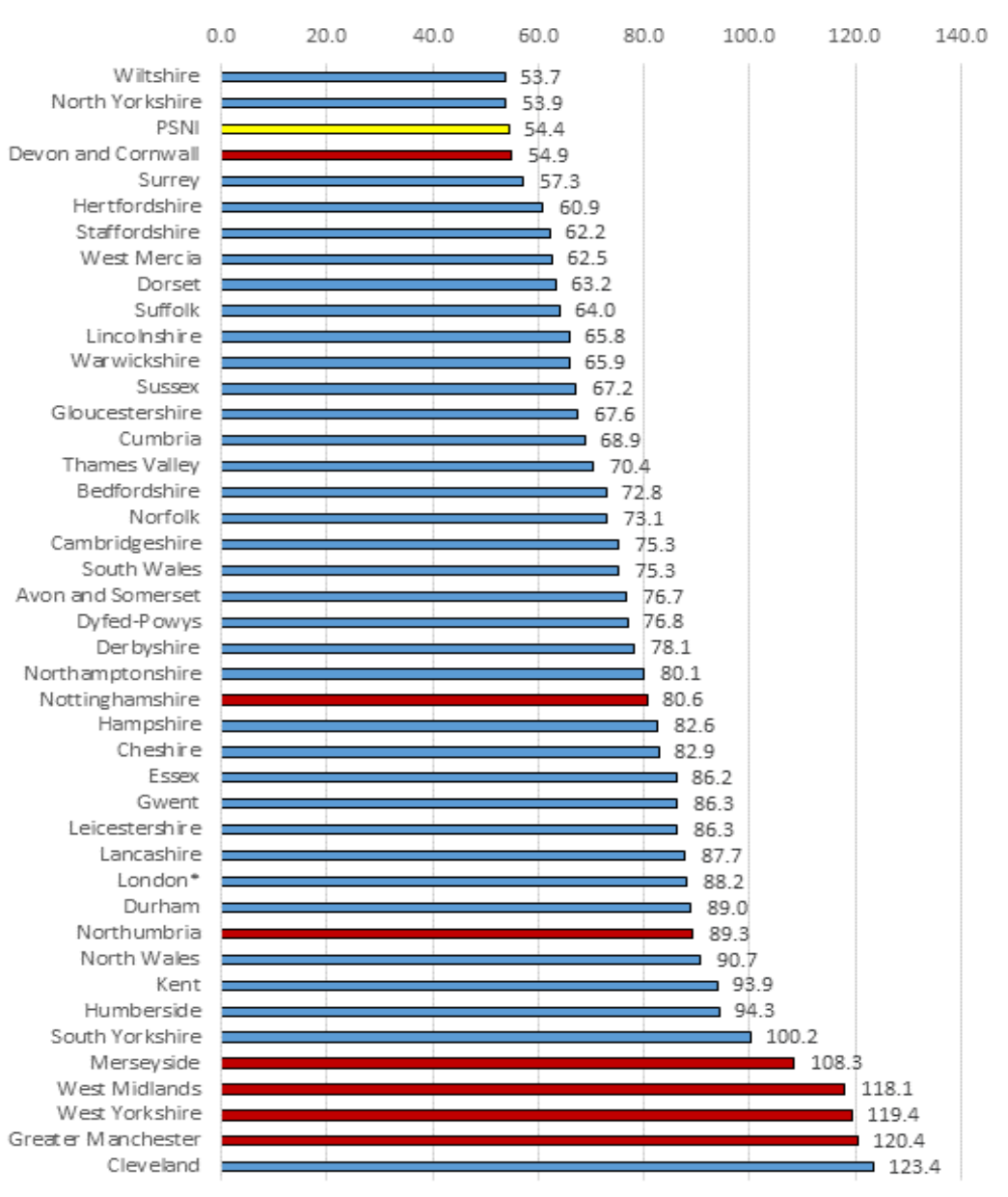
What did we do and how well did we do it?

**Outcome 1:
We Have a Safe
Community**

**Performance
Highlights**

**Northern Ireland
Crime Rates**

As a Police Service we were pleased to note that Northern Ireland has one of the lowest crime rates when



• Police recorded crime rates per 1,000 population Calendar year 2021

compared to England and Wales. In the calendar year 2021 the crime rate in Northern Ireland was 54.4 crimes per 1,000 population. The crime rate for England and Wales for the same period was 85.5 crimes per 1,000 population. Our most similar forces (MSFs) (highlighted in red), have a notably higher overall crime rate than Northern Ireland, with the exception of Devon and Cornwall, who are only slightly higher (54.9 crimes per 1,000 population).

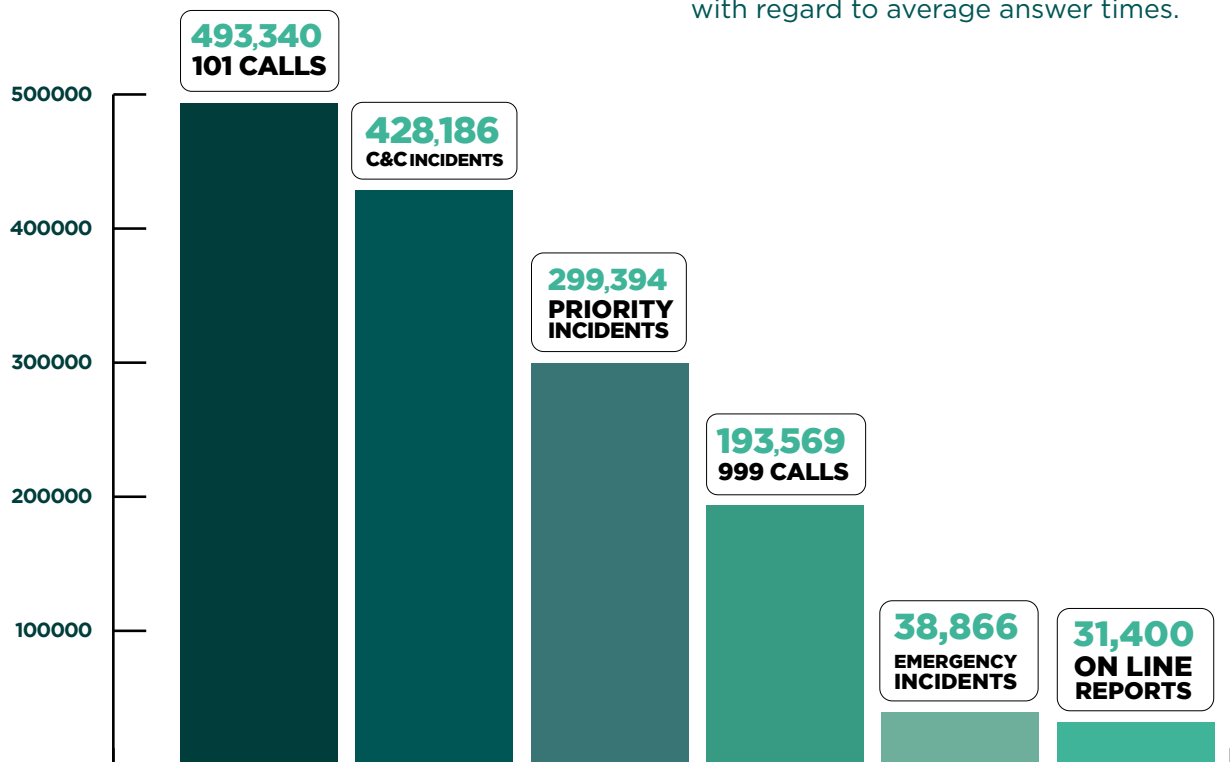
Contact Management Performance

This is the first point of contact in the public’s policing journey and it

is imperative that we have systems in place to guarantee that all reports and contacts are professional and accessible, thus enabling us to promote confidence in the service that we provide.

To assist in achieving our vision of a service that is visible, accessible, responsive and community focused, the public can directly contact us in our three centres on a 24hr, 365 day basis via the telephone using the emergency 999 or non-emergency 101 systems.

Policing services in England, Wales and Northern Ireland strive to answer 90% of 999 calls within 10 seconds. The Police Service of Northern Ireland continues to perform strongly in this area, being in the top quartile of police services with regard to average answer times.



