



Police Service
of Northern Ireland

Accountability Report

Presented at Policing Board Meeting:

4 June 2026

Performance Against the Northern
Ireland Policing Plan 2025-30 (Year 1)
and Annual Performance Plan 2025/26



**we care
we listen
we act**

Chief Constable's Foreword



My report this month is focused on PSNI's year-end assessment of performance in the first year of the five-year Northern Ireland Policing Plan 2025–2030, as set out through the Annual Performance Plan 2025/26. This approach reflects a clear strategic intent: that accountability reporting should be outcome focused, transparent and firmly centred on what we have delivered, what we have learned, and where we must improve.

Our assessment recognises that overall recorded crime and anti-social behaviour reduced during 2025/26, while demand has continued to shift towards more complex and resource intensive harm, including serious sexual offending, cyber-crime and harassment. It also reflects that some crime types increased, and the complexity of modern offending continues to affect investigative workload, victim support requirements and the time needed to progress cases through the criminal justice system. We will continue to refine how we assess performance through improved data, clearer baselines and meaningful benchmarking, but the core message is clear: the nature of demand is changing and remains sustained.

That changing demand includes a worrying rise in hate motivated offending, particularly offences motivated by race, with real impact on victims and community confidence. Racism,

hate crime and intimidation have no place in our society, and the Police Service stands with those communities affected. Our response will remain focused on supporting victims, pursuing offenders and working with communities and partners to prevent further harm, with our Race and Ethnicity Action Plan central to that work and to our commitment to fair, inclusive and trusted policing.

Despite the ambition of entering 2026/27 with an agreed three-year budget, we are still operating in the absence of any allocated budget as we approach the end of the first quarter of the financial year. The implications for financial planning and control are obvious, yet this cycle is regrettably familiar.

As reported last month, the indicative draft budget allocation issued to us by the Department of Justice falls far short of our requirement and means that we are again facing a significant projected Resource shortfall of £57m, £92m and £149m over the next three years. Capital funding is also in short supply with an indicative draft budget allocation of £52m for this year (a 20% reduction on last year), against a requirement of £70m. This lack of capital funding will impact our services quickly, with an urgent but unfunded need to replace both our public order vehicles and ageing air fleet.

There is still no timeline or certainty about when a final budget will be set, or over what period. This is simply an unacceptable position and it undermines effective planning and control. The Northern Ireland Affairs Committee (NIAC) report on policing and security, published in May, recognises the destabilising effect of one-year budget settlements and reliance on in-year monitoring rounds. It recommends that the PSNI's baseline budget should be adjusted to reflect in-year allocations from the preceding year, and highlights the uncertainty created by late in-year funding changes for effective planning and delivery. I very much welcome the recommendations in the NIAC report and the Policing Board's continued advocacy for long-term certainty and a funding position that matches the realities of policing in Northern Ireland.

This is not an abstract financial concern. It directly affects our ability to plan, invest, recruit, modernise and sustain the services communities need. We will continue to manage our resources carefully and prioritise the protection of the public, but the gap between demand, risk and available funding must be clearly understood.

It is important to be candid about the factors that widen that gap. Northern Ireland continues to carry policing responsibilities and costs that are not experienced in the same way elsewhere, alongside the sustained day-to-day demands of modern policing - protecting vulnerable people, tackling organised crime, responding to serious violence and maintaining visible community reassurance in a complex threat environment. We also continue to carry exceptional pressures associated with the legacy of our past. Those pressures are real; they fall on core resources and reduce what is available for policing today. It is not right that resources that should be invested in neighbourhood policing, safeguarding the most vulnerable and disrupting criminality are diverted to legacy. This cannot be allowed to continue. NIAC is clear that legacy costs are exceptional and should not constrain contemporary policing, recommending a new, recurring and ring-fenced

funding stream to meet legacy costs within the PSNI so that core resources are protected for day-to-day policing. This latest report repeats the findings of so many others from oversight bodies in recent times that highlight the dangerously low level of funding for the PSNI.

This financial context is also a workforce context. Our officers and staff continue to deliver in difficult, unpredictable and often highly scrutinised circumstances. Many are exhausted. Many are dealing with repeated exposure to trauma, high workloads, assaults, abuse and the pressure of public expectation. Workforce focused policing is not a slogan; it is essential to sustaining the service we provide to the public. Supporting wellbeing, addressing sickness absence, managing occupational health pressures and ensuring people can remain in, or return to, meaningful work are therefore operational priorities. Within that, I want to address again the unacceptable level of assault and abuse officers and staff face while carrying out their duties. Violence and aggression damage morale, affect wellbeing, reduce deployability and resilience, and ultimately reduce the policing capacity available to serve the public. Policing is a difficult and dangerous job, but being attacked should never be thought of as acceptable or part of anyone's normal day at work.

During May, I attended and spoke at both the Police Federation and Superintendents' Association conferences. These events are important opportunities to listen directly to colleagues and representative bodies about the pressures facing policing and the support our people need. At the Police Federation conference, I reiterated my support for the Federation's 'Let Them Protect' campaign, which highlights the reality and impact of assaults on officers and staff. Across both conferences, the message was consistent: workforce focused policing means listening, acting and ensuring our people are

supported, equipped and enabled to serve the public safely and effectively - and that society must not tolerate violence towards those who act to protect others.

The BBC documentary series, *Peelers: The PSNI for Real*, has given the public an important insight into that reality. It has shown officers and staff responding to people in crisis, supporting victims, dealing with violence and disorder, and making difficult decisions in fast moving situations. Viewers have also seen, first-hand, the aggression and abuse officers can face simply for doing their job. Crucially, the series has shown the humanity behind the uniform - ordinary people carrying out extraordinary work on behalf of the public they serve. Many members of the public have approached me to congratulate the organisation on the series and told me how the series has opened their eyes to the courage, humility and professionalism of the PSNI. I welcome confirmation that a second series will be broadcast in the coming months.

I have been clear that policing has not always been good enough at telling its story or helping the public understand the complexity of what officers and staff have to deal with. As we mark the 25th anniversary year of the Police Service of Northern Ireland, transparency is important. Letting the public and media see more of the reality of policing is part of rebuilding understanding, strengthening confidence and resetting the relationship between policing and the communities we serve. It is also important that political, civic and community leaders continue to show consistent support for policing and for those who step forward to protect the public. I have previously highlighted the wording of the Patten Commission report that sets out the collective responsibility of communities to support the PSNI.

That support is particularly important as we continue to rebuild the Service, because recruitment and recovery depend on long-term planning and financial certainty. These in turn depend on a sustainable funding position.

Recruitment and representativeness remain central to the future of policing in Northern Ireland. The recovery business case to return to 7,000 officers is not sufficient on its own to resolve every pressure facing the organisation, but it is an important step forward. We are beginning to see and feel the impact of increased numbers coming through the Police College and into districts. Further recruitment activity, including the planned campaign in the autumn, will be vital if we are to continue that recovery and build a workforce that better reflects and understands the communities it serves. Representative policing is a legitimacy issue, not just a workforce one. It is fundamental to long-term confidence in policing, and I welcome that, in its report, NIAC set out a clear message that encouraging recruitment and improving representativeness requires consistent support beyond policing alone, including from political parties and wider civic and community leadership. I was delighted that the NIAC report recommended that analysis should be undertaken to determine the appropriate officer and staff numbers for policing in Northern Ireland today. The report stipulates that the UK Government and NI Executive with the Department of Justice should use such analysis in their bases for allocating funding to the PSNI.

I also welcome NIAC's recommendation that the long standing Patten proposal for a pilot cadet-type scheme should be reconsidered. Work is already underway within our Police College to scope the introduction of a PSNI Cadet Scheme, with a draft concept developed that sets out purpose, governance and safeguarding requirements, and options for a phased pilot.

Building confidence also depends on effective, visible policing, policing that enables communities to live, work and come together safely. That partnership approach is reflected across a wide range of policing activity. Recent weeks have seen officers and staff

support a number of high profile public events, including the North West 200 and the recent visit of His Majesty King Charles III and Queen Camilla to Northern Ireland. These events required extensive planning, close partnership working and significant operational co-ordination to ensure the safety of participants, visitors and local communities. Delivered alongside significant frontline demand and ongoing resource pressure, these operations are a reminder of the breadth of policing carried out every day, and of the professionalism and commitment of our officers and staff.

Over the same period, our Terrorism Investigation Unit has continued to progress investigations linked to attacks on police stations in Dunmurry and Lurgan. Two men and a woman have been charged in connection with these attacks, and a juvenile has been released for report to the Public Prosecution Service. This reflects the continued threat environment in which our officers and staff serve, and our determination to protect communities and relentlessly pursue those responsible.

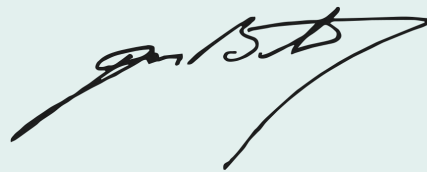
The same intent to cause fear was reflected in the threatening email sent to schools and businesses in County Antrim. While it was not assessed as a credible threat, the concern caused to pupils, parents, staff and business owners was real. Officers responded with reassurance patrols, engagement with schools, businesses and partners, and an investigation remains ongoing.

Alongside this, we have continued proactive work to disrupt criminality and reduce harm. Working with colleagues in An Garda Síochána through the Joint Agency Task Force, our Organised Crime Branch and specialist teams have removed more than £5m worth of drugs from circulation through targeted disruption activity and arrests.

This work directly tackles the harmful influence organised crime groups exert on communities, reducing the harm they cause through addiction, intimidation, exploitation and violence.

In districts, local officers have continued the day-to-day policing that makes a tangible difference to communities - supporting partner led enforcement activity, protecting life in complex and fast moving incidents, and investing in prevention and early intervention with young people. Alongside specialist investigations and major event policing, this local work remains central to reassurance, trust and community safety.

Across all of this work, officers and staff continue to deliver with professionalism, compassion and resilience, often in difficult circumstances and under significant pressure. I remain proud of the service they provide every day and I'm grateful for the support of communities and partners. Together, we will continue to focus on preventing harm, supporting victims and keeping Northern Ireland safe.

A handwritten signature in black ink, appearing to read 'Jon Boutcher', with a long, sweeping underline that extends to the right.

