



Police Service
of Northern Ireland

Accountability Report

Presented at Policing Board Meeting:
11 December 2025



**we care
we listen
we act**

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Chief Constable's Foreword



This month, I present my formal update on **Outcome 2 of the Policing Plan 2025–30: We Have Safe and Engaged Communities with Confidence in Policing**, as set out in the Annual Performance Plan 2025/26.

At its heart, this outcome is about whether people feel safe in their own neighbourhoods, whether they trust us to be visible and responsive when they need us, and whether we work hand in hand with the partners and communities who shape everyday safety. A community focus is not an optional extra for policing in Northern Ireland, it is the foundation of our legitimacy. Policing works best when it is rooted in relationships, when our workforce reflects and is representative of the communities we serve, and when solutions are achieved with those closest to the problem. That is why this outcome matters, and it is why we will continue to build confidence through openness, partnership and visible, accessible policing. I should not need to set out the additional imperative of being visible as a police service in a post-conflict society, however, as the National Audit Office statistics show, in 2010 police funding accounted for 3.8% of total Northern Ireland public expenditure; this fell to just 2.4% in 2023. To protect and reassure our traditional communities and our new and emerging communities from the remnants of conflict in the guise of paramilitary organisations, never mind the modern threats to society of wider crime, we need a properly funded police

service. A community focused police service must be sustainably funded.

I have pressed the case intensively on behalf of the Service to secure the additional funding required to close this year's gap. There are encouraging signs, and our attention is firmly fixed on the outcome of the Monitoring Round later this month. Positive comments have signalled up to £7m to support our Recovery Business Case, alongside a further commitment of £6.7m (or 50%) towards the pay award. These indications are welcome, but with wider public finances under strain there are no guarantees. I ask for the Board's assistance not only to help close this year's gap, but in continuing to voice support for sustainable funding for the years ahead, including unavoidable exceptional pressures such as the data breach claim. Policing is a front line public service and we cannot deliver safer communities on goodwill alone. I will be clear that I am recruiting officers to address the decline and begin the long journey to recovery. That commitment has to be matched by funding support this month.

The Operation Kenova team has now published its final report. I would like to thank Sir Iain Livingstone QPM and everyone involved in the Kenova Team, for the meticulous, professional investigation carried out during nine years of dedicated effort.

I believe Kenova has set the standard for how legacy investigations should carry out oversight, governance, and family and victim engagement. This is a view supported by many of those who gave evidence to the recent Northern Ireland Affairs Committee (NIAC) Inquiry on the Government's Approach to Addressing the Legacy of the Past. It is my hope that Kenova serves as the blue print for future legacy investigations. However, I have concerns that some key lessons of Kenova are not being incorporated in the new Legacy Bill and that some key opportunities to bring closure to legacy families have been missed.

I also want to thank the Kenova families for sharing their experiences so openly with the Kenova team over the past nine years. Most of us can never comprehend the trauma they have suffered over the decades. I am humbled and will be forever grateful for everything they have done to shape, support and inspire the Kenova investigation.

Legacy related pressures continue to pose a significant and sustained challenge. Since 2014, the PSNI has incurred £167m costs in supporting legacy matters, and I anticipate a further £24m will be required this financial year. These pressures are only increasing. The Patrick Finucane Public Inquiry is estimated to cost around £23m over its lifetime and servicing the ICIR and the proposed Legacy Commission, as the legislation currently stands, will require 27 additional staff at a recurring cost of £1.75m per year. There remain 195 unsolved non-terrorist murders from 1996 to 2004 requiring review, and more than 1,100 civil litigation claims remain outstanding. Taken together, these demands place severe strain on a Service already carrying a significant shortfall in officer and staff numbers.

The reality is that funding intended for contemporary policing - neighbourhood policing, investigating increasingly complex digitally enabled crimes such as cybercrime and online fraud, and protecting communities from organised crime and terrorism, is being diverted to meet legacy obligations. This matters not only operationally, but also in providing confidence to all our communities, who rightly expect the police service to be visible, responsive and focused on keeping them safe today. When policing is forced

to fund yesterday's responsibilities from today's budget, the effects are felt in every area of the organisation.

In this context, NIAC's report on the above Inquiry, published at the beginning of this month, is both timely and important. The Committee is clear in its assessment that legacy responsibilities cannot simply be absorbed into an already overstretched policing budget without undermining both the integrity of legacy processes and the delivery of modern, community focused policing. I particularly welcome their recommendation for a new, recurring and ring-fenced Government funding stream to meet our legacy obligations. This is a measured, cross-party proposal that reflects what I have long been vocalising, that policing cannot be expected to carry these historic responsibilities without the stable, long term funding required to do so professionally, transparently and fairly.

Community safety is not just about patrols and arrests. It is about how people feel as they go about their daily lives. Women and girls tell us, often very clearly, that too many public spaces still feel unsafe. That is not a problem they should have to work around, it is a problem we must fix. On average, we receive around 55 domestic abuse reports every day. Research and experience have proven that for those 55 calls to be made to police, a significant number of further incidents will have actually occurred. These are not mere statistics, each call represents fear, harm, and too often children living with that harm. I will continue to use my voice to call this out and back words with action. As I have previously reported, I have commissioned an independent review by Rachel Langdale KC into our organisation's response to domestic abuse, violence against women and girls, and misogyny. Some of the findings will be uncomfortable, that is the point. The best organisations invite scrutiny, learn quickly and improve. These are the standards we are setting for ourselves.

Last month marked 10 years of PSNI's Public Protection Branch. I want to acknowledge the specialist officers and staff who deal every day with some of the most sensitive and complex crimes in policing. Over the past decade, their

work has transformed how we protect victims through improved training and supervision, stronger partnerships with social care and the voluntary sector, and new laws that recognise controlling and coercive behaviour, not just physical violence. I am hugely concerned about the lack of staff in our Public Protection Branch, dangerously low numbers brought about entirely by decisions not to fund policing. These decisions have and continue to put lives in Northern Ireland at risk. It is not my officers and staff who are failing victims, it is those who have reduced our numbers to such levels that we cannot keep people safe.

That said, we will continue to do all we can with what we have. Our Violence Against Women and Girls (VAWG) Action Plan continues to drive meaningful improvement across the Service. Now in its fourth year, the Plan has strengthened our approach to prevention, protection, pursuing perpetrators and preparing for the challenges ahead. We are aligning more closely with national standards, improving how we use data and learning, and embedding changes that will help us intervene earlier and support victims more effectively. Since the Plan began, officers have made significant use of the new legislation to hold offenders to account, including making over 5,000 arrests for domestic abuse, stalking and non-fatal strangulation.

The direction of travel is clear: earlier intervention, better support for victims and firm accountability for perpetrators. We will continue working with partners to modernise how risk is assessed and managed so that no victim is ever overlooked or left without the support they deserve. This is hard, detailed work, but it is here where lives are made safer.

Once again this year, PSNI is taking part in the international '16 Days of Action' campaign, focusing on our 'Power to Change' messaging. We will continue to raise awareness and challenge gender based violence with practical messages for officers and the public to call out misogyny, refer early, think prevention not just response, and remember the impact domestic abuse has on children. Campaigns only matter if they

change habits, so we are driving improvements through better use of risk tools, timely referrals and quality signposting to support at the earliest opportunity.

In the night-time economy, we have launched a 'Project Vigilant' pilot in Derry/Londonderry, aimed at identifying and stopping predatory behaviour before it escalates into a serious offence. Uniformed and plain-clothes officers are working side by side around bars, clubs and transport hubs, intervening early when they see stalking, harassment or other concerning behaviours. On Halloween night alone, there was an arrest for upskirting and several timely interventions that protected vulnerable people, including a child. We will continue to evaluate the pilot scheme and consider a wider formal rollout in 2026. People should be able to enjoy a night out without fear, it really is that straightforward.

Project Vigilant, which includes a temporarily expanded rollout covering Belfast's night-time economy, will also be a key element of our seasonal policing operation, 'Operation Season's Greetings,' now underway. This is a time for family, friends and community, a time that should be filled with celebration, not concern. Officers will be out across Northern Ireland providing a visible presence to keep people safe, deter crime and reassure shoppers, businesses and those enjoying festive nights out. Our focus includes public safety, road safety and tackling violence against women and girls, alongside preventing thefts and antisocial behaviour in busy shopping and nightlife areas. Safer cities and towns and a thriving local economy go hand in hand, and partners such as Retail NI, Translink, the Business Crime Partnership, the hospitality sector and local councils have been integral to planning this operation. I thank them for their support and encourage everyone to do the simple things that matter - secure your home, plan your nights out responsibly, look after one another and report concerns quickly.

As we continue to focus on protecting the vulnerable, I am aware of the recent public interest following the withdrawal of attempted rape charges against two juveniles. Cases of

this nature can understandably evoke strong emotions. It is important, however, that due process is respected. I ask everyone to be mindful of the impact speculation can have, particularly online. Decisions of this kind can be difficult for all involved, and I want to reassure victims that where they do report offences to us, they will be treated with respect, supported throughout and that we will act.