• Total Reports, Calls and Incidents

Reduction in Threat Level

On 22 March 2022, we welcomed the reduction of the Northern Ireland threat level from Northern Ireland Related Terrorism (NIRT), from 'severe' to 'substantial'. This change reflects the first reduction since 2010. The move to 'substantial' does still mean that 'an attack is likely', but it also reflects the significant efforts and resultant success of policing and partners in tackling the threat. We are determined to make further strides in partnership with a collection of partners, to make Northern Ireland a safer place to live and work.

This is evidenced by Security statistics from 1 April 2021 to 31 March 2022:

- There were fewer security related deaths and a marked decrease in the number of shootings, bombings and paramilitary style attacks compared to the previous year.
- There was one security related death, compared to 3 in the previous year.
- There were 20 shooting incidents, approximately half the number that occurred during the previous year (41) and the lowest number of shootings since records began in 1969.
- There were 5 bombing incidents, a third of the number that occurred during the previous year (15) and the lowest number of bombings since 1995/96.
- There were 12 casualties of paramilitary style shootings, two-thirds of the number that occurred during the previous year (18) and the lowest number since 2007/08. The majority of paramilitary style shootings (7) were attributed to Loyalists in 2021/22, the first time this has been the case since 2006/07. All 12 casualties were aged 18 years or older.
- There were 33 casualties of paramilitary style assaults during 2021/22, 6 fewer than during the previous year (39) and the lowest number since 1985/86. Loyalists were responsible for 30 of the 33 assaults. All 33 casualties were aged 18 years or older.
- There were 115 security related arrests under Section 41 of the Terrorism Act 2000, compared to 105 during the previous year. The number of persons subsequently charged was 17 compared to 20 in the previous year.

Performance Analysis

In 2021-22 there were 106,621 crimes recorded in Northern Ireland, an increase of 13.1% compared to 2020-21. This represents an increase of 4.9% against the baseline. During the same period there were 57,732 anti-social behaviour (ASB) incidents, a decrease of 24.1%. The numbers of ASB incidents have been trending downwards since the data has been collected in 2006-07, with levels falling to around three fifths of the initial total by the end of 2021-22.

The increase in recorded crime in 2021-22 is largely as a result of increases in violence against the person, sexual and drug offences compared to the baseline, 2020-21 and 2019-20. The increases in drug offences can be largely attributed to police proactive activity. In contrast to the increase in violence and sexual offences, acquisitive crime (robbery, burglary and theft) reduced in 2021-22. Whilst there were increases in

the theft categories, all were below the baseline. Reductions were also recorded in respect of criminal damage, possession of weapons and public order offences.

The increase in violent and sexual offences is also largely accountable for the increases in domestic motivated offences and crime against women and children. The rise in recorded crime is reflected in the levels of domestic and hate crime with increases of 14.2% (+ 2,698 crimes) and 26.6% (+456 crimes) respectively. This the eighth consecutive year with an increase in domestic motivated offences. These offences account for 20.4% of all crime.

Repeat Victimization Rate

In 2021-22, 60,456 people were the victim of a reported crime in Northern Ireland. This equates to around 3.2% of the population. The majority of these victims were victimised on one occasion; however, 17.8% (10,761) were repeat victims.

During 2021-22, 6,551 children were the victim of a reported crime. This equates to 1.5% of children in Northern Ireland. At the end of 2021-22, 35 children were identified as at risk of child sexual exploitation (CSE), this is a decrease compared to the previous year.

The repeat victimisation rate for domestic abuse (crimes and incidents) was 24.3% in the 2021-22 financial year. Nearly half of domestic abuse crimes and incidents were committed against repeat victims. The rate is similar to the 2020-21 rate.



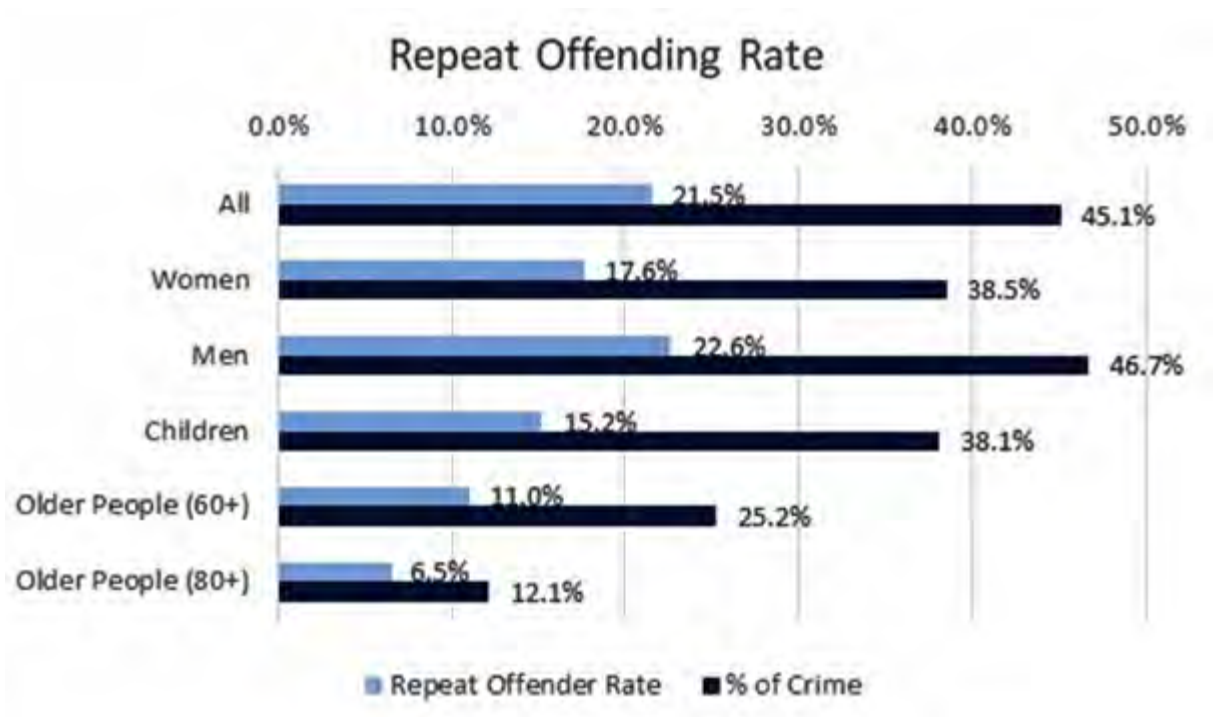
Initiatives To Support Repeat Victims

- The Police Service commenced a process to address repeat victimisation in September 2021. This process involves officers engaging with victims and utilising crime prevention and early intervention techniques to address vulnerability and reduce further victimisation. Through the period 1 September 2021 to the end of March 2022, there was a 35% reduction in the number of active repeat victims addressed through this complex problem solving process.
- Primarily using the multi-agency Support Hubs, preventative actions regarding children and other vulnerable groups are managed through a Vulnerability Working Group.
- The Hate Crime Advocacy Service (HCAS) moved to a commissioned service model on 1 April 2022, as recommended in the 2017 evaluation of the service. A consortium led by Victim Support, has led to the successful transition to the new arrangements. Repeat victims are offered a fresh referral to advocacy on each report to police.
- Police and the Department of Justice launched the new Domestic and Sexual Abuse Advocacy Service on 1 September 2021, to support victims from referrals from Police, through the process of Multi-Agency Risk Assessment Conferences and Sexual Assault referral Centre (The Rowan). There have been 1,129 adult referrals and 166 child referrals triaged into service since the launch. There is ongoing internal and external engagement to raise the profile of the new service for victims and there has been significant positive feedback to date from victims engaged with the services.
- The Police Service Strategy for Violence against Women and Girls (VAWG) is being developed, which is informed by stakeholder feedback. Our strategy will reflect the recently launched National Police Chiefs Council (NPCC) strategy with its five themes of safety in public; criminal justice; recording of crimes and incidents; behaviour/conduct within policing; and engagement. The strategy will also have a focus on repeat victims.