Jon Boutcher QPM
Chief Constable
Police Service of Northern Ireland

Performance against the Policing Plan 2025-30 and Annual Performance Plan 2025/26

Period Covered: 1 April 2025 – 31 March 2026

This report has been compiled using the latest information available. The information contained within this document is intended to provide a self-assessment of PSNI performance against the Northern Ireland Policing Plan 2025/30.

Further statistical and qualitative information is available via PSNI published statistics at: [Official Statistics](#)

The Northern Ireland Safe Community Telephone Survey (NISCTS) reports are published by the Department of Justice (DOJ) at: [Experience of Crime and Perceptions of Crime and Policing and Justice: Findings from the 2023/23 Northern Ireland Safe Community Telephone Survey](#)

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Introduction

The Northern Ireland Policing Plan 2025/30 & Annual Performance Plan 2025/26

This Report represents the Police Service of Northern Ireland's (PSNI's) self-assessment of its performance in the first year of the (new) five-year Northern Ireland Policing Plan 2025-30.

This is in accordance with a performance and monitoring framework developed by a Policing Plan Development Group (PPDG)¹ and agreed by the Northern Ireland Policing Board (NIPB) on 3 April 2025.

The development of this framework was informed by previous Northern Ireland Audit Office (NIAO) recommendations², as well as the Independent Review of the NIPB Report³, in particular recommendation(v) and the need for the NIPB to have a relentless strategic focus on the delivery of the Policing Plan and related performance framework.

Representing a year-end summary, this report considers the PSNI's progress against the sixteen indicators, across three Outcomes, in the first year of the five-year Policing Plan (Annual Performance Plan (2025/26)).

Where available, it includes supporting metrics such as established **Baselines**, **Quantitative** and **Qualitative** measures, as well as measurable **Impacts**.

Performance Assessment

Performance for 2025/26 has been self-assessed by the PSNI against these **Impacts**, using a four-scale RAG status⁴ agreed by the NIPB as follows:

Score	Performance Benchmark
4	Good progress towards Outcomes
3	Adequate progress towards Outcomes
2	Limited progress towards Outcomes
1	Not achieving progress towards Outcomes

Reporting Progress in Year One (2025/26)

Detailed progress reporting and a RAG assessment against each Indicator has been reported throughout 2025/26 to the NIPB's Committees in the form of either a report card or a report. A new reporting arrangement was also introduced in 2025/26 where a progress report against each of the three Outcomes in the Policing Plan was considered at three public meetings of the NIPB. This was introduced to support the increased public scrutiny and accountability of PSNI performance, and occurred in respect of the three Outcomes as follows:

- Outcome 1 – 2 October 2025
- Outcome 2 – 11 December 2025
- Outcome 3 – 5 February 2026

¹Chaired by the Vice-Chair of the NIPB, and comprised of representatives of both the NIPB and the PSNI

²In accordance with the Duty of Continuous Improvement in Policing

³Published on 30 January 2025

⁴Previously agreed by the NIPB as part of the same performance and monitoring framework on 3 April 2025. This also included an agreed format for performance monitoring and reporting purposes.

The RAG ratings applied to these various reports provide an ongoing assessment of progress against each of the Outcomes, and reflect those that were previously reported to the three NIPB accountability meetings above. These have now been supplemented by quantitative data, which is now available through the Northern Ireland Statistics & Research Agency (NISRA) published statistics, to support a more comprehensive assessment.

In some instances, there remains data that is either not currently available or has yet to be developed. This in particular, applies to specific metrics concerning both victim surveying and comparative benchmarking, and which are used to assess relevant impacts.

The absence of suitable comparative benchmarking is largely the result of either the data not being published in other jurisdictions; differences in the definitions used where similar crime types are published (arising from different legislation for offences); or different frequencies for relevant publications. PSNI will continue to seek to identify suitable performance comparators, however in the continued absence of these will benchmark against its own performance in previous years. This will apply from year two onwards in respect of this plan.

As the performance and monitoring framework moves into its second cycle for 2026/27, PSNI will also continue to report progress against each Indicator and Outcome to both NIPB's various committees and designated public meetings. These will provide further opportunities to monitor and scrutinise performance against the Policing Plan.

Recorded Crime – Reducing trends

Whilst not explicit in the Policing Plan (2025/30), assessing the PSNI's performance against the Policing Plan and Annual Performance Plan must also be considered in the context of trends in recorded crime and anti-social behaviour incidents, both of which reduced in 2025/26.

There were 93,601 crimes recorded in Northern Ireland in 2025/26, representing a decrease of 2,231 (-2.3%) when compared to 2024/25 and 10.7% below the five-year average (baseline). Decreases in the levels of violence against the person, theft and criminal damage offences were largely responsible for the reduction in recorded crime.

There were 44,076 anti-social behaviour (ASB) incidents recorded in 2025/26, representing a decrease of 0.4% (-178 incidents) when compared to 2024/25 and is at the lowest level since the data series began in 2006/07.

All policing Districts, with the exception of Ards & North Down, Newry, Mourne & Down and Causeway Coast & Glens, showed a decrease in in the number of crimes recorded in 2025/26. In the same period, seven Districts showed lower levels of ASB. Improving community safety by prioritising and addressing actual and perceived crime, as well as anti-social behaviour, are important priorities for the Policing and Community Safety Partnerships (PCSPs) working in partnership with local communities and local policing.

Source: Police Recorded Crime in Northern Ireland and Anti-Social Behaviour Incidents, update to 31 March 2026, published 14 May 2026.

Recorded Crime – Increasing Trends

Whilst overall recorded crime and ASB incidents reduced in 2025/26, there were increases in sexual offences, robbery, drugs offences, possession of weapons offences and miscellaneous crimes against society.

Sexual offences and possession of weapons offences in 2025/26 were the highest levels recorded since the data series began in 1998/99.

Source: Police Recorded Crime in Northern Ireland, update to 31 March 2026, published 14 May 2026.

The number of deaths on Northern Ireland's roads in the first three months of 2026 have significantly increased when compared to the same period last year.

Source: Road Traffic Collision Daily Fatal Update report (figures for January to March 2026), published daily.

Recorded crime figures continue, in the main, to count the most serious crime reported against each victim but do not provide an indication of the complexity of the circumstances reported to the police, the impact on victims or the nature of any subsequent investigation.

Complexity has shifted in recent years from a relatively low resource-intensive demand generated in the public space (for example, assaults and thefts) to more resource-intensive demand taking place in the private sphere (for example, cyber-enabled and dependent crime, and serious sexual assaults). This change in the complexity and the sophistication of offending has impacted upon the nature of investigations and the level of support provided to victims of crime.

Such changes in recorded crime and incident types demonstrate the rapidly changing demands on policing and the need for a comprehensive change to PSNI's operating model in order to optimise resource allocation against the areas of greatest risk and challenge. A comprehensive and sustainable funding settlement for policing in Northern Ireland is considered an important enabler for addressing this.

Performance Summary

Year one delivery against the Policing Plan 2025/26 is set in the context of the wider requirements against legislative, other statutory and strategic priorities, as well as the service's well-publicised significant resourcing challenges. All of which continue to impact upon operational service delivery. Recent independent reports and inquests also provide opportunities to re-inforce

PSNI's commitment to the highest standards of policing and the need to continuously improve.

In the 2025 calendar year, the PSNI had a recorded crime rate of 48.7 crimes per 1,000 population, compared to a rate of 85.0 crimes per 1,000 population for the same period in England & Wales⁵. In the 2025 calendar year, recorded crime in Northern Ireland reduced by 3.5% to 93,801 crimes, this compares positively to an England & Wales reduction of 1.9%.

The Northern Ireland crime rates per 1,000 population are lower than most similar forces' (MSFs)⁶ average for all the major crime categories, with the exception of drugs offences. Only Greater Manchester and Merseyside have higher rates per 1,000 population than Northern Ireland for drugs offences.

Trends in recorded crime and anti-social behaviour incidents, as well as emerging threats and risks, continue to support an annual review of PSNI's strategic and operational priorities, and informs the prioritisation of both existing and new activity to improve overall performance.

⁵All figures for England & Wales are sourced from Crime in England & Wales, Police Force Area Data Tables, Year Ending December 2025, Office for National Statistics (ONS) Centre for Crime & Justice, published 23 April 2026.

⁶MSFs include: Devon & Cornwall, Greater Manchester, Merseyside, Northumbria, Nottinghamshire, West Midlands & West Yorkshire

Performance Against Impact Measure

1.1 The Effectiveness in Tackling Violence Against Women and Girls

Performance against this indicator is assessed against the following Impacts:

- PSNI's performance in tackling Violence Against Women and Girls (VAWG) has improved as measured by:
 - The trend in the number of VAWG offences and their % of victim based crime.
 - % of VAWG crimes not proceeding to court because victim does not support (attrition rate).
 - Comparison with other similar police services.
- Victims of VAWG satisfaction with PSNI has improved.

The original indicator report card was reported to Performance Committee in December 2025. A RAG assessment of Good was reported in the Outcome 1 Report to the NIPB accountability meeting in October 2025.

Impact Progress

In 2025/26, 21,853 VAWG crimes⁷ were recorded compared to 22,075 in 2024/25, representing a decrease of 1% and a 10.6% reduction against the five-year average (baseline). In the same year, VAWG accounted for 27.4% of all victim-based crime. This is to be compared to 26.7% in the previous financial year.

Source: Police Recorded Crime in Northern Ireland, update to 31 March 2026, published 1 May 2026.

Figures are not yet available in relation to the percentage of VAWG crimes not proceeding to court because the victim does not support action. These will be published in November 2026, however in 2024/25 this figure was 42.2% and will perform the role of a baseline against which future performance will be assessed.

Comparable benchmarking data is currently not available due to differences in the definitions used for VAWG (due to different legislation covering the offences) in other jurisdictions, and for example, England & Wales does not publish crime data by gender. PSNI will keep this under review as new publications in other jurisdictions become available.

A victims of VAWG satisfaction survey has not been commissioned yet by the Service (please refer to earlier comments about data development). Potential issues that may need to be considered in relation to commissioning include concern about the method of contact to be used for surveying, due to the vulnerability of victims.

⁷VAWG crimes are a sub-set of Recorded Crime, including all sexual offences and all violence against the person, which includes females and transgender victims.

Initiatives

PSNI continues to prioritise actions and initiatives in accordance with the continued delivery of the VAWG Action Plan, which includes partnership working both internally and externally, and underpins the Northern Ireland Executive's (NIE) Ending Violence Against Women and Girls Programme for Government (PfG) priority.