Regrettably, we continue to see further assaults on officers and staff. Recently in Derry/Londonderry, four officers and a custody detention officer were assaulted during attempts to apprehend two violent individuals. One officer suffered a stab wound requiring hospital treatment, while another was saved by their protective equipment when one of the assailants attempted to stab him in the torso. These are not isolated events. Over the past year, there have been more than 2,600 assaults on officers and staff, as well as over 100 incidents where police vehicles have been rammed. These attacks have included pushing, kicking, biting, sexual assault and an incident in which a HIV-positive detainee spat blood directly into an officer's face, an act that has led to months of anxiety and medical treatment.

I want to speak plainly. There is a view in some quarters that assaults are "part of the job." They are not. Our officers and staff are from the community and step forward to serve this very same community. These attacks are not just assaults on individuals, they are an attack on our society. We are responding with practical steps, improved welfare and occupational health support, enhanced evidence gathering processes, and a dash-cam pilot to deter ramming and strengthen prosecutions. However, the underlying issue is simple, this behaviour must stop. I am heartened by the growing focus. The Police Federation for Northern Ireland's 'Let Them Protect' campaign highlights the courage and professionalism of officers and the impact these assaults have on policing and on communities. I welcome the Justice Minister's work on strengthening the legislative response, and I am working closely with the

Lady Chief Justice and criminal justice partners to ensure these crimes are met with the strongest possible action. I will ensure those who attack police officers and staff are pursued and prosecuted for their actions, and do all I can to ensure they are in the best place for them and for society - prison.

I am extremely proud that our focus on wellbeing has been recognised nationally at the Oscar Kilo Awards. These awards recognise efforts to focus on the wellbeing of police officers and staff. We were winner of the Healthy Living category for our 'Watch Your Wellbeing' campaign, runner-up for our 'Supporting Those Who Serve' entry in the Support for Families or Police Leavers category, and highly commended for both our Occupational Health and Wellbeing Team and the delivery of the modified Group Traumatic Episode Protocol. These fantastic achievements reflect the professionalism and dedication of our wellbeing teams and their unwavering commitment to supporting our workforce.

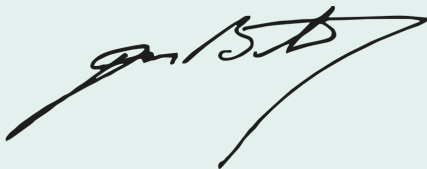
This month, the National Police Chiefs' Council held their quarterly meeting here in Belfast. The purpose of these meetings is to bring together policing leaders from across the UK to address shared challenges, set collective direction and drive progress for the public we all serve. This was the first time the Council has convened in Northern Ireland, which stands as a powerful testament to how far our society has progressed, creating a safer, more supportive environment for police officers to serve openly and confidently, even as we remain mindful of the continued threat that attempts to undermine the importance of our work.

Across the Service, and despite all the challenges, exceptional work continues. Neighbourhood teams have seized drugs, removed electronic scramblers linked to interface disorder, and invested in prevention initiatives such as driver safety sessions for young people. In one case, collaboration with South Yorkshire Police safeguarded a 15-year-old at risk of arranged marriage and ensured she was returned safely to Northern Ireland. In another, careful, trauma-aware

engagement with a vulnerable woman led to disclosures of exploitation, resulting in charges for trafficking related offences. These are the quiet, steady actions that build safer communities.

Detectives in Serious and Organised Crime have disrupted groups who profit from harm, seizing drugs, cash, counterfeit goods and criminal assets. Paramilitary linked criminality remains a blight on many communities. We continue to work closely with partners in the Paramilitary Crime Task Force to degrade the capability of paramilitary groups and protect people from intimidation, illegal money lending and organised drug supply. This is unrelenting and essential work. I literally lose count of the number of officers I reach out to each month who have saved lives or kept someone safe and from coming to serious harm.

Our officers and staff face significant risks and challenges every day, yet they continue to serve with professionalism, courage and a deep commitment to the people of Northern Ireland. Their work, often quiet and unsung, makes a real difference in communities across this country. We will continue to be visible, accessible and responsive, working alongside our partners and the public to keep every neighbourhood safe.

A handwritten signature in black ink, appearing to read 'Jon Boutcher', with a stylized flourish extending from the end.

Jon Boutcher QPM
Chief Constable
Police Service of Northern Ireland

Performance Dashboard

Outcome 2: Community Focused



2.1

Level of Public Confidence in Policing

Good Progress

2.2

The Effectiveness of Working in Partnership with Local Communities and Community Organisations, PCSPs and Statutory Agencies to Provide Solutions to Local Problems

Adequate Progress

2.3

People Feel Safe in Their Community

Adequate Progress

2.4

The Effectiveness in Tackling the Treat Posed by Terrorism, Paramilitaries and Serious and Organised Crime Groups

Adequate Progress

2.5

The Effectiveness in Tackling Repeat Offending

Adequate Progress

2.6

The Effectiveness of Working in Partnership to Reduce Road Deaths and Serious Injury on Our Roads

Adequate Progress

2.7

Working in Partnership to Effectively Tackle Cyber Crime

Limited Progress

Progress Updates Against Impact Measure

2.1 Level of Public Confidence in Policing

Good Progress

Confidence remains resilient and broadly stable, with six in ten respondents expressing positive confidence in PSNI's ability to protect our communities. A continued emphasis on visibility, responsiveness, and a victim-focused practice will sustain and support progress.

Impact Measures

Baselines

- NI Safer Community Telephone Survey Results
 - overall confidence in policing (NISCTS 2023/24)
 - overall confidence in their local police (NISCTS 2023/24)
- NI Policing Plan Survey results
 - confidence in the PSNI's ability to protect the people of NI (NIPPS 2024/25)
 - victims of crime confidence in the PSNI's ability to protect the people of NI (NIPPS 2024/25)
 - confidence in contacting the PSNI if they needed to (NIPPS 2024/25)

Quantitative

Other relevant results from the above surveys relating to confidence including fear of crime and visibility

Qualitative

Initiatives carried out to improve confidence in policing and their results

Comparisons with England & Wales overall, Police Scotland and An Garda Síochána

Impacts

The level of public confidence in policing has improved for communities and victims of crime as measured by:

- NI Safer Community Telephone Survey results
- Policing Plan Survey results

Impact Progress

Our 'Here for You' engagement strategy remains our blue-print for maintaining and enhancing public confidence in policing. Through our monthly Strategic Community Engagement Group (SCEG) meetings chaired by the Deputy Chief Constable we have continued to progress and co-ordinate organisational activity against the five strands of the Strategy.

1. Engagement

PSNI has continued its engagement at a strategic level with a range of communities.

The Strategic Community Engagement Team (SCET), in partnership with the Police College, is developing a Hydra based scenario for community and stakeholder groups that illustrates the day-to-day responsibilities of a Duty Sergeant within the context of current resourcing and the growing complexity of demand on policing. Once finalised, this exercise will be delivered at both community and strategic levels to provide a clearer understanding of operational pressures, competing demands and the decision-making required to balance them.

Reference, Engagement and Listening (REaL) Events

REaL events continue to give the PSNI, partners and communities a practical way to come together, share experience and directly influence both strategic decisions and local problem solving. The most recent REaL event, held in October 2025, focused on the theme of the Victim Journey. The event concentrated on improving the service for victims and brought together community representatives and partners. Discussion focused on building confidence, improving access to support and strengthening outcomes. The learning from the event has been consolidated into a summary report which will shape how we work with victims and communities in future.

Case Study

After the public disorder in Ballymena and other areas in summer 2025, the PSNI held a series of REAL Events to explain our response, offer reassurance and listen directly to those most affected. Particular emphasis was placed on reaching communities from diverse ethnic backgrounds and ensuring they had a clear route to share their experiences.

Cultural Awareness

In person and on-line 'Cultural Awareness Sessions' continue to help us build a more inclusive and community focused policing culture by increasing officers' and staff's understanding of the people and communities we serve.

Generally these cultural sessions look at culture, history, and lived experience, and offer practical advice on sensitive engagement, supporting colleagues and reducing barriers to reporting, supporting our broader aim of building confidence and trust with all communities.

Case Study

The most recent session focused on the Roma community with input from local Roma representatives alongside the first ever UK public office holder from a Roma background, Councillor Nicu Ion (Newcastle). The session was recorded and shared on internal platforms allowing cultural awareness to be spread more widely.

Strategic Communication and Engagement Department

The Strategic Communications and Engagement Department provides strategic communications advice and support across the PSNI. The aim is to build and maintain public confidence and trust in policing.

Engagement is ongoing with a number of production companies to develop documentaries which highlight our work, including crime department and local policing. These will be aired next year. Other documentaries that have recently aired

include “Teen Predator/Online Killer” and “The Crime I Can’t Forget”.

The Department continues to design, develop and promote important public awareness campaigns including our award winning Power to Change campaign, Online Safety, Operation Season’s Greetings, Fatal Five Road Safety and Student Safety. Each campaign uses a multi-channel approach to reach key audiences effectively and features strong creatives with clear messaging and calls to action.