Repeat Offending Rate

In 2021-22, 15,540 people were identified as offenders. This equates to 0.8% of the population. Over one fifth (21.5%) of offenders were repeat offenders, and just under half (45.1%) of crimes with a charge/ summons or out of court outcome were committed by repeat offenders. Compared to 2020-21, there was a decrease in the percentage of repeat offenders and crimes committed by repeat offenders.

Over one quarter (26.5%) of domestic abuse perpetrators were repeat perpetrators in the 2021-22 financial year. Repeat offending within hate crime is rare; however, the repeat offending rate for offenders who have committed at least one hate crime and any other crime was 38.1%.



Initiatives to Reduce Repeat Offending

- The Reducing Offending in Partnership Scheme currently has 172 individuals being managed by Reducing Offending Unit (ROU) across Northern Ireland. During this reporting period 337 prosecution files (Charge, Report) were submitted by ROU in relation to priority offenders. Youth Diversion Officers reviewed 983 youth related offence file recommendations and 598 community resolution notices, and conducted 402 diversionary and court directed youth conferences in collaboration with the Youth Justice Agency.
- A Domestic Abuse repeat perpetrator strategy has been in operation since October 2021, which focuses on those who have

come to the attention of police on 7+ occasions (involving crime and incidents). Since November 2021 there has been a range between 80 to 111 perpetrators identified for consideration of inclusion each month with consent being provided by between 18 to 23 victims, an average of 21% of victims providing consent for contact. Each perpetrator is also reviewed for potential opportunities for overt action – breaches of bail /Restraining Orders / additional lines of enquiry or other measures in place.

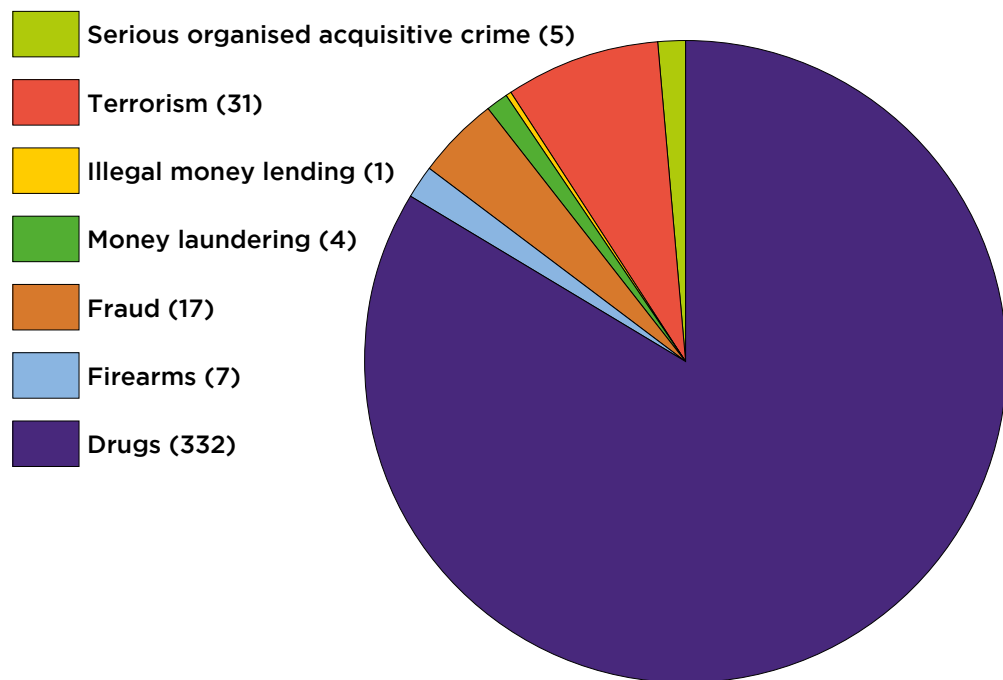
- Improvements in bail management and prioritisation of ‘high harm’ offenders for arrest on a daily basis.

Crime

Organised Crime Groups and Paramilitary Organisations

At the end of 2021-22 there were 63 Organised Crime Groups (OCGs) identified in Northern Ireland.

Frustration, Disruption and Dismantle activity by Primary Crime Type April 2021 - Mar 2022



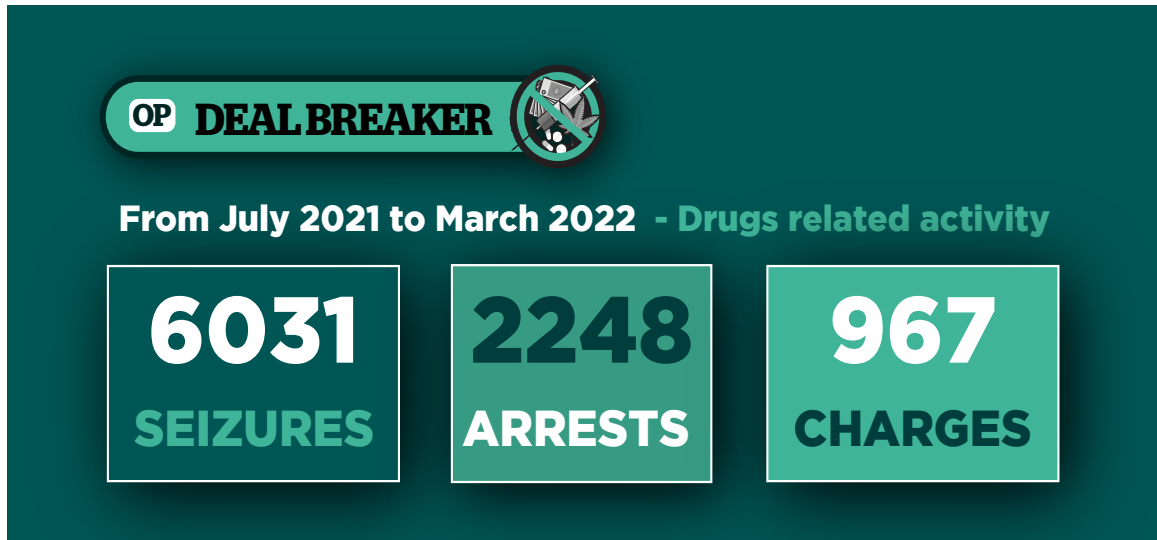
- Pie chart reflecting impact on organised crime groups in 2021-22.

Republican and Loyalist paramilitary OCGs continue to affect all areas of society in Northern Ireland. Around one third of Northern Ireland based OCGs in 2021-22 were paramilitary organisations or had suspected paramilitary links. The Paramilitary Crime Task Force (PCTF) are currently proactively investigating six paramilitary organisations.

The number of searches and arrests conducted by the PCTF in 2021-22 was among the highest since it was established. The table below summarises the work of the PCTF in partnership with the National Crime Agency (NCA) and HMRC since its inception in 2016.

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	Overall
Searches	110	193	140	130	199	173	945
Arrests	70	51	85	68	84	80	438
Charged/Reported	45	44	59	72	41	75	336
Drugs seized (value)	£200k	£58k	£267k	£453k	£1,274k	£1,045k	£3,297k
Vehicles seized	0	4	31	8	18	3	64
Weapons seized	5	135	23	9	25	27	224

- The Police Service continues to support the Department of Justice ‘Ending the Harm’ campaign launched in June 2021, part of the Tackling Paramilitarism Programme aimed at highlighting the harm caused by paramilitary gangs, directly addressing what has been described as the ‘societal shrug’ towards some paramilitary gang practices.
- Despite a decrease in cash seizures by the Police Service in 2020-21 which can be largely attributed to COVID-19, there was an increase in the value and number of Cash Restraint Orders, attributable to training and a wider understanding of existing powers.
- Operation Fusion focuses on drug supply and importation, Organised Immigration Crime and smuggling of illicit goods across the common travel area. During 2021-22, 861 heavy good vehicles were searched, 575 unaccompanied trailers were searched, drugs to the value of £6.7 million were seized, 12 arrests were made and there were 108 prosecutions by Driver and Vehicle Agency partners.
- The newly established Terrorist Offender Management Unit (TOMU) is run by the Police Service Terrorism Investigation Unit (TIU). Processes have been set up to monitor those subject to Notification Orders under Part 4 Counter Terrorism Act 2008 and Licences issued under Article 17 Criminal Justice (Northern Ireland) Order 2008. A partnership between TOMU and supervising officers for Terrorist Risk Offenders working on behalf of the Department of Justice has been introduced which will monitor engagement and assess the success of the engagement on re-offending.