Highlights include: improved internal oversight and governance of VAWG as a strategic priority for the Service, the ongoing investment in training for all Police Officers and Staff, bids for transformation funding, and public and other stakeholder engagement to elevate its importance and encourage increased reporting. Activity across enforcement, safeguarding and prevention has also increased, with a continued focus on repeat victims, early intervention, and recognising harm to children.

Other highlights include:

- Implementing a suspect-focused, evidence-led, joint-working approaches to improve outcomes and attrition in serious sexual offence investigations. (Operation Soteria and the launch of a joint PSNI & PPS Serious Sexual Offences Strategy).
- Expanding opt-out referrals to support services to improve consistency of victim support (Mandatory Referral Pathways).
- Addressing barriers to referral and access through training, operational review and improved data analysis (Rowan Improvements).
- Prioritising digital evidence processes and strengthening identification of high-risk factors through the cyber transformation project (Digital Evidence & Risk Response).
- Improving recording and use of child aggravators in domestic abuse cases and referral pathways through Operation Encompass (Recognition of Harm to Children).

- Delivering enhanced training across frontline roles, including specialist and partnership inputs (VAWG Training Programme).
- Establishing district-based VAWG leads to support local delivery and performance oversight (Local Impact Teams).
- Improving response to specific harms including female genital mutilation, forced marriage and honour-based abuse (Ethnic Minority Engagement).
- Enhancing identification of repeat victims and suspects and improving data quality through targeting specific limited offence types (Data and Performance Improvement).
- Delivering targeted engagement to address misogyny and harmful behaviours in young men (Power to Change Campaign (Phase 2)).

Looking forward into 2026/27, the PSNI will also launch a refreshed Violence Against Women and Children (VAWC) Action Plan, which will formally recognise children as victims in their own right and strengthen the integration of child safeguarding and sustained prevention within the wider VAWG response. This development supports a more consistent, trauma-informed approach, and will be informed from learning from the Langdale Review and Dr Melia Report, alongside other external scrutiny, which have all highlighted areas for strengthening investigative practice, safeguarding and multi-agency response.

A Year two, detailed Report Card for Indicator 1.1 will be presented to Performance Committee in September 2026.

Performance Against Impact Measure

1.2 The Effectiveness in Tackling Domestic Abuse

Performance against this Indicator is assessed against the following Impacts:

- PSNI's performance in tackling domestic abuse has improved as measured by:
 - The trend in the number of domestic abuse offences and their % of victim-based crime.
 - % of domestic abuse crimes not proceeding to court because victim does not support (attrition rate).
 - Comparison with other similar police services.
- Victims of domestic abuse satisfaction with PSNI has improved.

The original Indicator Report Card was reported to Performance Committee in June 2025. A RAG assessment of Adequate was reported in the Outcome 1 Report to the Full Board Meeting of the NIPB in October 2025.

Impact Progress

In 2025/26, there were 18,748 domestic abuse crimes⁸ recorded compared to 18,367 in 2024/25; representing an increase of 2.1% on the previous year and a 7.1% reduction against the five-year average (baseline). For 2025/26, domestic abuse crime accounted for 23.5% of all victim-based crime. This is to be compared to 22.2% in the previous financial year.

Source: Domestic Abuse Incidents and Crimes Recorded by the Police in Northern Ireland, update to 31st March 2026, published 14 May 2026.

⁸Domestic crime is any crime with a domestic motivation which includes, in addition to women and girls, men and boys, partners and ex-partners, as well as familial abuse.

⁹Source: Outcomes of Crimes Recorded by the Police in Northern Ireland 2015/16 to 2024/25, published 14 May 2026.

Figures are not yet available in relation to the percentage of domestic abuse crimes not proceeding to court because the victim does not support action. These will be published in November 2026, however in 2024/25 this figure was 45.8%⁹ and will perform the role of a baseline against which future performance will be assessed.

Comparable benchmarking data is currently not available. In England and Wales, victims under 16 are excluded from the figures, whilst the Office for National Statistics (ONS) publishes annually in November for the previous financial year. This is to be compared with the equivalent PSNI publication in May for the same period. In addition, the PSNI also publishes quarterly updates along-side an annual trends publication in November each year. PSNI will keep this under review as new publications in other jurisdictions become available.

A victims of Domestic Abuse satisfaction survey has not been commissioned yet by the Service (please refer to earlier comments about data development). Again, potential issues that may need to be considered in relation to commissioning include the method of contact to be used for surveying. Also due to the vulnerability of victims.

Domestic abuse¹⁰ accounts for an increasing proportion of all victim-based crime (23.5%), with rising incident¹¹ levels indicating sustained demand. While this reflects ongoing harm, it may also suggest improved confidence in reporting. However, attrition remains high, and it is not yet clear whether increased reporting reflects greater confidence or increased prevalence. There is limited evidence of reduced repeat victimisation, and gaps in victim outcome measures constrain full assessment of effectiveness. Overall, improvement is evident in aspects of engagement and case progression, but impact on longer-term outcomes remains uncertain.

Initiatives

The PSNI continues to prioritise partnership working with key stakeholders, including Women's Aid, Men's Advisory Project and Victim Support NI.

- In March, the PSNI held three Prevention and Event initiatives, these events focused on listening to participants' experiences, barriers to reporting and preferred channels/ messaging. Key stakeholders attended to share insight, identify gaps, and explore how the Service can work together more effectively around hidden domestic violence.
- 2025/26 also saw the relaunch of the Sanctuary Scheme which is an initiative that enables Northern Ireland Housing Executive (NIHE) households experiencing domestic abuse to remain safely in their home. The PSNI has provided over 161 homes with safety measures over the last financial year. Further discussions are planned to progress expansion to eight other housing associations during 2026/27.
- The PSNI also continues to deliver Op Encompass ensuring children exposed to domestic abuse receive the support needed at school. The PSNI has made over 56,000

referrals to schools since Op Encompass was implemented.

- In November 2025, the PSNI launched a training package jointly with Women's Aid 'See, Connect, Safeguard.' This training focuses on responding to domestic abuse through a child-centred lens ensuring the Service recognises children as victims in their own right, responding in a trauma-informed approach and also how the PSNI can use the domestic abuse legislation to make perpetrators accountable for exposing children to domestic abuse. So far the PSNI has run three sessions with another twelve planned over the new financial year. Officer feedback has highlighted how real life case studies and subject matter expertise has helped improve their knowledge, understanding and confidence around this issue.

A Year two, detailed Report Card for Indicator 1.2 will be presented to Performance Committee in December 2026.

¹⁰Domestic abuse includes incidents as well as crimes

¹¹ Monitoring incident levels provides a better indication of performance as not all incidents progress to being recorded as a crime. For Domestic Abuse, there were 31,558 incidents recorded in 2025/26. This is to be compared with 29,734 incidents in 2024/25, representing a 6.1% increase.

Performance Against Impact Measure

1.3 The Effectiveness in Tackling Child Criminal Exploitation

Performance against this Indicator is assessed against the following Impacts:

- PSNI's performance in tackling child criminal exploitation has improved as measured by:
 - The trend in the number and rate of criminal offences against children.
 - % of crimes against children not proceeding to court because victim does not support (attrition rate).
 - Comparison with other similar police services.

In the absence of specific offences for child criminal exploitation in Northern Ireland, performance is assessed against crimes with child victims.

The original Indicator Report Card was reported to Performance Committee in February 2026. A RAG assessment of Adequate was reported in the Outcome 1 Report to the NIPB in October 2025.

Impact Progress

In 2025/26, 8,088 crimes with child victims¹² were recorded compared to 8,432 in 2024/25, representing a decrease of 4.1% and a 11.5% reduction against the five-year average (baseline). In the same year, crimes with child victims accounted for 10.1% of all victim-based crime. This is to be compared to 10.2% in the previous financial year.

Source: Police Recorded Crime in Northern Ireland, update to 31 March 2026, published 14 May 2026.

Figures are not yet available in relation to the percentage of crimes against children not proceeding to court because the victim does not support action. These will be published in November 2026, however in 2024/25 this figure was 41.7% and will perform the role of a baseline against which future performance will be assessed.

Comparable benchmarking data is currently not available as there is no equivalent published information for CCE in other jurisdictions. This is likely due to the absence of a common definition as to what constitutes an offence. The PSNI will keep this under review as new publications in other jurisdictions become available.

Initiatives

The PSNI considers it is making adequate progress in strengthening its response to Child Criminal Exploitation (CCE), with clearer structures, improved governance and greater consistency now in place.

A formal definition has now been embedded across policy, training and data systems, supporting a more coherent approach to identification and response.

Governance has also been strengthened through a cross-departmental Steering Group, alongside enhanced multi-agency coordination. Improvements in data capture,

¹²Crimes with child victims are a sub-set of Recorded Crime, including all crimes with a child victim under the age of 18 at the time the crime was committed.

performance monitoring and partnership working are supporting the earlier identification of vulnerability and more coordinated victim-centred safeguarding interventions. However, CCE cases remain complex, with trauma, coercion and delayed disclosure continuing to frustrate criminal justice outcomes.

Further progress is required to strengthen data integration, investigative capability, identifying the difference between Child Sexual Exploitation (CSE) and CCE and sustained victim engagement.

Other highlights include:

- Twin Sight North, in collaboration with The Queen's University of Belfast, maps social and criminal networks to identify children vulnerable to coercion or exploitation. This informs targeted safeguarding interventions and disruption strategies.
- The Another Way Programme targets young people at risk of exploitation or gang involvement in East and South Belfast. Through this Programme, the PSNI identifies suitable participants, who receive tailored support through partnership with the Education Authority, balancing enforcement with diversionary pathways into education, training, and employment. Fifty young people have been accepted onto the project since its inception with twenty-two cases still active. A number of young persons in the South Belfast area have been involved in anti-social behaviour and significant hate crimes. They are now engaged with a Youth Worker and a corresponding reduction in offending has been achieved. The intention is to expand this project to the Derry City & Strabane area in 2026/27.

A Year two, detailed Report Card for Indicator 1.3 will be presented to Partnership Committee in November 2026.

Performance Against Impact Measure

1.4 The Effectiveness in Tackling Hate Crime

Performance against this Indicator is assessed against the following Impacts:

- PSNI's performance in tackling hate crime has improved as measured by:
 - The trend in the number and rate of hate motivated crimes and their % of overall victim-based crime.
 - % of hate crimes not proceeding to court because victim does not support (attrition rate).
 - Comparison with other similar police services.
- Victims of hate crime satisfaction with PSNI has improved.