Our campaigns have successfully achieved recognition at the Northern Ireland Social Media Awards, PSNI Problem Solving Awards and the Public Relations and Communication Association Dare Awards.

Maximum use is made of both traditional and online channels to highlight the continued hard work of our Service. Social media channels include X, YouTube, Facebook, Instagram, LinkedIn and Nextdoor and we have over 1.6 million followers. Our social media accounts enable trained officers and staff across the Service to communicate and engage directly with local communities, helping to inform understanding around policing and shape local policing priorities. We regularly review our social media presence and this year took part in the National Police Social Media Survey. Results from this show that 67% of respondents feel that police social media accounts are a good use of police time and 75% of respondents like seeing updates relevant to their local area.

News and media support is provided to officers and staff and on average our news and media desk receives 10,000 calls/queries each year.

Work continues with media and key stakeholders to develop joint campaigns including with PCSPs and government departments to ensure that the public are kept up to date and informed on a range of policing issues.

Public Affairs Team

The PSNI maintains regular, proactive and responsive engagement with elected representatives at all levels, working closely with MLAs, MPs, and an increasing number of local councillors, to address areas of concern, build effective relationships and develop a shared understanding of policing issues. This includes routine face-to-face contact supported by a monthly Political Stakeholder eBrief, which provides updates on key developments and policing campaigns across Northern Ireland.

The Service also engages frequently with Parliamentary and Assembly structures, including the Northern Ireland Affairs Committee and the Stormont Justice Committee, to inform and be informed by political scrutiny and debate. Alongside this, dedicated work on MLA safety processes and related engagement events aims to provide reassurance, and strengthen confidence in policing.

Environmental Scanning

Continuous environmental scanning of the local and national political landscape is used to brief colleagues on emerging issues, ensuring that engagement with political stakeholders is timely, informed and grounded in evidence.

The PSNI also carries out a weekly Strategic Community Impact Assessment (SCIA), using information from district community tension returns and what we hear through engagement at strategic, district and neighbourhood level. This gives commanders a clearer picture of community feeling and helps shape planning, operational activity and key decisions.

Alongside this, the PSNI provides a weekly return to the National Community Tension Team (NCTT), contributing to a wider understanding of emerging risks and issues across the United Kingdom. This regular, two-way flow of information helps us spot potential tensions early, respond proportionately and keep local policing

aligned with regional and national developments.

2. Attraction and Recruitment

Outreach and engagement is embedded within the everyday activities of our police officers and staff in encouraging those from under-represented groups to consider a career in policing.

PSNI is particularly focused on engagement with schools and further education colleges through facilitating district work experience programmes, interview skills workshops and attending a range of careers events, supported by our Minority Support Associations. In addition, the Chief Constable, Deputy Chief Constable and Chief Operating Officer have been visiting local schools to meet with pupils from a range of backgrounds and to encourage policing to be positioned as a career of choice.

In advance of our Student Officer and Custody Detention Officer campaigns going live in January 2026, it is planned that we will have a 'gold' management structure in place chaired by the Deputy Chief Constable to drive organisational and local outreach planning and activity. This engagement will focus on schools, further education colleges, the retail sector, sporting and local community groups.

3. Procedural Fairness

As a Service we place a strong emphasis on human rights and accountability, which are fundamental to how we deliver our functions. The Service has ingrained human rights principles in our guidance, policies and training to ensure we deliver effective and ethical policing in partnership with the communities we serve to build legitimacy, trust and confidence through our delivery.

We remain committed to embedding an organisational culture in which all our encounters with the public demonstrate procedural justice, reinforcing that policing is a fair, impartial and universal service.

Case Study: Service Accountability Panel

The Service Accountability Panel, chaired by Assistant Chief Constable Jones, holds a key role, ensuring oversight and scrutiny of use of a wide range of policing powers including use of force and stop and search. The panel scrutinises the use of powers assessing lawfulness, proportionality and necessity, identifying and recognising good practice along with areas for improvement and organisational learning.

Case Study: Hate Displays

A new Service Instruction has been developed to deal with Public Displays. This provides guidance to Officers, outlining their responsibilities, the considerations they should make and provides a decision making template.

This Service Instruction has been designed in consultation with Committee for the Administration of Justice, it has been reviewed by NIPB Human Rights Advisor and NIPB members with all feedback included in the Service Instruction.

A Section 75 screening exercise was completed in November 2025 including briefing to the Equality Commission.

We continue to work with the Department for Infrastructure and other relevant partners to establish revised memorandums of understanding reflecting our updated policy position.

Case Study: Victim & Witness Immigration status

In January 2026, the Police Service will launch it's new Service Instruction, 'Information Sharing with Home Office Immigration Enforcement: Maintaining Trust and Confidence for Victims, Witnesses and Communities', which outlines an updated process for Home Office Immigration Enforcement (HOIE) referrals. This has been designed to mitigate the potential for victims and witnesses with insecure immigration status refraining from seeking help from police or the proper authorities owing to a perception that they will be deported or their

immigration status otherwise adversely affected.

The purpose of the new Service Instruction is to balance the service's potentially competing statutory responsibilities for keeping people safe while establishing, maintaining and building the trust and confidence of victims and witnesses of crime and the wider community. It has been developed in conjunction with the Commissioner for Victims of Crime NI, the Northern Ireland Policing Board, the Committee on the Administration of Justice, the Migrant Centre NI, The Women's Resource and Development Agency, Belfast Islamic Centre and other minority community representatives, and seeks to ensure that all referrals are proportionate, necessary and have a lawful policing purpose, as well as being compatible with our Code of Ethics, the principles enshrined in the Human Rights Act 1998 and the priorities outlined in the Northern Ireland Policing Plan 2025-2030.

4. Effective Neighbourhood Policing

Neighbourhood policing remains tightly focused on visible, problem solving policing that is rooted in the communities and patrol areas we serve.

We continue to use the Neighbourhood Policing Hallmarks to shape how teams prioritise their time, build relationships and address the issues that cause most harm locally, rather than simply reacting to calls for service. Neighbourhood officers are expected to understand their communities and patrol areas in depth, to work alongside partners and community representatives, and to use evidence and insight to target their activity where it is most needed.

We will protect the core functions of neighbourhood policing – engagement, early intervention and prevention – because they are critical to trust, confidence and long term demand reduction. We continue to believe neighbourhood policing is the bedrock of policing by consent and community policing in Northern Ireland, and it underpins the

legitimacy and effectiveness of the wider Service.

5. Local Accountability

We remain focused on strengthening local accountability by embedding an outcomes based framework for neighbourhood and local policing that makes our commitments to communities clear and measurable.

Each district maintains a local policing plan, developed with its Policing and Community Safety Partnership (PCSP), which translates the Policing Plan outcomes into practical local priorities that are bespoke to the issues that matter most in each community, with clear and agreed measures of success.

These plans emphasise visibility, accessibility and responsiveness, ensuring that officers are here for victims, here for communities and here for justice, and that this is evidenced through both quantitative data and community feedback. PCSPs and other partners are actively involved in reviewing progress, challenging us where necessary and helping to shape problem solving activity

Progress Updates Against Impact Measure

2.2 The Effectiveness of Working in Partnership with Local Communities and Community Organisations, PCSPs and Statutory Agencies to Provide Solutions to Local Problems Level of Public Confidence in Policing



Adequate Progress

Partnership working is enabling tangible engagement, with almost two thirds of respondents perceiving PSNI as engaged with local communities. This is a strong foundation for co-designing local solutions with PCSPs and statutory partners, anchored by neighbourhood policing and problem-solving to convert engagement into sustained long term harm reduction.

Impact Measures

Baselines

- Policing Board Survey results and comparisons with previous surveys
 - PSNI engagement with their local communities
 - PSNI support of local communities
 - involvement with PSNI in seeking solutions to local issues
 - % of people who agree their involvement with the PSNI arrived at a mutually satisfactory solution
- PSNI Neighbourhood Policing Team (NPT) survey results and comparisons with previous surveys
 - NPT effectiveness at engaging local communities in the identification of problems and solutions
 - NPT effectiveness in approach to problem solving
 - Number of NPTs whose work with communities to tackle the issue resulted in the issue being improved/resolved/prevented/unchanged
- NPTs who understand the Hallmarks of Neighbourhood Policing
- Community Policing Survey results and comparisons with previous surveys
 - % of people involved with PSNI in seeking resolution to community issues
 - % of people who agreed their community's involvement with PSNI in resolving issues had increased
 - % of people who agreed their involvement with PSNI arrived at a mutually satisfactory solution
- NI Safer Community Telephone Survey results and comparison with previous surveys
 - % of people who agree that the local police seek views about ASB and crime issues that matter
 - % of people who agreed that these issues are being dealt with
 - % of people who have overall confidence in engagement

Impacts

- PSNI's performance in working in partnership with local communities and community organisations, PSCPs and statutory agencies to provide solutions to local problems has improved as measured by trends in:
 - Assessment of all survey results as above

Impact Progress

Effective partnership working is essential to solving local problems sustainably. Communities want to see police, PCSPs and statutory partners working together, sharing information and taking collective responsibility for long-standing issues that no single agency can resolve alone. There is a challenge in maintaining Neighbourhood Policing capacity and capability. High quality partnerships create better outcomes, build trust and make the most of limited resources.

