



Police Service
of Northern Ireland

Chief Constable's Accountability Report

to Northern Ireland
Policing Board

Report Date:

Covering Period of 2 February 2023 to
24 February 2023

Presented at Policing Board Meeting:

2 March 2023



**we care
we listen
we act**

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Unless otherwise stated the statistics in this report are unvalidated management information sourced from administrative systems and are subject to change.

Foreword



In writing February's Accountability Report, I do so in the immediate aftermath of the brazen and calculated attempt to murder our colleague, Detective Chief Inspector John Caldwell. The shocking circumstances of this heinous act are now well documented and the horror felt across our communities reflects the depravity of the attack.

I would take this opportunity to thank the members of the public and emergency services who worked so hard to save John's life in the immediate aftermath and now in his subsequent treatment.

John is a father, husband and colleague and a valued and active member of his local community. He is held in the highest esteem within our organisation. His commitment to public service both in his work as a Senior Investigating Officer

supporting victims and bringing offenders to justice, and in his role as a volunteer coach within the community of Omagh, makes him the embodiment of the values we hold dearest in policing.

I and my colleagues have drawn significant comfort and resilience from the universal condemnation of the attack from across the community and from political leaders when we met at Police Headquarters. On visiting Omagh to see the various teams involved in the investigation, I was struck by how the local community had rallied around with kind gestures of support and solidarity with those trying to bring John's attackers to justice.

My thoughts, and those of all my colleagues, remain with John and his family. We will continue to provide them, and John's colleagues, with all the necessary assistance as we navigate the difficult days ahead.

The Cost of Living crisis continues to present significant personal hardship for many. I am pleased to report that since our last Board meeting the 2022-23 pay award for police officers has been approved by the Department of Justice and Department of Finance.

Regrettably, an agreed award for police staff remains outstanding as their pay and conditions are subject to wider Northern Ireland Civil Service Regulations. Our Cost of Living Gold Group, jointly Chaired by the Chief Operating Officer and Deputy Chief Constable, continues to work alongside Staff Associations to explore mitigations to support employees in these challenging times.

Following our recent update to the Resources Committee on the impact of the budget shortfall for 2022-23, I have had the opportunity to engage with colleagues internally at a bespoke Leaders Engagement Forum Board and with Staff Associations, Support Networks and Trade Unions. This has been supported by a series of internal communications using a variety of channels. This honest and frank dialogue is an important step in focussing leadership at all levels of the organisation, on the significance of the task we collectively face if we are to continue to deliver high quality and responsive policing services with a shrinking resource.

We await clarity on the coming year's budget settlement to understand with greater certainty the quantum of the challenge next year. As part of the budget setting process for 2023-24 we have been asked to model the impact of further reductions of 10%/15% which, if implemented, imposes cuts of £176m/£206m. The reality is that delivering

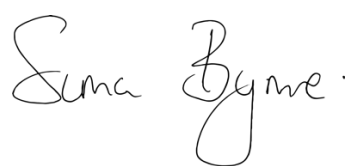
further reductions of that scale within the 12 month budget cycle is likely to be undeliverable. The impact of our efforts to meet our statutory duty to balance the budget we are given will be felt across every aspect of the service we deliver, and which communities rely upon. We have outlined our stark budgetary position to political leaders at our meeting last week.

One part of our response to that challenge will be by seeking to streamline and deliver efficiencies in front line services. In order to help kick-start some of that necessary activity, I have asked Chief Superintendent Melanie Jones to lead a programme of work designed to reduce the unnecessary delay and waste we create ourselves through outdated bureaucracy. More detail will follow soon, however, the role of the uniform Sergeant, Custody processes and meeting structures will feature in early work.

The reporting of officer and staff assaults is an ongoing concern. I have commissioned more detailed analysis of the context in which officers and staff are assaulted, to include types of injury, so we can be informed about the tactical options available to prevent unnecessary harm. I am also in the final stages of preparing a Victim Impact Statement from me, which will be introduced into Court proceedings for assaults on police to highlight the personal and professional impact such abhorrent actions have upon colleagues.