The original Indicator Report Card was reported to Performance Committee in September 2025. A RAG assessment of Adequate was reported in the Outcome 1 Report to the full board meeting of the NIPB in October 2025.

Impact Progress

Survey results show improved victim satisfaction levels and good performance, when the total number of hate crimes per 10,000 population is compared to other jurisdictions, with five-year outcome rates also remaining consistent. The PSNI continues to demonstrate effective community engagement and in carrying-out local initiatives to tackle hate crime.

In 2025/26, 2,461 crimes with a hate motivation were recorded compared to 2,087 in 2024/25,

representing an increase of 17.9% and a 23.7% increase against the five-year average (baseline). Although not forming part of the assessment, it is also worth noting that crimes with a racist motivation have increased to 1,507 in 2025/26 from 1,187 in the previous financial year, representing an increase of 27%.

In 2025/26, crime with a hate motivation accounts for 3.1% of all victim-based crime compared to 2.5% in the previous financial year.

Source: Incidents and Crimes with a Hate Motivation Recorded by the Police in Northern Ireland, Update to 31 March 2026, published on the 14 May 2026.

Figures are not yet available in relation to the percentage of hate crimes not proceeding to court because the victim does not support. These will be published in November 2026, however in 2024/25 this figure was 21.4% and will perform the role of a baseline against which future performance will be assessed.

Comparable benchmarking data is currently not available due to hate crime with a sectarian motivation being included in the Northern Ireland figures, as well as the differences concerning the timetable for the publication of year-end figures when compared with other jurisdictions. However, an indicative comparison shows the total number of hate crimes per 10,000 population

in Northern Ireland is 12.5; the lowest when compared to the (MSFs), with Devon & Cornwall placed second at 14 hate crimes per 10,000 population and West Yorkshire the highest at 37.3 per 10,000 per population¹³.

A victim satisfaction survey has identified that those who believed the PSNI treated them with fairness and respect increased to 85.1%, with almost 70% of victims satisfied with their contact with the police (higher than the previous financial year). This indicates that victim satisfaction in relation to the PSNI's performance is increasing.

Initiatives

The PSNI continues to prioritise tackling hate crime, and has assigned a Senior Police Officer as the Service's Strategic Lead for this issue, as well as continuing to implement specific strategies in support, including a Race & Ethnicity Action Plan (REAP).

Other highlights include:

- The PSNI Race Hate Crime Working Group continues to work towards delivering improvements through three focused work-streams aimed at raising investigative standards, improving victim care and securing better outcomes. Together these work-streams aim to improve detection rates, enhance victim confidence, and deliver a more consistent, high-quality policing response to race hate crime in Northern Ireland.
- The Hate Crime Advocacy Service delivers bespoke specialist support and guidance to victims of hate crime and non-crime hate incidents. The PSNI continues to prioritise engagement at both regional and local levels to reassure individuals and communities.
- In addition to a Service Strategic Lead, the PSNI has also appointed a Tactical Hate Crime Lead in each District. Representative of Chief Inspector rank, these Officers will lead on local

engagement to tackle any specific issues and monitor tensions.

- The Service's new Service Instruction on *Information Sharing with Home Office Immigration Enforcement* is written to ensure that victims feel safe to report crimes to the PSNI without being disadvantaged, or put at risk in doing so.

A Year two, detailed Report Card for Indicator 1.4 will be presented to Performance Committee in November 2026. Furthermore, in recognition of the significance of the Service's Race & Ethnicity Action Plan, the PSNI has agreed a separate reporting arrangement with the NIPB whereby progress will be reported as a standalone item during 2026/27 to both the Full Board and Partnership Committee.

¹³Source: Hate Crime, England & Wales, Year-End March 2025, Home Office, published 9 October 2025.

Performance Against Impact Measure

1.5 Providing a High Quality Service to Victims

Performance against this Indicator is assessed against the following Impacts:

- Victim satisfaction with PSNI’s service as measured by:
 - Improvements in updating victims of case progress (Question 2) and satisfaction with contact with the PSNI (Question 3) from the PSNI victim satisfaction survey results.
 - Maintaining levels of satisfaction with regard being treated with fairness and respect (Question 1) and recommending reporting to family or friends (Question 4) from the PSNI victim satisfaction survey results.
 - Improved victim satisfaction Policing Plan survey results.
 - PSNI compliance with the Victims’ Charter.

The assessment is made against qualitative information extracted from specific surveys, including:

1. Questions 1 to 4 from the PSNI’s victim satisfaction survey (via SMS text).
2. Northern Ireland Policing Plan Survey (2025).

The original Indicator Report Card was reported to Performance Committee in November 2025. A RAG assessment of Adequate was reported in the Outcome 1 Report to the Full Board Meeting of the NIPB in October 2025.

Impact Progress

PSNI’s Victim Satisfaction Survey

This survey seeks victims’ responses in relation to four specific questions, including:

- Q1. The police officers/staff treated me with fairness and respect.
- Q2. I am satisfied with how well I have been kept informed with the progress of my case.
- Q3. I am satisfied with my contact with PSNI.
- Q4. If a family member of friend was a victim of crime in the future, based on this experience, I would recommend they report it to the police.

For 2025/26, the results are as follows:

	Q1		Q2		Q3		Q4	
Positive	2,508	83.8%	1,627	54.5%	1,940	65.0%	2,278	76.5%
Neutral	214	7.2%	429	14.4%	328	11.0%	268	9.0%
Negative	270	9.0%	930	31.1%	717	24.0%	430	14.4%
Total	2,992	100%	2,986	100%	2,985	100%	2,976	100%

Changes in performance levels are not considered to be statistically significant across the four questions as demonstrated by the infographic below which shows a five-year trend from 2021/22 to 2025/26. The same conclusion can be drawn when comparing performance in 2025/26 with that in 2024/25 (the baseline year).

Five Year Trend in Satisfaction Levels

	21/22	22/23	23/24	24/25	25/26
Q1	85.5%	84.4%	84.4%	83.5%	83.8%
Q2	57.4%	55.1%	55.8%	55.2%	54.5%
Q3	67.8%	66.2%	66.5%	65.0%	65.0%
Q4	78.5%	76.8%	77.5%	77.1%	76.5%

accounts created, with 4,925 registered for the purposes of providing victim updates.

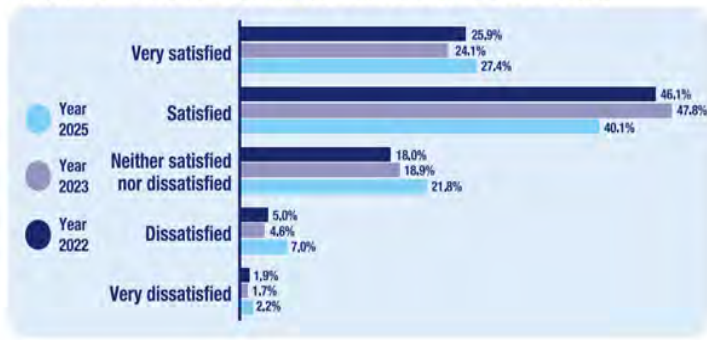
A Year two, detailed Report Card for Indicator 1.5 will be presented to Performance Committee in October 2026.

Northern Ireland Policing Plan Survey

67.5% of respondents to the Northern Ireland Policing Plan Survey (2025) are either satisfied or very satisfied with the job that PSNI do in Northern Ireland. This is to be compared with an equivalent figure of 71.9% from the 2023 Survey. Again, changes in performance levels are not considered to be statistically significant.

During 2025/26, 46,499 (92.43%) victims had been updated within 10 days in compliance with the Victim Charter. There is a marginal decrease of 1.4 percentage points from the previous year and which is not considered statistically significant

Figure 4.3 Satisfaction with job PSNI do in Northern Ireland – 2022 to 2025



Initiatives

The PSNI continues to strive to provide a high quality service for victims. During 2025/26, the Service launched 'My PSNI Portal'. This self-service portal, accessible via the PSNI website, improves how the public can contact the police and access services online. This portal includes a victim update facility that offers more choice to victims of crime in how they can request and receive updates in relation to their investigation. To-date there has been a total of 15,772

Performance Against Impact Measure

1.6 Delivery for Effective Outcomes for Recorded Crimes

Performance against this Indicator is assessed against the following Impacts:

- PSNI's performance in delivering effective outcomes for victims has improved as measured by trends in:
 - Charge / summons rate.
 - % of crimes not proceeding to court because a victim does not support (attrition rate).
 - Average number of days from a person is charged to a file sent to PPS.

The original Indicator Report Card was reported to Performance Committee in October 2025. A RAG assessment of Adequate was reported in the Outcome 1 Report to the Full Board Meeting of the NIPB, also in October 2025.

Whilst it is important to note that delivering effective outcomes for victims is dependent upon the performance of several agencies involved in the criminal justice process, the PSNI continues to deliver effective outcomes for recorded crimes.

Charge/summons and 'out of court' disposal rates have broadly remained steady and continue to be well above averages seen in England and Wales. Work is ongoing to increase file standards and 'speed-up' justice which is contributing to effective outcomes overall, with file timeliness continuing to improve at 82.3%.

Impact Progress

In 2024/25, charge/summons outcomes accounted for 21.6%¹⁴ of all outcomes applied in that year.

Figures are not yet available in relation to the charge/summons and 'out of court' disposal rates, as well as the percentage of crimes not proceeding to court because the victim does not support action. These will be published in November 2026, however in 2024/25 this figure was 27.8%¹⁵ and will perform the role of a baseline against which future performance will be assessed.

Overall file timeliness has increased to 82.3%. The median average number of days from a person being charged/reported to a file submission to the Public Prosecution Service (PPS) has remained unchanged at 10 days.

Initiatives

The PSNI remains focused on making improvements to the overall victim journey and in support of speeding-up justice for victims of crime. Highlights and a look forward into 2026/27, include:

- A new Joint Strategy between the PSNI and Public Prosecution Service (PPS) has recently been launched in relation to investigating and prosecuting serious sexual offences. The aim for this joint

¹⁴ Source: Outcomes of Crimes Recorded by the Police in Northern Ireland 2015/16 to 2024/25, published 14 May 2026

¹⁵ Source: Outcomes of Crimes Recorded by the Police in Northern Ireland 2015/16 to 2024/25, published 14 May 2026

strategy is that no victim will withdraw their support as a result of their experience in the Criminal Justice System, and there will be a reduction in the time taken to progress a serious sexual offence cases from investigation to prosecution by one third (33%).