What We Have done

We have developed a suite of partnership based initiatives that bring together local communities, PCSPs and statutory agencies to co-design solutions that help tackle fraud, promote community safety and improve victim experience:

Case Study: ScamwiseNI Partnership

A multi-agency partnership involving PSNI, financial institutions, Trading Standards, NIPB and a wide network of statutory, community and voluntary sector organisations. Recent activity includes the ScamwiseNI Conference on 6 November 2025 featuring:

- *A keynote by Dr Elisabeth Carter on the psychology of fraud and victim manipulation.*
- *Practical workshops such as a PSNI "cyber escape room", an Ofcom led serious gaming session on scam prevention, and a banking led session on cryptocurrency and investment fraud. These events are used to build joint understanding, align messaging*

and design collaborative prevention responses.

- *Feedback collected via 'Slido' demonstrates overwhelmingly positive engagement and satisfaction among attendees. 100% of respondents stated they would recommend the conference to colleagues and described it as being 'excellent, very helpful and informative'. 100% of respondents found the content and workshops to be relevant and beneficial, citing the Ofcom session and Cyber Escape Room as the standout elements for their hands-on learning and engagement value. The event strengthened shared intelligence, improved consistency of prevention messaging and enhanced the partnerships ongoing capacity to deliver scalable, evidence based solutions beyond the conference. As a result of the events success, NI Cyber Security Centre has agreed to contribute funding to make the conference a yearly event.*

Case Study: VISAV (PSNI Connect) Messaging System

Funded via the Executive Programme on Paramilitarism and Organised Crime (EPPOC), VISAV is currently being implemented with a view to running as a two-year pilot to:

- *Give Local Policing officers, and in time Roads Policing, Public Protection Branch and others, a focused digital channel for reassurance messages, crime prevention alerts and local engagement.*
- *Provide integrated, targeted surveying to capture structured community feedback and measure impact of policing interventions at neighbourhood and organisational level.*
- *Success will be measured through: Engagement metrics (subscribers, message reach), Survey outcomes - showing change in confidence in policing, priority issues and perceived safety/ effectiveness of police in the area. Reduction in repeat concerns tracked through the systems analytics.*

Case Study: Strategic Community Engagement Team - REaL Events

*On 14 October 2025, our Strategic Community Engagement Team (SCET) hosted a Reference, Engagement and Listening events focusing on the **Victim Journey**.*

- *The event brought together the Commissioner for Victims of Crime, PPS, Department of Justice, Hate Crime Advocacy Service, and community representatives.*
- *Showcased work on Violence Against Women and Girls (VAWG), hate crime, the new PSNI Victim Portal and Video Officer Attendance Team (VOAT).*
- *Used victim satisfaction surveys and stakeholder discussion to identify improvements across each stage of the victim experience.*

Collectively, these initiatives will embed partnership working into how PSNI identifies problems, designs responses and evaluates what works.

Why it matters for the community

These approaches strengthen the effectiveness of working in partnership by:

- **Aligning understanding of local threats and harms**

ScamwiseNI enables partners and communities to develop a shared picture of fraud risks, offender tactics and vulnerable groups, making prevention campaigns and local problem solving more focused and credible.

- **Creating genuine two-way dialogue**

VISAV/PSNI Connect will move beyond one way broadcasting to structured, ongoing conversations with communities about priorities, concerns and the impact of specific operations or initiatives. This will support local problem solving with accurate, current information from those most affected.

- **Placing victims and communities at the centre of system design**

The SCET events ensure that key justice partners and community representatives help shape improvements to the victim journey, rather than PSNI acting alone. This builds a shared sense of ownership and responsibility for outcomes, reinforcing confidence that agencies are working together, not in silos.

- **Building trust and legitimacy through visibility and responsiveness**

Joint conferences, listening events, tailored messaging and follow-up surveys all demonstrate that PSNI is listening, adapting and feeding back (“you said, we did”). This visible responsiveness is central to community confidence and willingness of PSNI to work with partners on local solutions. During REaL events, feedback is sought via Slido surveys. Community briefings across 2025 have highlighted a positive acknowledgement around the work carried out by PSNI.

Benefits to the public

For local communities, PCSPs, and community/voluntary organisations, the combined benefits are:

- More effective fraud prevention and protection of the vulnerable.
- Consistent, credible messaging on fraud across banks, regulators, PSNI and community groups via ScamwiseNI.
- Practical tools (e.g. cyber escape rooms, serious games) that help people recognise and resist scams in real world scenarios.
- Earlier identification and intervention opportunities through shared learning and aligned prevention campaigns.
- More targeted and responsive local problem solving.
- VISAV (PSNI Connect) will allow for tailored alerts and engagement at street, neighbourhood or thematic level (e.g. a

specific scam trend, local ASB hotspot, road safety concern).

- Officers will be able to use near-real-time feedback to refine operations, adjust patrol patterns and co-design problem solving activity with PCSPs and local partners.
- PSNI will have access to ongoing data collection and feedback loops within VISAV (PSNI Connect). It provides a long term, self-sustaining engagement model with the opportunity for Districts to run recurring surveys to gain real time insights.
- Improved victim experience across the justice journey.
- SCET events drive improvements in communication, accessibility and support, informed directly by victims, advocates and justice partners.
- Initiatives such as the Victim Portal and VOAT (highlighted at the events) are designed to make it easier for victims to get updates, ask questions and feel supported.
- Communities will see that feedback is taken seriously, helping to reduce secondary victimisation and encouraging future reporting.
- Greater visibility of partnership effort.
- Communities can see PSNI working side-by-side with banks, regulators, advocacy groups, PCSPs and other agencies, rather than acting in isolation.

This reinforces the message that complex local problems (fraud, Paramilitarism linked harm, hate crime, VAWG) are being tackled collectively, using the full range of local and regional resources.

Progress Updates Against Impact Measure



Adequate Progress

2.3 People Feel Safe in Their Community

Feelings of safety are high and stable, with nine in ten respondents reporting they feel safe in their community. In order to maintain momentum in this area PSNI will continue to focus on the most vulnerable areas and promote reassurance for recent victims to close residual gaps.

Impact Measures

Baselines

- NI Safer Community Telephone Survey Results
 - % respondents who feel unsafe/very unsafe walking alone in area after dark (NISCTS 2023/24)
 - % respondents who feel unsafe/very unsafe alone in home at night (NISCTS 2023/24)
- NI Policing Plan Survey Results
 - % respondents who feel unsafe/very unsafe in the community they live in (NIPPS 2024/25)
 - % respondents who feel unsafe/very unsafe in their local town centre (NIPPS 2024/25)
- Trends and levels of response times for calls for service

Quantitative

- The median (typical) arrival times for emergency (999) calls

- The median (typical) arrival times for priority (101) calls

Qualitative

- Initiatives carried out to improve community safety and responsiveness and their results
- People feeling safe in comparison with other similar police services eg England & Wales overall

Impacts

- People feel safer in their communities as measured by trends in:
 - NI Safer Community Telephone Survey and Policing Plan Survey results
- PSNI's response times

Impact Progress

PSNI response times to emergency and priority calls continue to meet the Service Level Agreement parameters and have demonstrated improvement over the past year. Feeling safe in one's community is fundamental to wellbeing and public confidence. It is shaped not only by crime levels, but by visible patrol, local engagement, the condition of public places and how quickly people can access help when needed. Anti-social behaviour, complex vulnerability in public spaces, variable perceptions of safety between demographic groups, and pressures on response capacity continue to test us as a Service. Improving feelings of safety requires visible policing, targeted prevention, and coordinated local problem solving across partners.

What we have done

PSNI has introduced two complementary initiatives that work directly with communities and partners to tackle violence and fear of violence in public spaces, with a particular focus on women's safety in the night-time economy and on local streets:

Case Study: Project Vigilant, Night-Time Economy Safety

Project Vigilant is a preventative policing initiative targeting predatory behaviour in the night-time economy. Originating in Thames Valley Police, it has been adopted by PSNI as part of the wider strategy to tackle Violence Against Women and Girls (VAWG). The model combines:

- *Plain clothes officers proactively identifying suspicious or predatory behaviour around licensed premises and public spaces.*
- *The deployment of uniformed officers alongside those in plain clothes to intervene quickly where risk is identified.*
- *Close partnership with venues, security staff and local agencies to share information, support potential victims and shape safer operating practices.*

- *PSNI will continually monitor, record and review operational activity and outcomes. Project Vigilant launched in Derry City & Strabane on 31 October 2025, resulting in six positive interventions and one arrest on the first deployment.*
- *Data analysis post deployment in Derry City & Strabane on Halloween shows that there were fewer reports of sexual assaults this year when compared with previous years and, those reported were dealt with quickly.*
- *A Terms of Reference has been developed for analysis which provides a benchmark to measure success of the project.*

Case Study: Safer Streets – Walk and Talk and Geoportal App

Under the Safer Spaces pillar of the VAWG strategy, PSNI has developed an internal geoportal application now available to all officers to support Walk and Talk events. These locally organised walks, attended by police and community members, allow:

- *Participants to highlight places where they feel unsafe (e.g. derelict buildings, poor lighting, river paths, abandoned vehicles).*
- *Officers to upload concerns directly into the app, creating mapped problem locations and an auditable record.*
The app's audit feature tracks referrals to partners, such as councils or other agencies, for action on environmental issues. Three Walk and Talk events have been held in Ballymena to date, each with around 20 participants, resulting in practical changes including repaired lighting, council notices on abandoned vehicles and reports on derelict properties.