Operation Dealbreaker

This initiative was established in July 2021, to coordinate our collaborative approach to addressing every aspect of drug misuse across Northern Ireland. As a Police Service we are committed to doing all we can to prevent and detect drug related activity, ranging from importation, supply, possession or financial gain resulting from drug related criminality. Working with partner agencies and across Police Service specialisms, this proactive focus is intended to break criminal drug dealing networks to prevent harm to local communities. We act by prioritising preventative and enforcement action against drug crime and the devastating impact it has in our communities.

Initiatives to Keep People Safe

Neighbourhood Policing

Our commitment to neighbourhood policing remains strong and is the foundation for our policing style and ethos. Neighbourhood policing has been shown to reduce fear of crime, improve trust and build legitimacy in communities. An additional 400 officers have been assigned to Neighbourhood Police Teams (NPTs) across all Districts. NPT presence was increased to 16 hours per day, seven days per week in local communities.

Local Response Policing

Teams continue to deliver the vast bulk of our response to day-to-day requests for policing assistance. They are the primary responders to emergency and priority calls in a complex environment, where we are increasingly dealing with persons in crisis suffering from mental health, addiction or other complex vulnerability issues. Response policing colleagues have a highly visible role in supporting the many events that we facilitate and also support night time economy work through 'Nightlife' policing operations.

Domestic Abuse

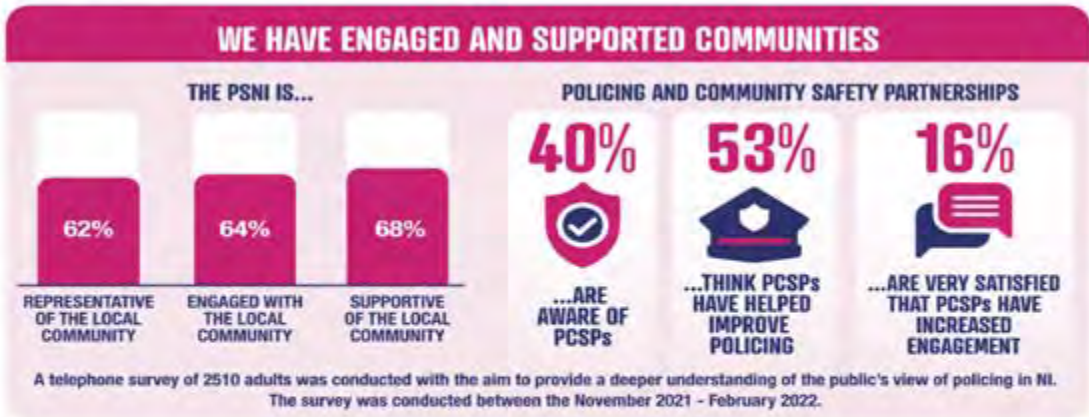
The Domestic Abuse Bill was implemented on 21 February 2022. In the months prior, a four module package was developed with our Police Training College, Public Protection Branch and partners from the voluntary sector including Women's Aid, Mens Advisory Project (MAP) and Rainbow.

Crime Prevention

The recently launched Crime Prevention Strategy has its foundations in partnership and evidence based activities. The vision is fewer victims, fewer offences and less demand on policing. This will be achieved by addressing the causes of crime using sophisticated, partnership orientated problem solving.

All Nation Ministries (ANM): is a charity offering a range of activities and services for migrants, refugees and asylum seekers newly arrived in Northern Ireland. With issues of social cohesion, understanding and acceptance from the local community here, its overall aim and desire is to see the successful integration of these people woven into the multicultural fabric of Northern Ireland. To help support ANM and their cause, and to further improve police cross-community relations here, a Belfast-based Neighbourhood Policing Team set up small walking groups with the All Nations members. This was an ideal opportunity to hear first-hand, their experiences in their home country and how we as a Police Service can maximise their feelings of safety in a new environment.

Outcome 2: We Have Confidence In Policing



Northern Ireland Policing Plan Survey 2022

As outlined in previous graphic, the Northern Ireland Policing Plan Telephone Survey 2021-22 found that 92% of respondents felt safe in their community. Male respondents (94%) were more likely to say they felt safe in their community than female respondents (91%). One quarter (24%) of respondents who had been the victim of a crime said they felt unsafe in their community compared to 4% who had not been the victim. Despite the large majority of respondents saying they feel safe in their area, other findings suggest that there are concerns about crime. 38% indicated that crime in their area was concerning for them, with 6% saying they were 'very concerned'.

The majority of respondents (88%) stated they felt safe when going into their nearest town centre. However, female respondents (12%) were more likely than male respondents (9%) to say they felt unsafe. Respondents from Protestant and Catholic backgrounds shared similar views on the safety of their town centre. The majority of respondents had confidence in the Police Service's ability to keep their community safe, with three quarters (75%) saying they were effective in doing this, compared to 20% who thought they were ineffective at keeping their community safe.

Initiatives for Confidence in Policing

Police, from 31 January 2022, have been wearing a new modern uniform for the first time in 20 years which is a significant milestone. Dress and appearance are vitally important in increasing confidence and enhancing the professional image of the Police Service.

In February 2022 the Police Service launched our 'Record for Victims' campaign to improve the way we record crime, both in accuracy and speed.

In this reporting period, the Police Service was announced as a finalist in the 'Advancing Diversity in the Workplace' awards with Women in Business for the development of the Equality, Diversity and Inclusion.

Working in conjunction with the National Police Chiefs' Council (NPCC) and National Black Police Association, work has commenced on our Race Action Plan and work is also underway to implement the commitments of the Race at Work Charter.

The Independent Review of Hate Crime Legislation in Northern Ireland directly addresses the issue of low criminal justice outcomes for hate crimes.

At present there is no specific offence of “Hate Crime” and there is a disconnect between what is recorded as a Hate Crime and what we are able to pursue through the criminal justice system as a hate motivated offence. The Police Service is involved in a number of Department of Justice led working groups to consult on the recommendations from the Review and begin the process of framing the legislation to improve service delivery.

The Sexting Referral Scheme is a partnership initiative between the Police Service and the Youth Justice Agency (YJA). Referrals to the scheme are made by us for young people under the age of 18 who have been involved in relatively minor “sexting” type offence behaviour. This includes those subject to coercion, and who would benefit from education rather than a formal justice disposal. YJA provide voluntary one-off educational sessions for children and their parents/carers regarding the risks associated with this type of behaviour. As a result of COVID-19 pandemic, and the associated social isolation measures, the scheme was expanded in June 2021 to cover all of Northern Ireland. Feedback from participants and completion rates to date have been extremely encouraging.

Key Vulnerability Highlights From Year 2021-2022

Operation Turnstone: Investigation into Muckamore Abbey Hospital

Operation Turnstone is one of the largest and most complex Adult Safeguarding investigations in UK policing. A Public Inquiry will commence in the Summer for which the Police Service has signed a Memorandum of Understanding to ensure that support is offered to victims and their families as part of the wider investigation into the abuse of vulnerable people at Muckamore Abbey Hospital.

Child Sexual Exploitation

The Police Service continues to tackle and reduce vulnerability with some of our most vulnerable children in society by working in partnership with Health and Social Care Trusts (HSCT) and a number of other internal and external partners. Throughout 2021-22 this has remained a key policing priority and focus.

Domestic Abuse Law Changes

A number of new legislative provisions were introduced throughout 2021-22 that will support victims of domestic abuse and hold perpetrators to account for their behaviours.

In preparation for the Domestic Abuse and Civil Proceedings Act (NI) 2021 a four module training plan was introduced following liaison with key partners.

This training focused on coercive control, the legislative module, impact of domestic abuse and pathways to support. Approximately 5800 officers and staff members have undertaken the training.

Domestic and Sexual Abuse Advocacy Service

ASSIST NI is a new Northern Ireland wide advocacy service for victims of domestic and sexual abuse, launched in September 2021. A partnership between Men's Advisory Project, Women's Aid and Foyle Family Justice Centre, which is funded by the Department of Justice and the Police Service, seeks to address gaps in current service provision and build on identified good practice, to increase community safety and prevent harm.