- Engagement continues with the PPS to scope further opportunities to enhance crime outcomes in the area of hate crime, including the provision of Hate Crime Clinics.
- The PSNI has engaged with the Presiding District Judge to create a new Domestic Abuse Contest Court in Laganside, with the aim of speeding-up prosecutions and addressing witness attrition (Domestic Abuse Fast Track Court Pilot).
- A comprehensive refresh of the Stalking Protection Order Guidance for front line Officers is underway to increase crime outcomes.

A Year two, detailed Report Card for Indicator 1.6 will be presented to Performance Committee in June 2026.

Performance Against Impact Measure



2.1 Level of Public Confidence in Policing

Performance against this Indicator is assessed against the following Impacts:

- The level of public confidence in policing has improved for communities and victims of crime as measured by:
 - Northern Ireland Safer Community Telephone Survey (NISCTS) results.
 - Northern Ireland Policing Plan Survey (2025) results

The original Indicator Report Card was reported to Partnership Committee in September 2025. A RAG assessment of Good was reported in the Outcome 2 Report to the Full Board Meeting of the NIPB in December 2025.

Impact Progress

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

Northern Ireland Safer Community Telephone Survey

Comparisons with the Northern Ireland Safer Community Telephone Survey (NISCTS) results are not currently available as the most recently published version (published in July 2025) is the 2023/24 report (please refer to earlier comments about data development). This will perform the role of a baseline against which future

performance will be assessed. It is important to note that previous NISCTS results would have been considered as part of the performance and monitoring framework for the previous Policing Plan (2020-25).

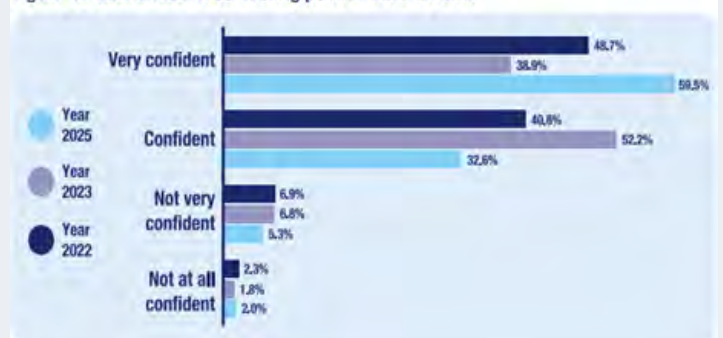
Northern Ireland Policing Plan Survey

61.4% of respondents to the Northern Ireland Policing Plan Survey answered positively when asked if they had confidence in the PSNI’s ability to protect and serve all the people of Northern Ireland. A direct comparison with previous surveys is difficult due to the relevant question being worded differently in 2025.

23.1% of the respondents who had been victims of crime within the last two years, were either dissatisfied or very dissatisfied. This is to be compared to 12.6% of those who had not been victims of crime.

Public confidence in contacting the police has increased to 92.1% in 2025. There is also a notable increase (+20%) in the percentage of respondents who now feel very confident in contacting the police. The infographic below provides more detailed information.

Figure 4.2 Confidence in contacting police – 2022 to 2025



Initiatives

The PSNI considers that securing public confidence policing is wholly dependent upon providing the highest standards of service and through meaningful community engagement. The Strategic Communications and Engagement Department continues to provide communications advice and support across the PSNI with the core aim of building and maintaining public confidence and trust in policing. Highlights during 2025/26 include:

- Undertaking Strategic Community Impact Assessments (SCIAs) to better identify, assess and respond to emerging community risks.
- Routinely monitoring social media sentiment as a means to identify and assess community confidence in “*real time*”.
- Engaging with a number of television production companies to develop documentaries which highlight the work of the PSNI, its Officers and Staff. This includes the recent BBC television production: “*Peelers*”.
- Maintaining regular, proactive engagement with elected representatives, including MLAs, MPs, and local Councillors, to address areas of concern, build effective relationships, develop a shared understanding of policing issues and strengthen confidence in policing. This also includes giving advice to elected representatives in relation to cyber security, and personal and premises safety, as well as developing supporting guidance with the support of the Electoral Commission, Electoral Office and the Public Prosecution Service.

A Year two, detailed Report Card for Indicator 2.1 will be presented to Partnership Committee in January 2027.

Performance 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



Performance against this Indicator is assessed against the following Impacts:

- PSNI's performance in working in partnership with local communities and community organisations, PCSPs and statutory agencies to provide solutions to local problems has improved as measured by trends in:
 - Assessment of all survey results in relation to:
 - Northern Ireland Safer Community Telephone Survey (NISCTS).
 - Northern Ireland Policing Plan Survey.
 - PSNI Neighbourhood Policing Team (NPT) Survey.
 - NIPB Community Policing Survey.

The original Indicator Report Card was reported to Partnership Committee in February 2026. A RAG assessment of Adequate was reported in the Outcome 2 Report to the Full Board Meeting of the NIPB in December 2025.

Recent combined surveys suggest that people in Northern Ireland generally feel safe in their communities, confident in policing and fairly/respectfully treated by the PSNI. However, opinions on policing diminish when looking solely at the experiences of victims of crime.

Impact Progress

Northern Ireland Safer Community Telephone Survey

Comparisons with the Northern Ireland Safer Community Telephone Survey (NISCTS) results are not currently available as the most recently published version (published in July 2025) is the 2023/24 report (please refer to earlier comments about data development). This will perform the role of a baseline against which future performance will be assessed. It is important to note that previous NISCTS results would have been considered as part of the performance and monitoring framework for the previous Policing Plan (2020/25).

Northern Ireland Policing Plan Survey

Over two thirds of respondents (67.0%) to the Northern Ireland Policing Plan Survey 2025 felt the PSNI were supportive or very supportive in their local area.

PSNI Neighbourhood Policing Team (NPT) Survey

In this year's survey, 58% Neighbourhood Policing Teams (NPTs) assessed themselves as effective or highly effective in this area. This is lower in comparison to previous years, but it is important to note that in years one to three of the survey, there were in excess of 70 NPTs, whereas in 2025/26 the number of NPTs had been reduced to 43 reflecting the

very significant capacity challenges currently encountered by the Service.

NIPB Community Policing Survey

The NIPB Community Policing Survey is currently open, having launched on 16 February 2026 (please refer to earlier comments about data development).

Initiatives

The PSNI continues to prioritise partnership-based initiatives that bring together local communities, PCSPs, statutory agencies and others to co-design solutions in order to address local problems like tackling fraud, promoting community safety and improving the victim experience. These are underpinned by the Service's Here for You public engagement strategy and the Hallmarks of Neighbourhood Policing. Highlights during 2025/26 include:

- Continuing to use the Hallmarks of Neighbourhood Policing to prioritise the work of NPTs and address the issues that cause most harm locally. The PSNI considers the core functions of neighbourhood policing – engagement, early intervention and prevention – are critical to trust, confidence and long-term crime reduction. Subsequently, restoring this function has been prioritised as part of the Service's Recovery Plan, subject to receiving the necessary funding.
- The continued use of Reference, Engagement & Listening Events as a means of engaging specific stakeholder groups around important themes and topics. An example of this is in October 2025, the PSNI hosted an event focused on the victim experience / journey. The event brought together the Commissioner for Victims of Crime, Public Prosecution Service, Department of Justice, Hate Crime Advocacy Service, NIPB representatives, community representatives, the PSNI and others, in order to identify tangible improvements that could be made to the overall victim experience.

- Multi-agency partnership working with over 45 organisations involved in ScamwiseNI to develop a shared assessment of fraud risks, offender tactics and vulnerable groups, making prevention campaigns and local problem-solving more focused and credible.

A Year two, detailed Report Card for Indicator 2.2 will be presented to Partnership Committee in February 2027.

Performance Against Impact Measure



2.3 People Feel Safe in their Community

Performance against this Indicator is assessed against the following Impacts:

- People feel safer in their communities as measured by trends in:
 - Northern Ireland Safer Community Telephone Survey (NISCTS).
 - Northern Ireland Policing Plan Survey.
- The PSNI's response times

The original Indicator Report Card was reported to Partnership Committee in October 2025. A RAG assessment of Adequate was reported in the Outcome 2 Report to the Full Board Meeting of the NIPB in December 2025.

High levels of those people surveyed continue to feel safe in their communities and fear of crime remains at proportionately low levels. PSNI's response times to emergency and priority calls continue to meet the Service Level Agreement (SLA) parameters and have demonstrated modest improvements over the last year.

Impact Progress

Northern Ireland Safer Community Telephone Survey

Comparisons with the Northern Ireland Safer Community Telephone Survey (NISCTS) results are not currently available as the most recently published version (published in July 2025) is the 2023/24 report (please refer to earlier comments about data development). This will perform the role of a baseline against which future

performance will be assessed. It is important to note that previous NISCTS results would have been considered as part of the performance and monitoring framework for the previous Policing Plan (2020/25).

Northern Ireland Policing Plan Survey

The Northern Ireland Policing Plan Survey results for 2025 show the vast majority of people feel safe, with over 90% feeling safe or very safe in the community they live in.

PSNI Response Times

PSNI's response times to emergency and priority calls continue to meet the SLA parameters and have demonstrated improvement over the last year. Further, more detailed information is provided in the infographic below.

Response Type	Service Level Agreement (SLA) Response Time	Median (average) Response Time
Emergency	15 minutes	11.6 minutes
Priority	60 minutes	33.5 minutes
Routine	240 minutes	88.2 minutes

The key metric for the PSNI is the *median* average response time, and which is specified in the supporting quantitative measures for this Indicator.

Initiatives

Key highlights during 2025/26 include:

- The combined deployment of plain clothes and uniformed Officers around licensed premises and public spaces, in order to proactively identify and intervene in respect of suspicious or predatory behaviour (Project Vigilant). This is undertaken in partnership with licensed premises, security staff and other local agencies.
- Under the Safer Spaces pillar of the PSNI's Violence Against Women and Girls (VAWG) Action Plan, the Service has developed an internal geoportal app, which is now available to all Officers to support "Walk & Talk" events. These locally organised walks, attended by police and members of the community, enable participants to highlight places where they have felt unsafe and for that information to be subsequently uploaded to the geoportal app.

A Year two, detailed Report Card for Indicator 2.3 will be presented to Partnership Committee in June 2026.