Together, Project Vigilant and Safer Streets demonstrate a mix of proactive operational activity and community-led problem solving aimed at making public spaces safer.

Why it matters for the community

These initiatives are directly linked to whether people feel safe in their community, particularly when out at night or moving through shared public spaces:

- **Addressing real and perceived risk in the night-time economy**

Project Vigilant focuses on behaviours that often precede serious harm (harassment, stalking, spiking, targeting intoxicated or isolated individuals). By intervening early, visibly and in partnership with venues, PSNI helps reduce both actual risk of victimisation and the fear of predatory behaviour, particularly among women and younger people.

- **Giving communities a voice in shaping safer spaces**

Safer Streets Walk and Talk events invite residents to show officers exactly where and why they feel unsafe. This co-production of problem locations (paths, alleys, derelict buildings, under lit areas) makes the link between local experience and practical action explicit, strengthening trust that PSNI and partners are listening and responding.

- **Turning feedback into visible action**

The geoportal app and audit trail mean that community concerns do not disappear after a walk; they are recorded, referred, and tracked. When lighting is repaired or vehicles are removed, people can see that their input has led to change, reinforcing confidence that reporting safety concerns is worthwhile.

- Survey data (pre and post event) where possible, will track how safe people feel in specific locations and in the wider area.
- Qualitative feedback from Walk and Talk participants and community groups will allow PSNI to understand and report on whether any changes have made a difference to how safe they feel.

- **Embedding partnership problem-solving**

Both initiatives work through and with partners: local councils, venue operators, security staff and other statutory bodies. This shared approach helps ensure that policing is not acting in isolation but is one part of a wider effort to make streets, venues and public spaces safer and more welcoming.

Benefits to the public

For people living in, working in, and visiting local communities, the combined benefits include:

- Safer nights out and reduced risk of harm.
- Increased detection and disruption of predatory behaviour in nightlife settings.
- Greater reassurance that PSNI and venues are actively watching for and responding to risk, rather than only reacting after serious incidents.
- Clearer pathways for potential victims to seek help quickly in busy environments.
- More secure and welcoming public spaces
- Environmental problems (derelict sites, poor lighting, abandoned vehicles, unsafe river paths) identified through Walk and Talks are logged and addressed.
- Visible environmental improvements contribute to reduced fear of crime and a greater willingness to use public spaces, especially after dark.
- Stronger trust and engagement.
- Community members are invited to walk their streets with officers, point out concerns, and see follow through. This builds relationships and reduces perceived distance between police and public.
- Those most affected by safety issues, particularly women and girls, have a direct role in shaping the policing and partnership response.
- Targeted use of resources where they are most needed.

- Insights from Project Vigilant deployments and Safer Streets mapping help PSNI and partners focus patrols, licensing engagement, and environmental interventions on specific locations and times where risk is highest.
- This targeted approach supports better outcomes for communities and more efficient use of limited resources.

Collectively, these benefits contribute to people feeling and being safer in their communities, a core outcome of the Violence Against Women and Girls strategy and local policing plans.

Collating and reporting on feedback from partners and participants provides assurance that Project Vigilant and Safer Streets are not only reducing specific risks, but are also improving how safe people feel in their communities, through visible partnership based action.

Progress Updates Against Impact Measure

2.4 The Effectiveness in Tackling the Threat Posed by Terrorism, Paramilitaries and Serious and Organised Crime Groups



Adequate Progress

Over the reporting period, there has been a reduction in the number of OCGs, and an increase in the level of harmful commodities seized. NIRT related activity is decreasing.

Impact Measures

Baselines

- Number of OCGs disrupted in the following categories (i) minor (ii) moderate (iii) major as at 31/03/25

Quantitative

- Number of OCGs currently being investigated by PSNI
- Number and % of OCGs with paramilitary links
- Performance output of the Paramilitary Crime Task Force
- Number of people charged and reported in connection with OCGs
- Number of security related deaths
- Number of shootings, bombings and paramilitary style attacks
- Number and % of security related arrests under S41 of the Terrorism Act 2000
- Number of persons subsequently charged as a result of these arrests

- Overview of activity against Drugs threat

Qualitative

- Assessment of the capacity and capability of OCGs and paramilitaries
- Assessment of the impact of major disruptions to OCGs and paramilitaries
- Assessment of the threat caused by terrorism
- Initiatives carried out to tackle the threat caused by OCGs

Impact

- PSNI's performance in reducing the level of threat posed by terrorism, paramilitaries and OCGs has improved as measured by trends in:
 - Level of threat and risk posed by OCGs
 - No of people charged and reported in connection with OCGs
 - No of major disruptions
 - Reduction in terrorist threat and activity

Impact Progress

- **Level of threat and risk posed by Organised Crime Gang's (OCG)**

Whilst the risk of threat posed by Terrorism, Paramilitaries and OCGs will always have an impact on our communities, significant work is done to prioritise those who represent the highest risk through our OCG management board and using MoRiLE, a risk assessment tool. There has been a reduction in the number of OCGs investigated.

- **Number of people charged and reported in connection with OCGs**

By May 2025, 198 charge and reports were recorded in connection with OCG investigations, representing a 34% reduction on the previous year of 300.

- **Disruptions**

Whilst annual comparisons for arrest have reduced, the level of harmful commodity seized has increased along with the number of disruptions. This is indicative of our targeting of high harm OCGs and is despite the backdrop of reduced resourcing levels across all areas of business. There has been a reduction in other key performance indicators year on year which could impact risk, reduction in weapons & firearms seized and reduction in adults safeguarded. An increase was reported in relation to the number of children safeguarded.

- **Terrorist threat**

Northern Ireland Related Terrorism activity is decreasing, however the threat level is assessed as SUBSTANTIAL; attack is likely. We are seeing an increase in Extreme Right Wing Terrorism (ERWT) and international terrorism cases.

- **Capacity and capability of Organised Crime Groups is assessed on an individual basis through MoRiLE.**

- The number being investigated has fallen, reflecting both the dynamic nature of organised crime and the continued effectiveness of enforcement activities.
- Successful disruptions have effectively dismantled criminal networks, removing their capacity to operate at the same level.
- In October 2025, during a month long intensified period of action, six searches were conducted under warrant. This led to one arrest and the issuing of two Community Resolution Notices. In addition, there were seizures of £425,000 cash, £41k worth of drugs, £18k of counterfeit goods, 20,000 cigarettes. There were implemented asset freezes over £110k of suspected criminal finances and 60 premises visited .



Focus Area Alignment

Overall impact – Organised Crime Groups	• 8 major • 35 moderate • 177 minor
Paramilitary Crime Task Force (PCTF) activity	• 22 arrests • 17 people charged/reported • 34 searches • Drugs with an estimated street value of over £3,878,595m
Drugs	• Drugs with an estimated street value of £12,316,471m seized by Organised Crime Branch
Criminal Use of Firearms	• 1 shooting incident • 2 firearms recovered by police • 201 rounds ammunition seized
Child Sexual Abuse and Exploitation	• 12 children no longer deemed at risk of Child Sexual Exploitation • 45 Persons of Concern identified
Modern Slavery & Human Trafficking	• 348 National Referral Mechanism referrals received • 4 persons arrested • 2 searches conducted
Cyber crime	• 240 engagements with local victims of cyber crime (businesses and individuals) • 50 Cyber Protect engagements with local organisations • 21 Cyber Prevent presentations and 8 engagement sessions with education institutions and departments
Money Laundering	• Cash seizures (POCA) totalling £171,855 • Account Freezing Orders totalling £1,362,004m • 8 Confiscations totalling almost £200k • 6 restraints granted with a value of over £1m

Case Study

On 14 November 2025, Brendan O' Callaghan appeared before Belfast Crown Court, in connection with drug offences linked to EncroChat, an encrypted phone network used by criminals. The investigation and subsequent sentencing stems from Operation Venetic which, led by the National Crime Agency (NCA), was a collective UK law enforcement response to dismantle EncroChat.

He was sentenced to five and a half years – half to be served in custody and half on licence. The court has also imposed a Serious Crime Prevention Order.

EncroChat is an encrypted communication channel used by organised crime groups to plan illegal activity, such as drug importation and the movement of cash. Brendan O' Callaghan's arrest followed searches of a property in Crossmaglen in 2019 and 2020 and subsequent investigation by detectives from Organised Crime Branch. He was charged with, and has pleaded guilty to, 16 offences. The list includes criminal property offences, such as Conspiracy to Transfer Criminal Property and Transferring Criminal Property. Drug offences relate to Class A, B and C drugs and included, Offering to Supply Class A, namely Cocaine and Being Concerned in the Supply of a Class A Controlled Drug, namely Cocaine.