The service aims to ensure that victims of domestic and sexual abuse are safe, informed and supported throughout their involvement with the criminal justice system. The Police Service plays an integral role in the support arrangements for victims of domestic and sexual abuse.

Naloxone Pilot

The Naloxone pilot commenced in September 2021 and lasted six months, finishing at the end of February 2022. Naloxone is designed to reverse the effects of opiate overdose and a number of officers from Belfast Central Neighbourhood Team were trained in the administration of Naloxone. There have been clear benefits to those who have had the drug administered to them.

A review into the pilot is currently on-going however initial feedback is that it has been well received by partners and has saved lives on a number of occasions.

Modern Slavery Human Trafficking

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

REFERRALS - 468 2021 - 2022 (318 more than in the previous financial year)

329
male
adults

124
female
adults

10
male
under
18's

5
female
under
18's

SPECIFIC FORMS OF EXPLOITATION

54
Sexual
Exploitation

348
Labour
Exploitation

8
Securing
Services

13
Labour &
Sexual

3
Sexual &
Domestic
Servitude

20
Domestic
Servitude

22 'unknown' (immigration issues).

NATIONALITIES

27 different nationalities

314 Referrals were from **Eritrean** nationals

NRM REFERRALS RECEIVED - TOTAL 468

433 relate to allegations of exploitation
outside the UK

Remaining 35 alleged exploitation
within Northern Ireland

Outcome 3:
**We Have Engaged
and Supportive
Communities**

Initiatives for Engaged Communities

The Strategic Community Engagement Team

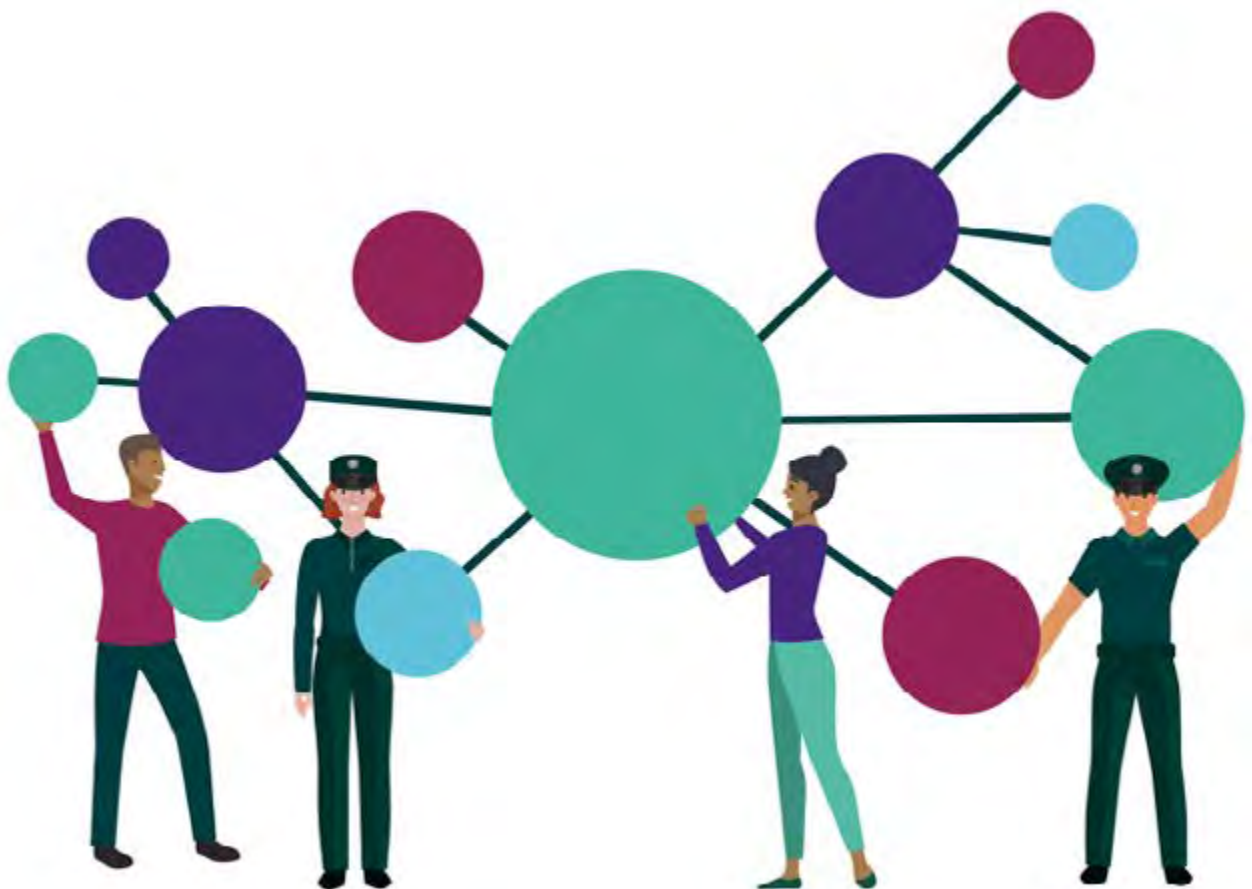
(SCET) has been engaging with a number of communities in an effort to build trust and confidence in policing. The investment in engagement and relationships to date has already led to an improved operational response, allowing us to better understand community sentiment and safety concerns across a range of areas. The re-establishment of community networks has allowed the Police Service to better inform the development of our communications strategies around policing operations, ensuring key messaging reaches its target audience.

Our social media channels are a vital tool in connecting with the community that we serve, appealing for information and keeping people safe. The Police Service of Northern Ireland have launched a survey on social media, which aims to help understand the views of the public and those who view and interact with our social media accounts to help us learn and improve.

Strategic Community Engagement Group

The Police Service has recently established a Strategic Community Engagement Group (SCEG) to develop bespoke initiatives and resources to help deliver a reinvigorated and more proactive approach to engagement with communities and partners. This group includes representatives from District Policing Command, Area Commanders, Public Affairs, Crime Prevention and Early Intervention, HR, Criminal Investigations Branch, Professional Standards and Operational Support. The SCEG has

also been engaging closely with a range of community representatives. The aim of the SCEG is to help enable and encourage greater co-ordination, information sharing and organisational learning in the sphere of community engagement. This will help us adopt a 'whole organisation' strategic approach to community engagement, to continually innovate and improve in delivering the best possible service to all our communities.





Our People, Your Service

The People Strategy 2025

The strategy has five principles embedded and all People Strategy delivery goals are aligned under this umbrella:

- Being Representative and Inclusive
- Resourcing for the Future
- Leading Together
- Serving with Professionalism
- Valuing Health and Wellbeing

A number of actions and measures are allocated against these five principles within the People Action Plan and are supported for delivery via five internal working groups. A number of measures are well progressed and notable achievements to date include the delivery of Health and Safety education and learning events across the whole of Police Service and implementation of the Wellbeing Volunteer Programme. The strategy is owned and informed by the whole organisation.

A further commitment of the People Strategy, was to deliver a cultural audit to inform the delivery of a 'professional and inclusive' working environment. This commenced in December 2021 and will be progressed through the People Action Plan. The aim is to gain a better understanding of the culture that exists within the organisation and deliver a cultural plan that will support modernisation in the interests of public confidence. Engagement with internal and external stakeholders will be central to this piece of work, along with the input of the Policing Board, as our accountability body.



Diversity, Equality and Inclusion

As a key strand of the Policing Plan, we recognise that representativeness and inclusion is a key enabler of legitimacy and public confidence in policing. Yet our ambition is greater than being representative and inclusive; we want to value our officers and staff and ensure they are treated dignity. Through the established partnerships with our minority and diversity staff associations and through the 'Your Voice' Forum we have continued to engage and learn from the experiences of all members of the organisation.

We have developed further opportunities for maximising inclusion within the Police Service through corporate guidance, including the review/establishment of:

Managing Staff with Disabilities Guidance

The purpose of this guidance document is to detail the actions that are required to comply with the statutory duty to make reasonable adjustments. This helps line managers get a better understanding of how they can support their staff.