Performance Against Impact Measure

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



Performance against this Indicator is assessed against the following Impacts:

- PSNI's performance in reducing the level of threat posed by terrorism, paramilitaries and Organised Crime Groups (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.

The original Indicator Report Card was reported to Performance Committee in May 2025. A RAG assessment of Adequate was reported in the Outcome 2 Report to the Full Board Meeting of the NIPB in December 2025.

The level of threat and risk posed by OCGs is fluid due to the very nature of the OCGs themselves. The Service continually assesses and re-assesses the level of threat and risk posed by existing and emerging groups.

The highest harm OCGs are prioritised accordingly. The Northern Ireland Related Terrorism (NIRT) threat level remains SUBSTANTIAL where it is assessed an attack is likely.

Impact Progress

Level of threat and risk posed by OCGs

The level of threat, risk and harm posed by OCGs continues to evolve as evidenced by the fluctuating nature of the overall number of OCGs under investigation at any one time. Performance against OCGs in terms of seizures, arrests, searches and disruptions is good with particular focus on high harm protect and prevent activity.

There has been a comparative reduction in the value of drugs seized year on year by 23.6% to £16,338,535, and a fall in the number of disruptions against drug threats by 5%. However, progress towards focusing proactive teams on high-harm prevention, indicated by the increase in disruptions generally, and in particular the number of adults (48) and children (70) safeguarded.

No of people charged and reported in connection with OCGs

Arrest numbers have increased in 2025/26, a clear indicator of the proactive effort being conducted. The number of people charged/ reported has fallen over the last year by 13.64% (from 198 to 171), this is a result of a 16.5% decrease in Police Officer numbers, meaning it now takes longer to progress investigations.

No of major disruptions

There were 12 major disruptions during 2025/26, compared to 6 in 2024/25. While there is a small decrease in the number of searches conducted, it has led to an increase in the number of firearms (51) and weapons (24) being seized.

Reduction in terrorist threat and activity

During 2025/26, there were no security related deaths, which is comparable with the previous year (2024/25). The number of shooting incidents and the number of casualties of paramilitary style shootings were at their lowest levels since records began in 1969, while the number of casualties of paramilitary style assaults were at their lowest level in 42 years. Conversely, the number of bombing incidents was notably higher than seen in recent years.

There were 8 shooting incidents, approximately half the number that occurred during the previous year (18). There were 19 bombing incidents, nearly four times the number that occurred during the previous year (5). There was one casualty of a paramilitary style shooting, compared to 8 during 2024/25. This is the lowest number of paramilitary style shootings since records began in 1973. There were 21 casualties of paramilitary style assaults, 3 fewer than during the previous year (24) and the lowest number recorded since 1983/84.

There were also 18 security related arrests under Section 41 of the Terrorism Act 2000, compared to 52 during the previous year. The number of persons subsequently charged was 6 compared to 7 in the previous year. These were the lowest numbers of arrests and charges since records began in 2001/02.

Source: PSNI Security Situation Statistics covering the 12 month period 1 April 2025 to 31 March 2026, published on the 14 May 2026.

The infographic below provides further, more detailed information in relation to Paramilitary Crime type data.

Activity against Paramilitary Threats	Last year	Current Year	Change	Percentage
Drugs seized (value)	£3,085,951	£4,563,400	£1,477,449	47.9%
Cash Seized (PACE)	£133,215	£333,780	£200,565	150.5%
Searches	95	111	16	16.8%
Disruptions	93	166	73	78.5%
Arrests	25	51	26	104.0%
Charged/ Reported	35	40	5	14.3%

Initiatives

The PSNI continues to prioritise tackling serious and organised crime, paramilitarism and terrorism as a strategic priority for the Service. Highlights during 2025/26 include:

- An Illegal Money Lending (IML) team was established in September 2025. 2025/26 has seen the delivery of 49 internal and external specialised training sessions across the province, with the aim of combatting illegal money lending.
- Over £3.86M has been confiscated and forfeited from criminals during the same period as a result of seizures and account freezing orders. The PSNI received £1.67M of this seized money for reinvestment in specialist staff, training and equipment to tackle the ongoing threat from serious and organised crime.

A Year two, detailed Report Card for Indicator 2.4 was presented to Performance Committee in May 2026.

Performance Against Impact Measure

2.5 The Effectiveness in Tackling Repeat Offending



Performance against this Indicator is assessed against the following Impacts:

- PSNI’s performance in tackling repeat offending has improved as measured by trends in:
 - Number and rate of repeat offenders.
 - Number of repeat offenders linked to over 6, 10, and 20 crimes.

The original Indicator Report Card was reported to Partnership Committee in November 2025. A RAG assessment of Adequate was reported in the Outcome 2 Report to the Full Board Meeting of the NIPB in December 2025.

The performance information shows some reductions in repeat offending and, coupled with examples of good initiatives and successes in multiple Districts, this demonstrates that there has been adequate progress towards the Outcomes, despite resourcing and budgetary challenges for the Service.

Impact Progress

During 2025/26, the number of repeat offenders was 2,974 meaning that 22.3% of all offenders met the definition of a repeat offender¹⁶. This is to be compared with an equivalent figure of 3,171 offenders in 2024/25, representing a reduction of 6.2%. These offenders have been responsible for

9,194 reports of which there are 11,416 offences¹⁷.

The infographic below provides further, more detailed information on the number of offenders linked to over 6, 10 and 20 crimes alongside the corresponding number of crime reports and offences. Attention is drawn to the increase in the number of offenders who are linked to 20+ crimes in 2025/26, and the corresponding increase in the number of offences. Although the increase in the actual number of offenders are relatively low, there is a significant disproportionate increase in the number of offences committed. It can be inferred that a relatively small number of offenders are having a disproportionate impact on victims of crime.

Frequency	Offenders		Crime Reports		Offences	
	24/25	25/26	24/25	25/26	24/25	25/26
20+ times	5	9	141	221	197	319
10-19 times	53	52	622	655	890	778
6-9 times	212	195	1,480	1,354	2,000	1,684
3-5 times	1,129	1,006	4,055	3,540	5,818	4,449
Twice	1,772	1,712	3,544	3,424	4,863	4,186
Repeat Offenders	3,171	2,974	9,842	9,194	13,768	11,416

¹⁶Repeat Offenders are defined as Offenders who are linked to an Offender Detection Report to two or more crime reports in the last year

¹⁷These figures differ, as it is possible to have more than one offence per crime report, for example assault and possession of a weapon, or criminal damage and possession of drugs.

Initiatives

The PSNI is committed to a prevention first, problem-solving approach supported by targeted offender management and multi-agency pathways to reduce repeat offending. A scalable, data-driven approach and swift outcome management provide clear pathways to maintain focus and embed long-term reductions. Highlights during 2025/26 include:

- A Reducing Offending in Partnership (ROP) is a collaborative arrangement between the PSNI and statutory criminal justice partners designed to bring an evidence-based, multi-agency response to the most persistent and prolific offenders.
- Developing new joint guidance between the PSNI and Youth Justice Agency for the supervision of children and young people involved in persistent offending, underpinned by a child-centred approach.
- The PSNI has also been engaging with Department of Justice (DoJ) to support the development of its future strategic policy direction for Reducing Offending and Reoffending in Northern Ireland.
- Implementing improvements in respect of managing offenders arising from the 2025 HMICFRS Inspection Report

A Year two, detailed Report Card for Indicator 2.4 will be presented to Performance Committee in March 2027.

Performance Against Impact Measure

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



Performance against this Indicator is assessed against the following Impacts:

- The 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.

The original Indicator Report Card was reported to Partnership Committee in June 2025. A RAG assessment of Adequate was reported in the Outcome 2 Report to the Full Board Meeting of the NIPB in December 2025.

There is strong evidence to suggest that communication around “The Fatal Five” (and more recently “Operation Lifesaver”) has provided a solid foundation in terms of external education. Collaborative arrangements are also proving beneficial and there is a significant amount of work progressing both in Northern Ireland and with An Garda Síochána (AGS) in the Republic of Ireland.

It should be noted that the emphasis of this Indicator is on partnership working with other agencies, including the Department for Infrastructure and others, and includes the PSNI’s contribution to the 2030 Road Safety Strategy. Education and enforcement is only one element of a wider Northern Ireland Government response to improving road safety.

Impact Progress

Between 1 January 2025 and the 31 December 2025, there was a total of 5,015 injury road traffic collisions recorded, resulting in 56 fatalities, 1,066 people seriously injured and 6,757 slightly injured.

Overall casualty levels increased by 5.1% from 2024, though continue to remain below pre Covid-19 levels. However, KSI casualties were 11.3% higher than 2024 and furthermore, remain persistently higher than the totals seen prior to 2020.

Drivers and pedestrians accounted for over three-fifths of all KSI casualties (60.8%). There were 115 children (under 16) killed or seriously injured – 22 more than in 2024. In 2025, there were 17 fatalities in the 65 and over age group which was 4 fewer than the number recorded in 2024.

The most common principal causation factors for KSI casualties were ‘inattention or attention diverted’ (115) and ‘wrong course/ position’ (95). ‘Excessive speed having regard to conditions’ was the third most common principal causation factor, attributing for 86 KSIs.

Source: The Police Recorded Injury Road Traffic Collisions and Casualties key statistics 2025 annual report, for the period 1 January 2025 to 31 December 2025, published on the 27 March 2026.

These figures used are for the 2025 calendar year. The next statistics report will be published on the 12 June 2026 and will provide finalised figures for the 2025/26 financial year. However, using the Road Traffic Collision Daily Fatal Update report in the first three months of this calendar year (2026), there have been 21 deaths on the roads, which is a significant increase from the 10 roads deaths recorded in the same period in 2025.

Source: Road Traffic Collision Daily Fatal Update report (figures for January to March 2026), published daily.

The latest figures available for other similar police services are from 2024. However, using the rate of casualties per 10,000 population, Northern Ireland has the highest rate of the other nations at 5.25 per 10,000 population. This is to be compared to England 4.23, Wales 3.45, Scotland 3.86 and the Republic of Ireland 3.04.