Throughout the case PSNI worked closely with partners, including prosecutors from the Public Prosecution Service and the National Crime Agency. The latter collaborated with Europol and French authorities to gather evidence, which was in turn shared with, and used to assist, our investigation. It is thanks to such collaborative efforts, backed up the digital forensic evidence recovered by detectives from the Police Service's Cyber Crime Centre, that we were able to bring Brendan O'Callaghan before Court.

Progress Updates Against Impact Measure

2.5 The Effectiveness in Tackling Repeat Offending



Adequate Progress

A prevention first, problem-solving approach supported by targeted offender management and multi-agency pathways is working to reduce repeat offending. A scalable, data-driven approach and swift outcome management offer clear pathways to maintain focus and embed long-term reductions

Impact Measures

Baselines

- Trends and levels of repeat offending compared to 5 year average
 - Number and rate of Repeat Offenders of all crime at 31/03/25

Quantitative

- Number of Repeat Offenders linked to over 6, 10, or 20 crimes
- Demographic of Repeat Offenders
- Types of crime committed by Repeat Offenders
- Number of Repeat Offenders managed by Reducing Offending Unit (ROU)

Qualitative

- Initiatives carried out to tackle repeat offending
- Report on PSNI management of sexual and violent offenders

Impact

- PSNI's performance in tackling repeat offending has improved as measured by trends in:
 - No and rate of repeat offenders
 - No of Repeat Offenders linked to over 6, 10, or 20 crimes

Impact Progress

Repeat offending places additional potential harm on victims and communities as well as increased demand on police resources. A small number of individuals often cause the most significant harm, and reducing that harm requires coordinated intervention, strong partnership working and effective offender management.

Our aim is to break cycles of reoffending through early intervention, targeted enforcement, problem solving and support for those willing to change. Many repeat offenders have complex needs, including addiction, mental health and unstable living situations, which require wider public service support. By focusing on this cohort, we can support meaningful reductions in harm and improve victim and community confidence.

What we have done

PSNI and criminal justice partners have strengthened their joint approach to tackling repeat offenders through Reducing Offending in Partnership (ROP) and a new Children and Young People ROP Pilot Protocol:

Case Study: Reducing Offending in Partnership (ROP)

ROP is a collaborative arrangement between PSNI and statutory criminal justice partners designed to bring an evidence based, multi-agency response to the most persistent and prolific offenders. Key features include:

- Identification and management of offenders at high risk of repeat offending. Targeting this cohort means fewer victims and reduced repeat demand on policing.*
- Allocation of a designated officer within our Reducing Offending Units (ROUs) to each individual on the ROP list, responsible for investigation and timely case file preparation when reoffending is suspected.*
- Regular information sharing and joint problem solving to reduce risk and likelihood of reoffending.*

- We record the number of individuals managed under ROP (adult and youth), by area and offence profile. As at October 2025, the number of repeat offenders is 2,759 which accounts for 21.3% of all offenders.*
- ROP combines swift criminal justice action (including proactive use of charge and remand where appropriate) with a broader problem solving approach that seeks to address root causes of offending through targeted referrals and support.*

Case Study: ROP - Children and Young People Pilot Protocol

New joint guidance has been developed between PSNI and the Youth Justice Agency (YJA) for the supervision of children and young people involved in persistent offending, underpinned by a distinct child-centred approach. Key elements are:

- Each child managed within Repeat offender Unit's is assigned a designated officer, who acts as the dedicated investigating officer for that child and leads on a Case Management Plan aimed at discouraging offending, promoting stability and support, and coordinating proactive interventions.*
- A clear referral mechanism for both PSNI and Youth Justice Agency to nominate children and young people for ROP consideration, including alignment with Enhanced Case Management (ECM) for those with complex needs.*
- Joint ECM/ROP meetings to consider referrals, ensure that child criminal exploitation is examined as a contributing factor where relevant, and tailor Case Management Plans accordingly.*
- Workshops took place in Enniskillen and Belfast in September 2025, and the pilot formally commenced on 1 October 2025 in Belfast, Mid Ulster, and Fermanagh and Omagh for an initial 12-month period.*

Together, ROP and the Children and Young People Pilot create a more structured, accountable framework for managing repeat

offenders, with clear roles, shared information and coordinated interventions. Outcomes of joint meetings will assist in informing progress of the pilot.

Changes in repeat victimisation rates and local crime patterns associated with ROP managed offenders will have a positive impact on community confidence.

Why it matters for the community

The effectiveness of tackling repeat offenders is central to how safe communities feel and how fair they perceive the justice system to be:

- **Targeting those who cause disproportionate harm**

A small cohort of persistent offenders often accounts for a high volume of crime and community harm (e.g. burglary, theft, violence, antisocial behaviour). By focusing shared attention and resources on these individuals, ROP directly addresses the people most likely to commit further offences, reducing repeat victimisation and local crime pressure.

- There were 3,171 repeat offenders at 31 March 2025 and a rate of 22.3%, since this date the number of repeat offenders has reduced by 412 to 2759 in October 2025.

- **Delivering swift, consistent consequences for reoffending**

Having a designated officer and shared information means that when a ROP managed offender is suspected of new offences, investigations and case files can proceed quickly and consistently. This improves community confidence that reoffending is taken seriously, that offenders are held to account, and that crime is not allowed to escalate unchecked.

- **Addressing underlying causes to break the cycle of repeat offending**

ROP is not solely enforcement focused. Partners jointly identify and respond to factors such as substance misuse, mental health, housing instability, and exploitation.

For children and young people, the pilot protocol emphasises welfare, stability and early intervention, recognising that tackling these drivers is critical to long term reductions in reoffending.

- **Protecting children from exploitation and long-term harm**

The child and young person protocol provides a forum for officers and YJA staff to consider child criminal exploitation and to assess the drivers (and root causes) leading to persistent offending. This recognises that some children who repeatedly offend may themselves be victims. Tailoring Case Management Plans with this in mind improves both safeguarding and the prospects of diverting them away from criminality.

Benefits to the public

For victims, communities and local partners, the ROP arrangements and the children and young people pilot deliver:

- Reduced repeat victimisation and local crime impact.
- Effective management of prolific adult offenders means fewer repeated break-ins, thefts, assaults and associated antisocial behaviour in affected areas.
- Swift charge and remand, where appropriate, denies opportunities for further offending, providing immediate relief for communities and individual victims.
- More predictable and trusted justice outcomes.
- Timely, high quality case files, informed by shared agency information, support more consistent and robust court outcomes.
- Communities see that known repeat offenders are being actively managed, not allowed to drift between agencies, which can strengthen trust in policing and the wider justice system.
- Better outcomes for children and young people.

- A single designated officer and a structured Case Management Plan increase continuity and reduce duplication, helping children and families know who is responsible and what support is available.
- Access to ECM and other support pathways for those with complex needs provides alternatives to purely punitive responses, with a greater chance of breaking long-term cycles of offending and victimisation.
- Safer communities through prevention as well as enforcement.
- Multi-agency problem solving (e.g. linking offenders to addiction services, housing support, education/training) addresses the conditions that sustain repeat offending.
- Considering child criminal exploitation as a routine part of ROP for young people improves the system's ability to identify and disrupt those who are exploiting children to commit crime, thereby enhancing community safety more broadly.

Overall, communities benefit when the individuals most likely to offend again are managed in a way that is firm, fair and joined up, reducing repeat crime while supporting those who can change.

Monitoring and reporting metrics on the work of ROP and the Children and Young People Pilot will give the Policing Board and public assurance that these initiatives are effectively tackling repeat offenders, reducing harm, and supporting safer, more confident communities.

Progress Updates Against Impact Measure

2.6 The Effectiveness of Working in Partnership to Reduce Road Deaths and Serious Injury on Our Roads

Adequate Progress

Whilst KSI data in recent years has rightly caused alarm, there are already positive signs in 2025 with reductions in reported collisions, KSIs and, importantly, fatalities. PSNI continue to have Road Safety as an organisational priority and there is a large amount of working being progressed to maintain the focus on reducing road deaths and serious injuries on our roads.

Impact Measures

Baselines

- Trends and levels of those killed and seriously injured in Road Traffic Collisions compared to last 10 years
- Number of total collisions as at 31/03/25
- Number of people killed in fatal road collisions as at 31/03/25
- Number of people seriously injured in RTCs as at 31/03/25

Quantitative

- Number of people killed and seriously injured in RTCs involving “The Fatal Five”:
 1. Drink or Drugs;
 2. Careless Driving;
 3. Phone;
 4. Seatbelt; and
 5. Speed.
- Number of motoring offences by disposal type:
 - Fixed penalty notice;
 - Endorsable fixed penalty notice;
 - Speed awareness course;

- Safer driver course; and
- Referred for prosecution.