Dignity at Work

The suite of policies are currently under review.

Exit Interview Process

A new pilot began in October 2021. The purpose of an exit interview is to understand the reasons why people decide to leave and to seek feedback to enable the Police Service of Northern Ireland to improve the experience for others.

Transitioning at Work

The Standard Operating Procedure was approved in November 2021 and aims to outline the support that is available to individuals who are intending to transition or have already began to transition to another gender.

Equality, Diversity and Inclusion

The Equality, Diversity and Inclusion (EDI) intranet police pages were launched in April 2021. The pages represent a collective space for the sharing of ideas, the collation of a knowledge base in the area of EDI and advocate for recognition and empowerment of those who identify with minority groups and/or individual protected characteristics.



The Stronger Together Community of Interest

The first ‘Stronger Together’ workshop was held on the 30 November 2021 to examine the establishment of Stronger Together Communities of Interest to further support the work of the Staff and Support Associations. We want the Associations to feel that they can have their voices heard and play a key role in the co-design, co-development and co-delivery of our service.

Your Voice

Regular meetings are held between the Chief Constable and the Staff Associations, Trade Unions and Networks to give the ‘Employee Voice’ legitimacy and access to decision making.

Disability Support Network

The Disability Support Network was launched in July 2021. This network represents the views of colleagues who are affected by disability, either personally or by caring for a loved one. Awareness raising is a key focus of this group as well as ensuring that colleagues have the opportunity to have their views and experiences heard and enabling organisational and cultural change.

Employee Engagement

The Police Service maintains regular communications and contact with managers and staff through meetings, team briefings, internal blogs, intranet, seminars, circulars, information bulletins and staff newsletters. Internal communications are critical to ensuring that police officers and police staff are well informed of ongoing developments

and are provided with regular updates on the issues that are impacting their working lives.

There are also well established arrangements for formal consultation with recognised Trade Union representatives on significant developments and issues affecting police officers and police staff.

The Police Service of Northern Ireland has launched a number of staff surveys including:

- Occupational Health and Wellbeing (OHW), Mental Health Service (MHS), Movember Organisational Wellbeing Survey February 2022 – which is designed to support the OHW Mental Health Service to strengthen its understanding of mental wellbeing in the organisation and workforce whilst enabling a review of the clinical effectiveness of some of the above interventions in the long term.
- Hybrid Working Survey – launched in March 2022. The aim of this survey was to ascertain people’s experiences of the new ways of working that have been developed during the pandemic and use this to inform our future working practice.
- OHW MHS Workforce Wellbeing Survey March 2022 - To ensure that the Police Service can demonstrate impact, outcome and evidence base the utility of

ongoing work on the wellbeing of staff. The OHW Mental Health Service has been working in partnership with Movember’s evaluation team (The University of Cumbria) to generate a suite of measures to evaluate the individual and systemic impact of the programme.

- Our People, Your Service Survey - Launched April 2022. This survey is designed to collate views and opinions to shape the People Strategy Action plan, to serve as a living commitment to value Our People, Your Service and provide a route map towards a thriving modern organisation.

Autism Awareness

Whilst we are proud of the work we are doing in many areas, a particular highlight of the year was in April, when we showcased our commitment to truly recognising the importance of having a fully inclusive working environment, where people can be themselves and celebrate unique talents and perspectives. It was also an important opportunity to increase our understanding of autism through our Autism Support Group who represent over 200 officers and staff right across the Police Service.

Occupational Health and Wellbeing

In line with the People Strategy, the overarching objective of Occupational Health Services, is to ensure and improve health and wellbeing of police officers and staff through internal initiatives.

Occupational Health and Wellbeing continue to progress recommendations from a thorough internal review of service delivery. Priority has been given to progressing those recommendations that provide the greatest opportunity to improve the timely provision of care, thereby, reducing potential absences and/or facilitating the return to duty.

Key highlights include:

- In 2021 OHW dealt with 781 musculoskeletal fit for work assessments (MSK FFW) which was 40% of the total fit for work referrals
- Average wait times for an initial assessment has been reduced to two weeks – down from 11-18 weeks in previous reporting year.
- 2348 physiotherapy referrals in 2021, 86% referrals offered an appointment within one week.
- Development of an integrated rehabilitation approach incorporating Physical Training Instructors.

- Three month reduction in waiting times for Mental Health Services.

Learning and Development

The Police Service of Northern Ireland understands that investment in the continuous development of our people is also key to creating an empowered, engaged and confident workforce that feels valued and supported. Throughout this reporting period, we have continued to deliver on our learning and development initiatives under three key strands:

- Mandatory and refresher training for all staff;
- Initial training for new and newly promoted police officers and police staff; and
- Leadership and organisational development – supporting and embedding organisational cultural change through leadership and management development, change management approaches, talent management interventions and assisting the introduction of new methodologies, technologies, processes and equipment.

The Police College has also continued its delivery of licensed College of Policing training products in a variety of areas including Crime and Tactical Training.

Police Service Absence Data

The Police Service continues to robustly manage sick absence and has targets for reduction in line with Government policy. Set against a backdrop of the Covid-19 pandemic, the reported average number of working days lost due to sickness for 2021-22 are shown below, including

comparatives. The figures show an overall increase in days lost for police officers, and police staff.

The general increase in absences for 2021-22 is primarily linked to the rise in COVID-19 related conditions. Excluding COVID-19 related absences, there has in fact been a 19.2% decrease in sickness absences on an overall organisational basis in 2021-22 compared to 2020-21.

	Average Working Days Lost 2021-22	Average Working Days Lost 2020-21
Police Officers	16.05	11.14
Police Staff	11.15	7.95

Police Service Composition

On 31 March 2022 there were 7,038 police officers and 2,610 police staff. Of this 2,178 officers and 1,489 staff were female with 2,262 and 525 officers and staff whose community background was identified as Roman Catholic. When comparing this with the formation of the Police Service in 2001, these percentages have increased from 13% female and 8% Catholic representation. Despite the increase in representation from the Catholic community this figure remains static rather than improving.

Professional Standards

In March 2022, we issued our “Statement of Action on Conduct and Standards” signed by the Deputy Chief Constable, the Chief Operating Officer and the Chief Constable. This document highlights that the Police Service operate a policy of zero tolerance for misconduct of a sexual or discriminatory nature. To further reflect how committed we are to addressing misconduct matters, we have made recent changes within our Professional Standards Department in the form of a new

leadership team and an increase in officer numbers. A cultural audit has also been commissioned in parallel with a review of standards and misconduct and our People Strategy is also being embedded across the organisation.

At year end, there are approximately 92 open investigations being progressed by Professional Standards Department Discipline Branch, all of which are classed as Gross Misconduct. 72 of these investigations involve a criminal investigation, and the remaining 20 involve misconduct matters only.

At year end, 42 officers are currently suspended and 64 are repositioned.

Number of Professional Standards Hearings in 2021 and 2022

In 2021 there were nine misconduct hearings. From these, eight officers were dismissed and one officer received a final written warning.

There are currently 25 cases waiting to be heard; 10 have a date for hearing fixed, and 13 are awaiting charges to be drafted and a hearing date to be fixed.

Recruitment

Following an extensive programme of outreach within local communities, our student officer recruitment campaign (Feb - May 2021) received support across the political spectrum and from community, sporting and business leaders. We welcomed the first candidates from this campaign to the Police College on 30 May 2021.

The learning from equality monitoring analysis of campaign resulted in:

- The number of people demonstrating an interest in a future career in policing increased by 10% from the 2018 campaign, with a total of 6,879 applications.
- An increase in the female applicant pool to 40.3%, representing the highest female proportion across the last five recruitment campaigns.
- A marginal increase in applications from the ethnic minority community, at 2.3% compared with 2.0% in 2018.
- An increase in the LGBT+ applicant pool to 7.2%, from 6.1% in 2018.

This year, our police staff recruitment plan encompassed roles at various levels and across a range of specialisms including Corporate Services, Strategic Communication and Engagement, Occupation Health, Learning and Development and in operational support roles such as Call Handling, Dispatch and Crime Scene Surveying. We also launched a large scale Administrative Support Officer competition and continued our commitment to the student placement scheme. We remain focused on increasing the representation of our police staff and will also continue to develop our Join Police Service of Northern Ireland website, which now integrates police officer and police staff recruitment, in order to promote the range of opportunities we have within the Police Service.