Initiatives

Road safety remains a strategic priority for the PSNI, particularly the relentless focus to reduce death and serious injury on Northern Ireland's roads. Highlights during 2025/26 include:

- The Strategic Road Safety Forum continues to implement the NI 2030 Road Safety Strategy, with its working groups focused on operational deployments, communications, data and the identification of good practice.
- Collaborative work with Department for Infrastructure (DfI) has led to the following legislative changes being commenced: a review of speed limits; a Graduated Driving Licence (GDL) scheme; a reduction in drink drive limits; drug driving thresholds; and a potential increase in speeding fines above the current £60 fee.
- To maximise the deployment of Speed Indication Devices (SIDs), a strategy has been agreed with DfI/Department of Justice (DoJ)/ Policing & Community Safety Partnerships (PCSPs)/ Northern Ireland Road Safety Partnership (NIRSP) and the PSNI. The NIRSP continues to make more detections

than ever and continues to fund the RoadSafe Roadshows. Looking into 2026/27, a six year strategy for the partnership (which will see an investment in new technology) is currently being finalised.

A Year two, detailed Report Card for Indicator 2.6 will be presented to Partnership Committee in September 2026.

Performance Against Impact Measure

2.7 Working in Partnership to Effectively Tackle Cyber Crime



Performance against this Indicator is assessed against the following Impacts:

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

The original Indicator Report Card was reported to Partnership Committee in March 2026. A RAG assessment of Limited was reported in the Outcome 2 Report to the Full Board Meeting of the NIPB in December 2025.

Cyber-enabled and dependent crime is a fast-emerging area which requires significant investment in order to respond effectively to offending which is often complex in nature due to the ubiquitous nature of technology. A challenge with this specific Indicator has been securing a definition which enables both the NIPB and the PSNI to effectively monitor progress and which is also aligned with developments elsewhere. Further work is also required to identify specific offences in Northern Ireland that can be included in this Indicator for future assessment.

Impact Progress

The Police Service of Northern Ireland (PSNI) Digital Forensic Unit (DFU) processes digital devices for policing, offering operational and frontline support and includes a Cyber Crime Investigations Team.

Whilst cyber crime accounts for a small percentage of overall crime, in 2025/26 almost every incident investigated by the PSNI had a digital element. Demand is high, resource levels are challenged, extensive training is required to reach the required level of expertise, and each device holds exponentially more data than ever before thereby creating access and storage challenges.

During 2025/26, a Digital Forensics Portal (DFP) and Gatekeeping Team were introduced, with a full restructure also undertaken to include a Scene Attendance Team (SAT).

A Digital Acquisition Team (DAT) and an Analysis, Innovation and Reporting Team (AIR) have also been created within the DFU in conjunction with the DFP and the Gatekeeping Team. During 2025/26, the Investigation Team was also rebranded and is now known as Cyber Crime Investigation Team (CCIT).

Other initiatives undertaken during 2025/26 to improve the effectiveness of the policing response to cyber-crime, have included:

- 495 Cyber Protect engagements with local victims of cyber-crime (both businesses and individuals).
- 149 Cyber Protect engagements with local organisations.

- 52 Cyber Prevent engagements (provided to education establishments and organisations).
- 109 Operational Support taskings (including crypto and advanced open source).
- 18 Cyber Dependent investigations.

As cyber-crime is not a specific offence in Northern Ireland, it is not currently possible to demonstrate trends in criminal justice outcomes. The PSNI will keep this under review as and when specific offences are identified or are legislated in Northern Ireland.

Initiatives

The PSNI is currently focusing effort and resources to increase capacity and throughput, and to enhance capabilities in the face of ever evolving technologies. Highlights during 2025/26 include:

- Sadistic Online Exploitation (SOE Offending) – the Cyber Crime Investigation Team has taken the organisational lead in respect of this risk. This initiative captures Community Online Networks (COM) offending, a dangerous phenomenon involving online groups who collaborate to cause high-level harm.
- Dark web Marketplace – Stolen Databases. This initiative follows the UK takedown of the Genesis Marketplace. Two suspects in Northern Ireland are currently within the criminal justice process and another, a juvenile detected of involvement, has received a caution.
- Cryptocurrency - Cyber Investigations have witnessed a rise in cryptocurrency investigations, including operational assistance referrals. In February 2026, Cyber Investigators initiated an investigation into the recovery of a significant cryptocurrency hack and theft from a victim in Northern Ireland amounting to £100ks.
- Distributed Denial of Service (DDoS) Database - Following the takedown of the SecurityHide DDoS grouping, Cyber

Investigators have been involved in a National Crime Agency (NCA) co-ordinated operation into the resolution of users of a DDoS tool to launch attacks on websites.

- Looking into 2026/27, it would be the intention of the PSNI to agree with the NIPB a more robust definition for this Indicator, as well as the identification of specific offences (where relevant)

A Year two, detailed Report Card for Indicator 2.7 will be presented to Performance Committee in February 2027.

Performance Against Impact Measure

3.1 Representativeness of the Police Service

Performance against this Indicator is assessed against the following Impacts:

- The representativeness of the police service has improved as measured by trends in:
 - The representativeness of Officers and Staff across ranks, grades and Departments (by gender, community background, ethnic origin, disability, sexual orientation and socio-economic background) within:
 - Recruitment
 - Progression
 - Retention

The original Indicator Report Card was reported to Resources Committee in December 2025. A RAG assessment of Adequate was reported in the Outcome 3 Report to the Full Board Meeting of the NIPB in February 2026.

Using the 31 March 2025 as the baseline for assessing performance, PSNI progress remains incremental, shaped by a stable workforce and broader societal influences.

Impact Progress

Recruitment

The Student Officer recruitment campaign launched in January 2026 attracted 4,104 applicants, indicating sustained interest in policing careers. Compared with the 2025 campaign, there was a marginal decrease in representation among Catholic applicants (26.7% vs 28.8%), female applicants (36.6% vs 37.4%), and applicants identifying as LGBT+ (7.3% vs 8.0%). Conversely, representation increased for

applicants from ethnic minority communities (4.2% v 3.9%) and for those declaring a disability (5.7% v 4.0%).

A total of 298 Student Officers were appointed between October 2025 and March 2026. Although representation across Catholic (19.8%), female (30.9%) and LGBT+ appointees was below merit pool levels, ethnic minority appointments increased (2.7%).

In parallel, 12 external Police Staff campaigns were launched during 2025/26, and 142 appointments progressed across a range of roles. While Catholic (17.6%) representation was below overall staff composition, appointments from LGBT+ (7.1%), ethnic minority (2.1%) and disability groups (8.5%) were higher, reflecting broader diversity across staff recruitment.

Progression (Promotion)

A range of internal promotion and selection processes also contributed to improved representation across ranks and grades, particularly at Senior Officer ranks.

Retention

Workforce stability (retention) remains strong, with Officer stability at 94.3% and Staff at 93.2%, both showing improvement on the previous reporting period. The Catholic Officer stability rate (93.7%) is slightly lower than that of non-Catholic Officers (94.6%), while female officers (95.0%) have a higher stability rate than males (94.0%).

For staff, the Catholic (93.4%) stability rate is higher than non-Catholic (93.2%), and males (93.5%) have a higher stability rate than females (93.0%).

Initiatives

The PSNI remains focused on increased representativeness and continues to take targeted action to strengthen representation amongst underrepresented groups. Highlights during 2025/26 include:

- In January 2026, the PSNI launched a Custody Detention Officer (CDO) recruitment campaign alongside the Student Officer campaign, boosting CDO applicants by 23% from 2025.
- Both campaigns were underpinned by the Service's extensive year-round programme of outreach across all Districts, engaging businesses, community and educational stakeholders to encourage applications from all parts of the community. This included in-person and online events, an Instagram Q&A reached over 2,000 participants, and included collaboration with the King's Trust to build confidence and readiness to apply.
- Enhancements to the Join PSNI website and reasonable adjustment processes increased website traffic and candidate engagement, enabling the Service to respond to a broader and more complex range of candidate needs.

Year two, detailed Reports for Indicator 3.1 will be presented to Resources Committee in accordance with its agreed schedule for 2026/27, as follows:

- October 2026 – Representativeness, Recruitment & Recovery.
- January 2027 – Equality, Diversity & Inclusion.

Performance Against Impact Measure

3.2 Standards of Professionalism and Conduct

Performance against this Indicator is assessed against the following Impacts:

- The PSNI standards of professionalism and conduct has improved as measured by trends in:
 - Number of complaints and allegations received by the Office of the Police Ombudsman for Northern Ireland (OPONI).
 - Number of investigations.
 - Number of sanctions (dismissals and warnings).

The original Indicator Report was reported to Performance Committee in October 2025. A RAG assessment of Adequate was reported in the Outcome 3 Report to the Full Board Meeting of the NIPB in February 2026.

The PSNI’s Professional Standards Department (PSD) has invested in prevention and engagement which has led to an increase in reporting over the last year. This has resulted in more investigations, more duty status restrictions and more dismissals due to gross misconduct.

Impact Progress

Number of complaints and allegations received by the Office of the Police Ombudsman for Northern Ireland (OPONI)

Between 1 April 2025 and 31 March 2026, 3,026 complaints were made to OPONI, a decrease of 2% when compared with the previous year. This volume remains relatively consistent with previous reporting periods. During the same period the number of allegations investigated by

OPONI has increased by 3% from 5,292 in 2024/25 to 5,445 in 2025/26.

Number of investigations

In 2025/26, 150 new investigations were commenced, representing an increase of 6% on the previous year. The rise in investigations can be attributed, in part, to a rise in reporting. The Anti-Corruption Intelligence Unit (ACIU) has received 14% more referrals in the last 12 months with almost two thirds coming through confidential reporting methods such as Integrity Matters and Integrity Line.

Number of sanctions

Between 1 April 2025 and 31 March 2026, 24 Officers have attended a Misconduct or Special Case Hearing, of which 19 have been dismissed from the Service. This represents a dismissal rate of 79% which is a significant increase on last year when the rate stood at 54% following 14 dismissals out of 26 hearings.

The infographic below provides more detailed information concerning sanctions in respect of Police Officer misconduct.