Qualitative

- Initiatives carried out in partnership to reduce road deaths and serious injury on our roads.
- Report on Progress of PSNI contribution to the NI 2030 Road Safety Strategy

Impact

- PSNI response to working in partnership to reduce road deaths and serious injury as measured by trends in:
 - Reduction in road deaths
 - Reduction in serious injury
 - Comparison with other similar services

Monthly Breakdown of Fatal RTCs														
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Year to Date
2023	4	5	4	6	14	2	5	6	3	3	9	10	71	61
2024	2	7	6	6	6	7	3	3	8	5	6	10	69	59
2025	5	3	2	4	4	5	4	4	7	3	6	0	47	47

Impact Progress

The table above shows the monthly break down of deaths as a result of Road Traffic Collisions over the last three years. After a small decrease in 2024 and as we approach the end of 2025, we are seeing a notable decrease of 12 deaths on our roads as compared to the same period last year.

While we welcome this decrease, we are acutely aware that the festive period can often lead to an increase in the numbers killed on our roads. During December we launched our annual Christmas Drink Drive campaign and promote messaging on the dangers of drink (and drug) driving and the fatal consequences that driving whilst under the influence of drink or drugs can have.

Road safety is a vital part of keeping communities safe. Reducing deaths and serious injuries requires strong partnership working across enforcement, education and infrastructure. Police visibility, targeted operations and a clear focus on high risk behaviours remain essential to protecting the public.

The challenge is sustaining Roads Policing presence in the face of competing demands, entrenched driver behaviour and the need for sustained investment. Strong, coordinated road safety activity demonstrates our commitment to prevention, saves lives, and reassures communities that we are addressing one of the most visible harms in everyday life.

We will continue to work closely with statutory partners, such as the Department for Infrastructure (DFI), to ensure that we do all

that we can to not only highlight the dangers of engaging in behaviours that increase the risk of death or serious injury on our roads, but also to detect such dangers on our roads and to maximise the use of criminal justice outcomes to those who continue to exhibit the “Fatal Five” behaviours that lead to so many deaths on our roads.

In light of our current resourcing pressures, collaborative working is increasingly important in fulfilling our objective of keeping people safe on our roads. We continue to build robust relationships and work closely with key statutory partners such as the business sector, policing colleagues in An Garda Síochána and the local community, to maximise every opportunity to improve safety on our roads.

Examples of working in partnership include;

- Creation of the Strategic Road Safety Forum.
- Links to National UK Road Safety Forum.
- Working with DFI to progress changes to drink / drug thresholds and to increase speeding fines.
- Partnerships with Business In The Community (BITC), U105 Radio and Crimestoppers.
- Working with Department for Infrastructure (DFI) / Department of Justice (DoJ) / Police and Community Safety Partnerships (PCSPs) to explore the coordination of Speed Indication Devices (SIDs).
- Seeking funding opportunities for road safety events.

The challenging operating environment has resulted in a reduction in the number of officers within our Road Policing Unit. While we remain cautiously optimistic that additional funding may be secured, the reality of the need to operate with fewer officers has required us to adapt and tackle increasing road safety challenges with fewer officers on the ground.

Increased deployment of safety camera vans, improved use of technology and intelligence has helped us maintain progress in tackling road safety. We are also maximising our use of social media to increase the message around road safety.

Legislative changes and related implementation are required in terms of the graduated driving licence, drink-driving (a proposed reduction in legal limits), drug thresholds (in line with the approach in England where thresholds per drug have been confirmed), and an increase in the fine value for excess speed. All these initiatives are currently with DFI, and we have provided our recommendations supporting legislative change.

Case Study: Op Lifesaver

This is our new approach to speeding official launched in April 2025, with follow up days of action being held in August and October 2025. The days of action featured targeted Op Lifesaver patrols and an increased deployment of Road safety Vans by our colleagues in the NI Road Safety Partnership. Over the six days this operation has ran, these focused deployments resulted in the detection of over 3,912 motoring offences, 3,514 of which were speeding offences.

As well as the operational aspect to Op Lifesaver, a detailed internal and external communication plan was implemented to highlight focus on the operation. This included Op Lifesaver graphics being displayed on prominent TV billboards across Belfast, as well as on social media, which was funded by the NI Road Safety partnership.

In partnership with the DFI the Op Lifesaver logo was also displayed on all motorway gantry signs.

Case Study: Op Insured

Op Insured was our response to the National Operation Drive Insured, a UK wide policing operation that is specifically targeted towards vehicles being driven without insurance. It involved a week long operational focus and included targeting uninsured drivers, utilising targeted patrols, patrols, use of Automatic Number Plate Recognition (ANPR) systems and additional patrols.

To mitigate financial and resourcing pressures, we continue to explore ways of working with statutory partners, outside agencies and the business sector to promote road safety. A recent example is the securing of a contribution of £2,500 from the Motor Insurance Bureau, that was used specifically to provide additional road safety resources to be deployed during the week of the Op Insured campaign.

As a result officers made over 107 detections for no insurance and over 58 vehicles seized.

Progress Updates Against Impact Measure

2.7 Working in Partnership to Effectively Tackle Cyber Crime



Limited Progress

This area of business requires significant investment and is undergoing transformative work to increase capacity and throughput, and maintain capabilities of ever advancing technologies

Impact Measures

Baselines

- Baselines for online fraud, ransomware and sextortion to be developed in year 1

Quantitative

- Cyber crime
 - Volumes of crime by type – fraud, ransomware, sextortion
 - % of crimes with a criminal justice outcome
 - NI Safer Community Telephone Survey results

Cyber-Enabled Crime (eg retrieval and examination of digital devices):

- Average wait time for seized devices awaiting processing

Qualitative

- Initiatives carried out in partnership to tackle cyber crime
- Initiatives to help improve reporting by victims in particular young people

- Initiatives to improve the effectiveness of the policing response to cyber crime

Impact

- PSNI response to working in partnership to tackle cyber crime has improved as measured by:
 - Report on initiatives to improve the effectiveness of the policing response to cyber crime
 - Trends in criminal justice outcomes

Impact Progress

Report on initiatives to improve the effectiveness of the policing response to cyber crime

- Analysis is currently ongoing in respect of phone examinations, CCTV, controlled viewings, open research and computers showing a reduction in examinations and demand, as well as a reduction in examination rates due to resourcing.

Trends in criminal justice outcomes

- Number of disruptions achieved by Digital Forensics Unit under Protect, Prepare, Prevent and Pursue and the impact of these disruptions in terms of Major, Minor or Moderate.

Cyber Investigation, Protect and Prevent Tasking's April to September 2025: 459

Activity includes:

- 240 Cyber Protect engagements with local victims of cybercrime (businesses and individuals).
- 50 Cyber Protect engagements with local organisations.
- 21 Cyber Prevent presentations.
- 8 Cyber Prevent engagements (to education establishments and organisations).
- 79 Operational Support tasking's (including Crypto and advanced open source).
- 12 Cyber Dependant investigations assumed.

(Comparisons against last year will be made at the end of the reporting period)

Over the reporting period, the Cyber Protect Officer had 240 contacts with local victims of cybercrime (businesses and individuals) who were referred by the National Fraud Intelligence Bureau (NFIB) as the result of a report to Action Fraud, the Cyber Pursue Team or those identified through protect

partnerships with local organisations. This represents a 23% increase compared to the 6 month period October 2024 to March 2025.

During Q1 and Q2, the Cyber Prevent Officer had a total of 21 individual presentations and eight engagements to various educational establishments at different levels as well as increasing awareness with community groups and internal staff.

Impact Progress

Rebranding of cyber to Digital Forensics Unit effective 1 December 2025 following the introduction of our Digital Forensics Portal and Gatekeeping team. Full implementation of new structures due February 2026.

Case Studies

• Darkweb Marketplace- Stolen Databases

Cyber officers have completed investigations into the possession and use of stolen databases, which can be used for fraud purposes. This follows UK takedown of the Genesis Marketplace. Two suspects in Northern Ireland are currently within the Court process and another, a juvenile detected of involvement, has received a caution.

• Cryptocurrency

In August, Cyber Investigators assumed an investigation into the hack and significant theft of Cryptocurrency from a victim in NI. Extensive track and trace analysis and telecoms enquiries, identified a suspect alias in the Philippines which progressed to the relevant authority.

• Distributed Denial of Service (DDoS) Database

Following the takedown of SecurityHide DDoS grouping, Cyber Investigators have been involved in an NCA co-ordinated operation into the resolution of users of a DDoS tool to launch attacks on websites. Three suspects were identified by PSNI investigators under Pursue, with one was subject to a search disruption with enquiries

ongoing, and two further subjects detected in England. This Pursue activity has been complemented by the development of Cease and Desist disruptions for a further seven suspects, detected within NI.

- **Distributed Denial of Service Operation**

PSNI continue to progress enquiries into the Digitalstress grouping, the activity for which was a precursor within Op Power Off, an operation into the disruption of DDoS groupings and attack mitigation globally. PSNI have maintained cohesion with law enforcement partners in respect of further suspect identifications and world-wide victim detection. This highly complex investigation into a leading suspect in the NI jurisdiction, is nearing completion.

- **Operational Assistance**

Cyber Investigations continue to provide significant operational support to Departments in respect of investigative support in areas such as advanced open source, Cryptocurrency track and trace, public order mitigation and profiling. This has assisted both suspect identification and evidence preservation.