We know that new officers and staff provide diverse perspectives, skills and experience which increases our capability to respond effectively to complex policing challenges and add value in communities, now and in the future.

Our most recent Student Officer recruitment campaign launched in November 2021 and it was pleasing to record that around 5,300 candidates applied for this process. Throughout 2021-22, approximately 400 candidates have commenced the Student Officer Development Programme with further appointments planned throughout 2022-23.





Campaigns and Initiatives

Our Campaigns and Initiatives During 2021 - 2022



Stronger Together



International Day of Women and Girls in Science



LGBT + History Month



Hate Crime Awareness Week



Preventing Sextortion



Safer Internet Day



PCTF activity



Op Dealbreaker



Mental Health Awareness Week



Domestic Abuse Awareness Month



Police Service Medal and Medallion



Service Modernisation (Working in Smarter more Intelligent Ways)



Operation Season's Greetings



The Domestic Abuse and Civil Proceedings Act 2021



Road Safety Week



Neighbourhood Policing Week



Spiking Control Strategy



Modern Slavery and Human Trafficking



Scams



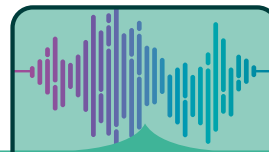
Road Safety



Black History Month



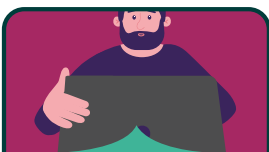
World Day for Cultural Diversity



Deaf Awareness Week



World Autism Day



Sextortion



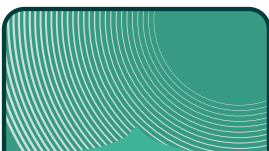
Sexual Abuse and Sexual Violence Awareness Week



Neighbourhood Policing



International Women's Day



International Control Room



International Men's Day



CSE Awareness day



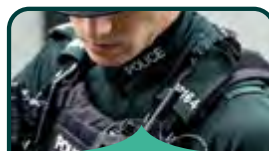
Violence and Intimidation Against Women and Girls



Sexual Abuse and Sexual Violence



World Autism Awareness Month



Our New Operational Uniform



Record for Victims



Key Events 2021-2022



Crime NI

Monthly BBC Crime NI broadcasts were a new feature this year. These episodes, appealing for information about crime matters, provided a unique reach to a large local audience, increasing the accessibility of the Police Service on matters of community concern. A range of public appeals featured including: murder, attempted murder, theft, burglaries and missing or wanted people. Crime NI has demonstrated the value of appealing to the public, in partnership with Crimestoppers, for their support in tackling crime. The contribution of our officers and staff has been invaluable in bringing these episodes to life.



20 Year Anniversary of the Police Service of Northern Ireland

It was with a sense of reflection and pride that we commemorated the 20th Anniversary of the formation of the Police Service of Northern Ireland in November 2021. This provided us with an opportunity to reflect and thank the brave officers and staff of the Police Service of Northern Ireland who, over the past two decades, have worked day and night with determination to keep our communities safe, motivated by the care and compassion that defines public service. The important contribution made by our colleagues in the Royal Ulster Constabulary GC, in laying the foundations towards the policing of today, should not be underestimated.



Excellence in Race Equality Leadership Award

At the end of October 2021, we were pleased to send delegates from the Police Service of Northern Ireland to the National Black Police Association Annual Conference in Luton. The Chief Constable led the delegation and proudly received an award for 'Excellence in Race Equality Leadership'. This nomination was made unanimously by our own Ethnic Minority Police Association (EMPA). Criteria for award nominations was that nominees must have demonstrated excellence in leadership in pursuing race equality within policing, demonstrating proactive and innovative progression of the race agenda in the criminal justice system and improved trust and confidence of staff and communities. This was a proud moment for the Police Service.



Police Federation Bravery Awards

On Thursday 3 March 2022 the Police Federation ceremony took place to reward those officers who have gone above and beyond to make a real difference to individuals and communities across Northern Ireland. In total, there were thirteen regional award winners representative of Police Service of Northern Ireland officers from across all areas and departments. They included examples of outstanding courage and life-saving interventions over a three-year period. The awards were an opportunity to show our pride in policing and to recognise the outstanding dedication and commitment of our officers in preventing harm to people in our communities.



Forward Look

There are a number of forthcoming initiatives planned for the year ahead. We look forward to embedding the following important workstreams:

‘Here for you’ - Our Public Engagement Vision

Communities in Northern Ireland are critical to the provision of effective policing services. Evidence shows that by improving the public’s perception of policing and

increasing trust through positive public engagement, can significantly increase confidence in policing activity and enhance legitimacy. We work on the principles that engagement should enable citizens and communities to participate in policing at their chosen level. It informs and impacts on every area and at every level of policing.

Through our new Engagement Strategy, we are making our public commitment to be ‘Here for you, Here for Victims, Here for Communities and Here for Justice’.

Strategic Community Engagement

5 Key Pillars



HALLMARKS OF NEIGHBOURHOOD POLICING

Context

- Patten Report Recommendations
- Section 31A Police (NI) Act 2000
- HMICFRS PEEL Report (2016)
- Local Policing Review (2019)
- Chief Constable's Priority, 400+ officers
- Original Vision: Visible, Accessible, Responsive & Community focused



The Eight Hallmarks of Neighbourhood Policing

Policing with the Community is central to the ethos and identity of the Police Service of Northern Ireland. Our public commitment to modernise local policing delivery so that it is increasingly visible, accessible, responsive and, above all, community focused, means that we need to continue to evolve our approach to Neighbourhood policing.

Neighbourhood policing provides the way forward for the Police Service of Northern Ireland to increase trust and confidence in policing and enhance community safety. By further integrating local policing within local communities, we can reduce the fear of crime and prevent harm through effective joint problem solving, aligned to our

'Prevention First' Crime Prevention Strategy.

We have been working hard towards our launch of the Eight Hallmarks of Neighbourhood Policing. These define our service approach to neighbourhood policing and will provide a baseline for expectations of local policing delivery, enabling a more consistent approach yet allowing flexibility to understand and meet community need and expectation.

We recognise that whilst policing should always be tailored to the specific needs and expectations of local communities, there are consistent standards that must underpin local delivery. It is important that these standards – or Hallmarks – inform policing delivery consistently and are understood by communities. Our hallmarks are evidence based, informed by national policing guidelines issued by the College of Policing, yet adapted to best meet our local context.



Police Service
of Northern Ireland

THE HALLMARKS OF
**NEIGHBOURHOOD
POLICING**

<p>EMBEDDING THE RIGHT CULTURE</p> <p>We will embed an organisational culture in which all our encounters with the public demonstrate procedural justice, reinforcing the presumption that policing is a fair, impartial and universal service.</p>	<p>HALLMARK</p> <div style="border: 1px solid white; padding: 10px; font-size: 48px; font-weight: bold;">1</div>	<p>HALLMARK</p> <div style="border: 1px solid white; padding: 10px; font-size: 48px; font-weight: bold;">2</div>	<p>ENGAGING NEIGHBOURHOODS</p> <p>We will ensure neighbourhood policing is centred on effective engagement with local communities in neighbourhoods.</p>
<p>BUILDING ANALYTICAL CAPABILITY</p> <p>We will ensure that we have the analytical capability necessary for problem solving and to facilitate an evidence based policing approach.</p>	<p>HALLMARK</p> <div style="border: 1px solid white; padding: 10px; font-size: 48px; font-weight: bold;">3</div>	<p>HALLMARK</p> <div style="border: 1px solid white; padding: 10px; font-size: 48px; font-weight: bold;">4</div>	<p>SOLVING PROBLEMS</p> <p>We will place problem solving and crime prevention at the core of our service. We will use problem solving to deal with locally identified priorities, seeking to reduce harm in our communities and demand on policing by addressing the causes and drivers of crime and anti-social behaviour.</p>
<p>TARGETING ACTIVITY</p> <p>We will ensure policing activity is targeted towards the people and places with the greatest needs based on an informed assessment of threat, risk, harm and vulnerability.</p>	<p>HALLMARK</p> <div style="border: 1px solid white; padding: 10px; font-size: 48px; font-weight: bold;">5</div>	<p>HALLMARK</p> <div style="border: 1px solid white; padding: 10px; font-size: 48px; font-weight: bold;">6</div>	<p>ACCOUNTABILITY</p> <p>We will ensure that there is an effective system for local accountability and two-way dialogue at local electoral ward/boon area.</p>
<p>DEVELOPING OFFICERS AND STAFF</p> <p>We will make sure that initial and continuous professional development is central to each officer's career experience, ensuring that organisational development is evidence based, progressive and in line with contemporary concepts of neighbourhood policing.</p>	<p>HALLMARK</p> <div style="border: 1px solid white; padding: 10px; font-size: 48px; font-weight: bold;">7</div>	<p>HALLMARK</p> <div style="border: 1px solid white; padding: 10px; font-size: 48px; font-weight: bold;">8</div>	<p>DEVELOPING AND SHARING LEARNING</p> <p>We will establish a Neighbourhood Faculty and identify a strategic neighbourhood policing lead, at Chief Officer level, to champion and promote the neighbourhood function across the Police Service.</p>