Misconduct Hearings		Misconduct Meetings	
Dismissal	19	Final Written Warning	3
Final Written Warning	4	Written Warning	9
No Misconduct Found	1	Management Advice	10
		Misconduct Found—NFA	1
		No Misconduct Found	9

Initiatives

The PSNI is committed to the highest standards of professionalism and conduct, and continues to share learning to improve overall confidence in policing, encourage reporting and minimise the chances of reoccurrence. Highlights during 2025/26 include:

- The PSNI launched a new Conflicts of Interest eService application. The Service Instruction is intended to raise awareness and personal responsibility so that PSNI employees can make a self-declaration of a conflict of interest on eServices. Line managers will make an initial assessment and discuss any risks with the member of staff. A senior management review will ensure that all conflicts of interest are managed in a consistent and expeditious manner.
- PSD continues to support the organisation through its prevention and communication strategy. This includes reactive and proactive investigation, the introduction of an annual integrity and vetting health check (AIVHC), robust vetting procedures, engagement with internal and external partners, participation at Team PSNI events, publication of case studies and lessons learned and the development of Service Instructions.
- Looking forward into 2026/27, the PSNI is actively working to introduce a digital vetting management system along with the ongoing development of other IT platforms within PSD. It is anticipated that the project will provide a seamless digital experience for Officers, Staff and members of the public who apply for roles within the PSNI, and will facilitate data driven decision-making and real-time analytics to inform vetting decisions and future-proof the vetting process. It will also enable the PSNI to collaborate with other UK Forces who currently use a national streamlined vetting management process.

A Year two, detailed Report for Indicator 3.2 will be presented to Performance Committee in October 2027.

Performance Against Impact Measure

3.3 Making Best Use of Resources

Performance against this Indicator is assessed against the following Impacts:

- The PSNI has made best use of its resources as measured by trends in:
 - Reduction in absence rates for Officers and Staff.
 - Improvement in Officer and Staff Welfare as shown by the workforce survey data.
 - Improvement in the levels of Officer and Staff satisfaction as shown by the workforce survey data.
 - Implementation of the transformational strategies.

The original Indicator Reports were reported to Resources Committee throughout 2025/26. A RAG assessment of Good was reported in the Outcome 3 Report to the Full Board Meeting of the NIPB in February 2026.

This Indicator of the Policing Plan incorporates the resource challenges facing the PSNI, with emphasis on the actions taken to ensure all resources including people and physical assets are deployed to best effect aligned to strategic priorities. The PSNI has a clear understanding of its capacity and deployability pressures, with early evidence of stabilisation. Overall performance remains constrained by low workforce numbers, sustained abstraction and dependency on the pace and availability of funding to drive recovery and transformation activity.

Impact Progress

Reduction in absence rates for Officers and Staff

In 2025/26, the PSNI launched a refreshed Workforce Strategy aligned to 'Workforce Focus' as a strategic priority. The strategy sets out a clear commitment to creating safe and healthy workplaces and treating wellbeing as a core control in protecting deployable capacity.

Over the past year, the PSNI has strengthened attendance management arrangements alongside continued investment in occupational health and wellbeing (OHW) provision. These measures focus on keeping people well at work, improving access to treatment, supporting timely recovery and return, and maintaining appropriate accountability to minimise service disruption.

At the end of Year 1 of the Policing Plan, progress is evident in the infographics below in relation to the key metrics focused on attendance management:

Police Officers	24/25	25/26
Annual Working Days Lost (AWDL)	22.85	18.60
Target AWDL	14.11	14.11
AWDL (non IHR only)	13.63	12.64
AWDL (IHR only)	9.22	5.96
Number Sick on average per day FYTD (abstraction rate)	645 (10%)	518 (8%)
Estimated Annual Cost	£51.43M	£46.44M

Police Staff	24/25	25/26
Annual Working Days Lost (AWDL)	11.15	10.24
Target AWDL	10.31	10.31
Estimated Annual Cost	£5.31M	£5.52M

Workforce Survey Data – Welfare & Satisfaction

The *Your Service, Your Voice* Culture Audit recommended a deeper-dive into the area of inclusion. From 15 September to 6 October 2025, a pulse survey on inclusion took place, with 50.3% of the workforce taking part. Headlines have been shared with the workforce and reported to the NIPB. Workshops are scheduled with Commanders, Heads of Branch and their teams to identify actions for inclusion in 2026/27 business plans. Looking forward into 2026/27, root cause analysis Focus Groups will deepen understanding of the key themes, with full results to be shared later in 2026.

Feeling valued and having a sense of belonging are central to morale, wellbeing and resilience. The PSNI recognises that the workforce voice must be heard clearly and consistently and translated into visible, practical improvements in day-to-day working life. The PSNI has therefore established a more systematic approach to capturing this voice, supported by governance and a focus on learning and action.

Being Workforce Focused means equipping, engaging and empowering Officers and Staff to deliver for victims and communities. The

Workforce Strategy, *Being Workforce Focused, Being Team PSNI*, was developed in partnership with the workforce and sets-out reciprocal commitments: what employees can expect from the PSNI as an employer, and in return, how the workforce can commit as a member of *Team PSNI*.

During 2025, the PSNI refreshed its Workforce Strategy through extensive engagement with Officers, Staff and their respective Staff Associations: the Police Federation for Northern Ireland (PFNI), Superintendents' Association of Northern Ireland (SANI) and Northern Ireland Public Service Alliance (NIPSA). The strategy reflects a collective leadership commitment and, most importantly, the voice of the workforce. The strategy is deliberately reciprocal in nature and provides the strategic framework for supporting the workforce to deliver for victims and communities.

Implementation of the Transformational Strategies

The transformation of the Service has seen delivery progress against each of the key strategies outlined in the Policing Plan. The pace and scale of transformation remains heavily reliant on both revenue and capital resource to scale and drive improvements aimed at continuously improving the efficiency and effectiveness of service delivery.

In 2025/26, the Digital Strategy has continued to deliver new digital engagement platforms, expansion of digital investigation capability such as body worn video and automatic number plate recognition, the roll-out of mobile applications and support for the Human Resources Core system renewal. A refreshed Digital Strategy and revised governance has been a key focus in Year 1 to ensure service delivery benefits are being prioritised with establishment of a new *Digital Change and Innovation Board* and an *AI Board* to ensure the future direction of digital changes are both

optimised to service delivery needs and aligned to the Code of Ethics.

During 2025/26, the PSNI also developed a Data and Information Risk Strategy which has recently been approved by the (PSNI's) Service Data Board. In parallel, data and information risk has been streamlined by consolidating related strategic risks into a single overarching information risk aligned to the strategy, thereby strengthening strategic oversight.

Looking forward into 2026/27, annual implementation plans for delivery of the strategy are currently being progressed, with a corporate launch planned for May 2026 focusing on cultural values, compliance, and the effective management of data and information risk. Recommendations of the Independent Review of the 2023 Data Breach will continue to be revisited for assurance in 2026/27.

In delivering the Fleet Strategy, the PSNI has prioritised improving fleet capacity, modernising systems and operating models, progressing replacement of Tactical Support Vehicles and expanding lower emission options where operationally appropriate. In 2025/26, the Service prioritised the development of business cases to address significant risks associated with air fleet and public order vehicles capacity. Looking forward into 2026/27, addressing these risks into Year 2 of the Policing Plan remain subject to securing the necessary funding

The PSNI's Estate Strategy: 2021 and Beyond identifies tangible but ambitious objectives to deliver progress against each of the seven pillars in the strategy. Highlights against the seven pillars during 2025/26 include:

- Improvements to site and infrastructure resilience following the impacts of Storm Eowyn and safety compliance measures related to fire suppression, legionella and asbestos removal (Safe, Secure and Complaint).
- Perimeter softening works to Newtownhamilton station and proposals developed for a further

five sites subject to funding (Modern, Welcoming to the Public).

- Improvements to office space including open plan working and modular meeting and reading spaces. (A Great Workplace).
- 2025/26 also saw the largest increase in estate site disposals in the past 10 years with capital receipts secured to enable the long awaited acquisition of the Redburn site at Kinnegar for the future development of a new Police College and Crime Campus to progress. Action to develop the business case and site rationalisation proposals can now progress in Year 2 (Affordable, Right Size & Right Place) .
- The PSNI Carbon Reduction Plan also sets targets towards achieving net zero. The Climate Change Act (2022) introduced new energy and carbon reporting duties which came into effect in 2025. Working in partnership with DEARA, the PSNI has established systems to meet its responsibilities (Sustainability)

Initiatives

Highlights during 2025/26 include:

- **Friends and Family Night**
The PSNI recognises that the demands of policing can impact not only the individual Officer or Staff member, but also their family and wider support network. To strengthen early support, the PSNI has developed resources for families and friends to improve awareness of potential impacts, signs to look for, how to have supportive conversations and how to access confidential support routes. These resources are reinforced through a structured 'Friends and Family' evening delivered in collaboration with the Police College, OHW, peer support and the Staff Associations. Delivered at a key transition point for Student Officers, the session strengthens early recognition and access to

help, supporting resilience and sustained deployability.

- **Professional Development Review “CHAT”**

The PSNI also recognises the critical role line managers play in engaging and empowering its workforce. pdrCHAT is a new professional development framework designed to replace compliance led performance reviews with structured, coaching-led conversations focused on performance, wellbeing and development. Rolling implementation from January 2026 will spread conversations across the year, reduce pressure on line managers, and improve the quality and consistency of engagement with staff. By strengthening line management conversations, pdrCHAT is intended to support engagement, wellbeing and development, contributing directly to workforce resilience and more effective use of resources.

- **Neurodiversity (Operational Learning)**

Following an incident in December 2024 involving Officer interaction with an autistic member of the public, the PSNI undertook an immediate review of neurodiversity training and operational guidance. Actions have included strengthened engagement with Autism NI and other stakeholders, targeted training for senior leaders and key staff, and an agreed improvement plan aligned to external recommendations focused on practical frontline capability, communication and de-escalation.

- **Video Officer Attendance Team**

The Video Officer Attendance Team (VOAT) provides a strong example of workforce modernisation in practice, enabling the Service to make best use of available Officer capacity. In the context of sustained workforce pressures and increasing levels of role adjustments, the VOAT enables Officers to remain operationally active in public facing roles aligned to their skills, restrictions and personal circumstances. Rather than defaulting Officers with adjustments into back office abstraction, the VOAT maximises their contribution by matching capability to demand.

This retains skills and experience within operational policing, and also reframes role adjustment as enablement rather than limitation, whilst also demonstrating how innovation can protect deployable capacity.

Year two, detailed Reports for Indicator 3.3 will be presented to Resources Committee in accordance with its agreed schedule for 2026/27, as follows:

- March 2026 – Health & Wellbeing and Workforce Strategy.
- May 2026 – Data Strategy.
- June 2026 – Workforce Culture and Digital Strategy.
- September 2026 – Deployable Resources (including absence), Estates Strategy and Transformation.
- October 2026 – Fleet Strategy.
- November 2026 – Learning & Development and Data Strategy.
- March 2027 - Health & Wellbeing and Workforce Strategy.