Innovation: In meeting the demands of the evolving Cyber landscape, Cyber Investigations has provided further training to new officers in respect of core foundation courses and also Open Source accredited programmes. Investigators have also attended conferences and workshops and have been involved in national projects, including offender typology focus groups. Engagements have also included workshops around the evolution of AI in preparation for its progression and use in criminality. This concentration includes communication with private industry and law enforcement partners. Cyber has maintained training for Crypto in providing track and trace support and has invested in bespoke open source software to both detect and mitigate offending. Proactive resource uplift is also under consideration and subject to review under the collective transformation project within Cyber.

Good News and Key Updates

Victim Focused

This month again highlights the vital work undertaken to protect those most at risk in our communities. Across Northern Ireland, officers and staff continue to support victims with compassion, empathy and professionalism.

November marked the 10-year anniversary of our Public Protection Branch (PPB). PPB investigates some of the most sensitive and challenging cases in policing, including sexual offences, domestic abuse, child cruelty and online exploitation. Since its formation, PPB has handled more than 50,000 cases and made over 9,000 arrests, reflecting both the scale of the demand and the professionalism of those who work in this area. At a dedicated anniversary event, current and former staff, senior leaders and partner agencies reflected on the Branch's growth, the delivery of better outcomes for victims, driving of cultural change and sophisticated partnership working. Tribute was paid to the professionalism, dedication, determination and compassion of officers and staff and the 'people behind the badge' were highlighted through stories and interviews.

Following the Presbyterian Church in Ireland's announcement of systemic safeguarding failures, PPB has launched a major multi-agency investigation. Given the seriousness and potential scale of the issues, the matter meets the criteria for a joint investigation with Social Services, the NSPCC and Health and Social Care. A senior oversight group has been established to ensure a coordinated response, with victim safeguarding central to our approach.

We continue to work closely with the Department of Justice and partners to prepare for the introduction of Domestic Abuse Protection Notices and Orders. A recent multi-agency visit to Manchester allowed colleagues

to observe how these measures operate in practice, including court processes, demand pressures and the challenges other areas have faced. This learning is now helping to shape our own planning. Work is under way to model likely demand, refine operational processes and develop a structure that will allow applications to be made from custody, with the potential for at scene notices in later stages. A refreshed multi-agency project board will soon be re-established, bringing together policing, courts, PPS, Probation, DoJ and the voluntary sector to ensure the system is joined up and victim focused.

In Belfast City Area, Officers dealt with two significant safeguarding cases involving vulnerable young women. In the first, officers from Local Policing Teams worked patiently over several days with a victim who had never previously engaged with police and who was believed to be under the coercive control of two men. Their trauma-aware and consistent support helped secure a full Achieving Best Evidence interview, resulting in the charging of two suspects with human trafficking related offences. In the second case, quick information sharing with South Yorkshire Police ensured the safe recovery of a 15-year-old girl taken to England and at risk of forced marriage. She was safeguarded under emergency powers and safely returned home.

We continue to secure strong justice outcomes for victims. Recent sentencing in two non-fatal strangulation cases reflects the determined work of PPB detectives. Alongside this, detectives in our Organised Crime and Serious Crime Branch's continue to secure meaningful outcomes for victims and communities. Over recent weeks, detectives have charged suspects in a number of complex investigations involving exploitation, intimidation and serious violence, with courts granting remands that provide immediate



protection to those affected. The Paramilitary Crime Task Force has also undertaken targeted investigations into groups who profit from harm and use fear to control neighbourhoods, progressing both criminal and civil actions to disrupt their networks. These outcomes, some of which follow months of patient, detailed work, show our determination to pursue offenders at every level and to protect the people and communities they seek to exploit.

Community Focused

Local policing continues to deliver practical, visible and problem solving activity to make neighbourhoods safer. In Bangor and Portadown, proactive patrols led to arrests and the seizure of herbal cannabis and cash. In Newtownabbey, a neighbourhood police officer secured funding to provide driver training sessions for young people, giving them valuable life skills and a positive diversion.

In West Belfast, Local Policing Team officers placed themselves at great risk of danger to rescue a seriously injured male who had fallen into water from a significant height. They provided first aid until the arrival of NIFRS who were able to remove the male to safety. Following this incident, and while returning to the station to change out of their soaked uniforms, the same officers encountered a vulnerable woman on the outside railings of a bridge. Recognising the immediate risk to life, they once again placed themselves in harm's way to safely secure and remove the woman from danger.

Across North Belfast, officers ran a plain-clothes operation targeting persistent antisocial behaviour around interfaces, seizing scrambler bikes and providing reassurance to local communities. In East Belfast, Auto Crime Team officers stopped a vehicle and arrested two people after recovering high value stolen goods and identifying a recalled prisoner wanted for six thefts.

Our efforts to disrupt organised criminality also continue to make a significant difference. Detectives from Organised Crime

Branch seized large amounts of cash, drugs, counterfeit goods and cigarettes as part of the UK-wide Operation Machinize, and froze over £110,000 in suspected criminal finances. Separately, further multi-agency searches in Newry recovered around £350,000 in cash, drugs and other illicit goods. Targeted operations at Belfast Port uncovered 11kg of herbal cannabis, thousands of pregabalin tablets and counterfeit designer products. Work by the Paramilitary Crime Task Force has also resulted in further drugs seizures, arrests and civil recovery of illicit assets linked to paramilitary related crime.

This steady, persistent disruption work helps protect communities from intimidation, violence, exploitation and the financial harm caused by organised and paramilitary linked crime.

Workforce Focused

The wellbeing and support of officers and staff continues to be a central focus for the Service. Recent weeks saw national recognition for our efforts, alongside ongoing work to promote a supportive, safe and inclusive working environment.

National Recognition at the Oscar Kilo Awards

At the 2025 Oscar Kilo policing wellbeing awards, the Service was recognised in four categories:

- **Healthy Living category – Winner** for the '*Watch Your Wellbeing* campaign'.
- **Support for Families or Police Leavers category – Runner-Up** for '*Supporting Those That Serve*'.
- **Occupational Health category – Highly Commended** for the Occupational Health & Wellbeing (OHW) Team.
- **Trauma Support and Suicide Prevention category – Highly Commended** for delivering the peer-led modified Group Traumatic Episode Protocol (*mGTEP*)

These achievements reflect a whole Service wellbeing approach that supports physical

health, mental wellbeing, trauma recovery and family engagement.

Winner: Healthy Living - Watch Your Wellbeing

Watch Your Wellbeing (WYW) is a comprehensive programme designed to help officers and staff stay active, reduce injury risk and improve overall wellbeing. It includes role specific fitness programmes, back care workshops, weight management pathways, nutrition support, mental health advice and targeted conditioning for specialist units.

It reflects a sustained, organisation wide effort to promote physical and mental health among officers and staff. This work is grounded in evidence based practice and has focused on improving awareness of healthy lifestyle habits, encouraging physical activity, and supporting better sleep and nutrition, all crucial in a profession that routinely involves shift work, trauma exposure and long periods of operational demand.

By linking physical activity, nutrition and mental wellbeing, the initiative promotes healthier lifestyles and helps staff stay fit for their demanding roles.

Runner-Up: Families and Leavers — Supporting Those That Serve

Supporting Those That Serve provides a range of resources for families and friends of officers and staff, helping them understand the pressures of policing and how to spot early signs that a loved one may be struggling.

This includes a dedicated Family & Friends Evening for Student Officers, delivered in partnership with the Police College, Occupational Health, Peer Support and Staff Associations. Families play a crucial role in early support, and this initiative helps them feel informed and included.

Highly Commended: Occupational Health & Wellbeing Team

Our Occupational Health & Wellbeing Team received a Highly Commended award for the exceptional care they provide to officers and staff, particularly during some of the most

stressful and uncertain moments of their careers. The team is multidisciplinary, bringing together occupational health nurses, psychologists, counsellors, physicians, trauma specialists and support staff who collectively deliver rapid, expert and compassionate assistance.

Their work includes same day clinical advice following blood borne virus exposure incidents, trauma-informed psychological support after distressing events, and structured follow up for colleagues who require ongoing care. Whether providing immediate reassurance during a high risk exposure, coordinating complex health pathways, or supporting someone through the emotional impact of a traumatic incident, the team consistently demonstrates professionalism, empathy and dedication.

Highly Commended: Trauma Support and Suicide Prevention — mGTEP Early Intervention

The modified Group Traumatic Episode Protocol (*mGTEP*) is a peer-led early intervention developed to support officers and staff following exposure to traumatic incidents. Delivered by specially trained colleagues, the approach has been independently evaluated and shown to significantly reduce symptoms of trauma, anxiety and depression. The findings have been published in a peer-reviewed journal, and work continues to expand access across the organisation.

Strengthening Culture and Leadership — Active Bystander Training

To foster a positive and respectful workplace, the Service continues to roll out Active Bystander training. This programme equips officers and staff with the skills to challenge inappropriate behaviour, support colleagues and contribute to a healthy and inclusive culture.

With around 40 internal trainers now qualified and over 200 leaders having taken part, the programme is expanding across the organisation.