Violence Against Women and Girls (VAWG) Strategy

In September 2021 Her Majesty's Inspectorate of Constabulary of Fire and Rescue Services (HMICFRS) published a final inspection report on the Police Response to Violence Against Women and Girls. Development of our own Police Service strategy on this important issue commenced in advance of this publication. It is anticipated that this will broadly align to the themes within the recent strategy, published by National Police Chiefs' Council (NPCC).

An implementation group was established with representation from across all Police Departments. Stakeholder feedback was also sought and we aim to launch our VAWG strategy in the Autumn of 2022.

Force Management Statement (FMS)

In May 2022, we will start work on the development of a local version of the G.B. equivalent of a policing 'Force Management Statement' (FMS).

In summary, FMS is a strategic planning process which begins with a detailed self- assessment that is centred on a police service assessing

its short to medium term future 'demand', and then considering how that demand might be met or managed.

The FMS explains:

- The demand the Service expects to face in the foreseeable future;
- The performance, condition, composition, capacity, capability, serviceability and security of supply of the services workforce and the extent to which the current assets will be able to meet expected future demand;
- How the Service will change and improve its workforce, policies, practices and other assets to cope with assessed future demand;
- The effect the Service expects those changes to have and the impact of any residual risk of service failure; and
- The finances available to the Service, or expectations to manage the demand and changes.

We are also in the process of developing an annual strategic assessment (non-statutory) to further inform strategic and operational priorities. This assessment provides an overview of the current and long-term issues affecting, or likely to affect the Service. The strategic assessment is an integral part of the business planning process within the Service and is created to:

- Drive the business of the Service tasking and coordination processes.
- Assist strategic business planning and enable resources to be allocated
- Ensure a co-ordinated response through control strategies/delivery plans and
- Ensure the services capabilities are focused on these agreed priorities

The FMS will be informed by the strategic assessment and its concept for the Service was further discussed with representatives of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS). The current plan is to establish 'phase zero' - which captures the type and level of police information currently available, and our ability to establish current demand levels and/or understand our gaps. Following this, we will develop the first two steps of the HMICFRS process, establishing the difference between current and expected demand, and establishing the current status of the workforce (performance, condition, capacity, capability, wellbeing). In year one it is critical to understand the current baseline and to be aware of 'gaps' in information and/or insight in understanding demand/capacity across all service areas.

Early indications supported by learning from elsewhere suggest the need for further development and investment in skills and capabilities in respect of comprehensive demand and capacity analysis. This will be considered and developed in line with plans for capturing future demand levels, across operational and support service areas. We will update the Board as this work develops.

Race Action Plan

Following the launch of the National Police Chiefs' Council (NPCC) National Race Action Plan, work is underway to finalise our own Police Service response to policing for diverse communities.

The Race Action Plan sets out changes across policing to improve outcomes for Black people who work within or interact with policing.

The aim of the plan will be to address:

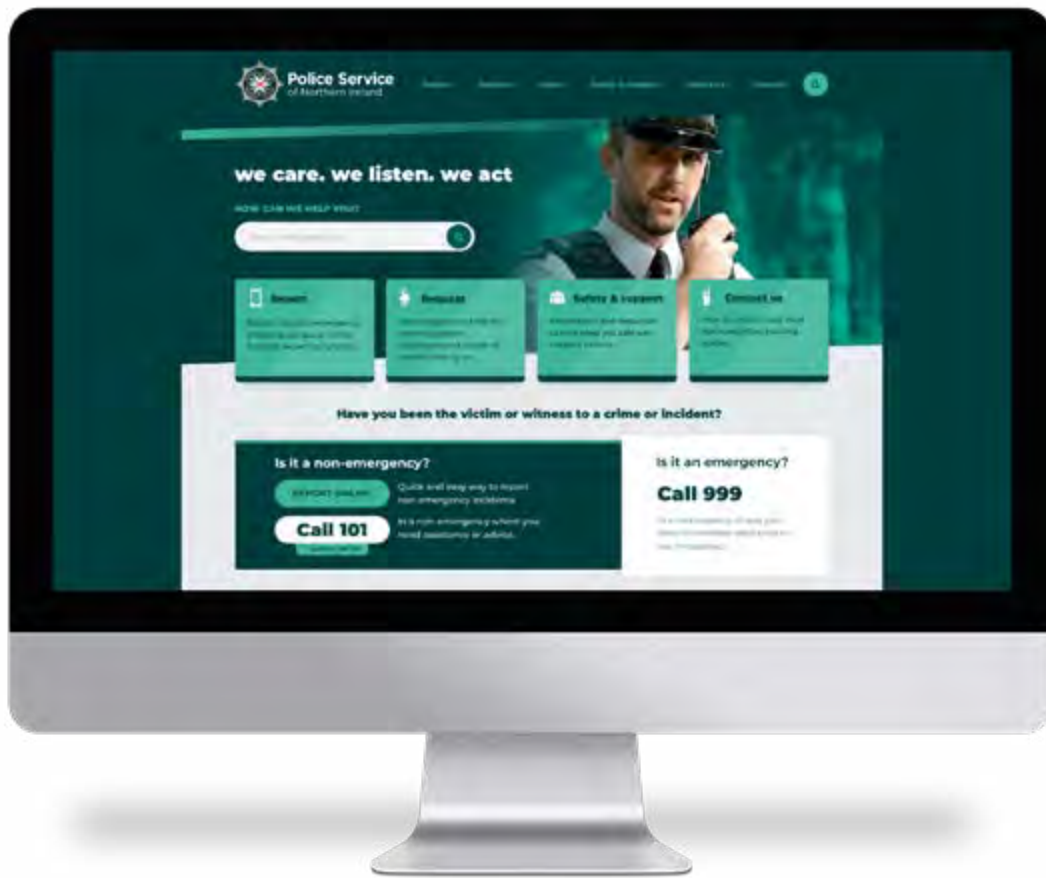
- Disparities affecting Black people
- Lower levels of trust and confidence in the police among some Black people.

Police Website

As part of the Police Service of Northern Ireland's Digital Strategy 2021 and Beyond there is a project underway to replace the existing website. It is planned that the new website will launch late Summer 2022. The project seeks

to modernise not only the way the Service engages with the public, but also how we deliver core services through the digital platform.

The online reporting function has been carefully considered to make it as easy as possible for online users to complete.



Professional Development Review

The Police Service will launch a new Professional Development Review (PDR) as our organisational platform for managing individual performance and development. This reflects our

commitment to professionalising performance management through a culture that encourages the continuous improvement of skills, behaviours and contributions to the workplace by everyone.

Principles and Process Expectations

PDR Principles. PDR is about:



Regular conversations, not just ticking boxes



Assessing and managing your own performance



Your wellbeing, not just your work



being your authentic self and showing respect for others



Showcasing your daily contribution



Your priorities and your progress



Ongoing reflection and review

As we proceed towards a new financial year, as a Police Service, we look forward to working with and for the people of Northern Ireland, delivering a service we can all be proud of.

psni.police.uk