The pace of operational work and planning remains high. Preparation is well underway towards developing the policing operation to support the anticipated programme of upcoming events to commemorate the 25th Anniversary of the signing of the Good Friday Agreement. In addition, planning with partners for the annual public safety operation linked to the range of events across St Patrick's Day weekend is at an advanced stage. The reckless behaviour of those in Derry/Londonderry who left an explosive device close to where children play shows the disregard they have for the city and those who live in it.

Finally, the March Board meeting sees Board Members Michael Atkinson and Carmel McKinney complete their term of office. I would like to put on record my thanks, and those of my colleagues, for the invaluable work they have carried out in their role of both advocating for policing and holding the Service to account.



Simon Byrne

Chief Constable

Police Service of Northern Ireland

Finance and Resources Update

Despite a difficult budget settlement in the current year, I anticipate a breakeven position for both resource and capital spend for the full year. Although this is a much improved and welcomed financial position, it has come at a cost to policing, in terms of both headcount and services, as detailed in my report last month.

Outlook for 2023-24

As yet, there is no clarity on the likely police budget for next year. That said, all the indicators to date are that the financial situation facing the Police Service will be bleak. As reported last month, our initial assessment against a flat budget gave rise to a funding gap of some £106m in 2023-24. Even if off-set by the previously planned reductions outlined in our current Resource Plan (including reduced recruitment), this still leaves a residual funding gap of £50m to be addressed.

We have since been asked by the Department of Justice to model the impact of further cuts of both 10% and 15% - or over £70m and £100m in additional cuts. Based on the closing allocation for non-ringfenced resource DEL at March 2022 of £781m, this would result in cuts to the budget of between £176m (23%) and £206m (26%). For those willing to listen, the reality is that the police budget is at breaking point and not in a position to

deliver the scale of cuts being modelled in the time available.

With such pressure on the police budget, I feel it is important to share my concern and emphasise the size of the challenge with the Board and the public. It seems almost inevitable that we will be faced with a shrinking Service in the year ahead with stark choices about prioritising our remaining resources. This will impact across every aspect of the Service and although we will endeavour to do all we can by way of mitigation, the community will feel the difference.

Pay Awards

I am pleased to report that approval was provided by the Department of Justice on 3 February 2023, to progress with payment of the Police Pay Award. This award was due in September 2022 but will now be paid to officers in the February payroll (including arrears).

For police staff, the wait continues for an award that was due in August 2022. NIPSA, our largest staff union, are currently balloting on industrial action and we await the outcome. We will continue to work with the Department and others to progress these matters.



Forensic Medical Officers

The current Forensic Medical Officer (FMO) contract is due to expire in early Summer 2023. In the main, this contract delivers the provision of custody assessments, for example, determining an arrested person's fitness to be detained, interviewed and obtaining forensic sampling, for custody suites outside of Belfast and Antrim.

The current contract is made up of nine separate rotas which are independently resourced and drawn from local areas, with some regional variations in rates. This is an historic practice which has been progressively changed to achieve a corporate approach across all nine rota.

The long-term plan is the roll out of the Nurse Lead Healthcare Model which will replace this patchwork of FMO contracts. The Nurse Led Model has specially trained nurses embedded within the custody suites on a 24/7 basis to replace and enhance the FMO service. It provides a holistic healthcare approach, embedding community services within the custody suites and enabling on-going healthcare support and referral after a person is released from custody. It provides for seamless healthcare for detained persons whilst they are in police custody.

Notwithstanding this model, there remains a current and on-going requirement for FMOs until the provisions in Road Traffic Legislation relating to drink and drug testing are amended.

These specifically require the services of a FMO.

Work is under way to prepare a further Direct Award Contract. Given the inflationary pressures arising from pay settlements, there is potential that on a like for like basis, this renewal would incur additional costs. However, through the reshaping of the service towards regionalised rates and reduced the number of rotas, it is envisaged this may deliver cost savings. Work is at an early stage and indicative costs are not yet available.

Our Performance

The information in this section is extracted from our Official Statistics published reports. The full reports can all be accessed from the following link.

<https://www.psni.police.uk/about-us/our-publications-and-reports/official-statistics>

These are in-year provisional figures and may be subject to change.

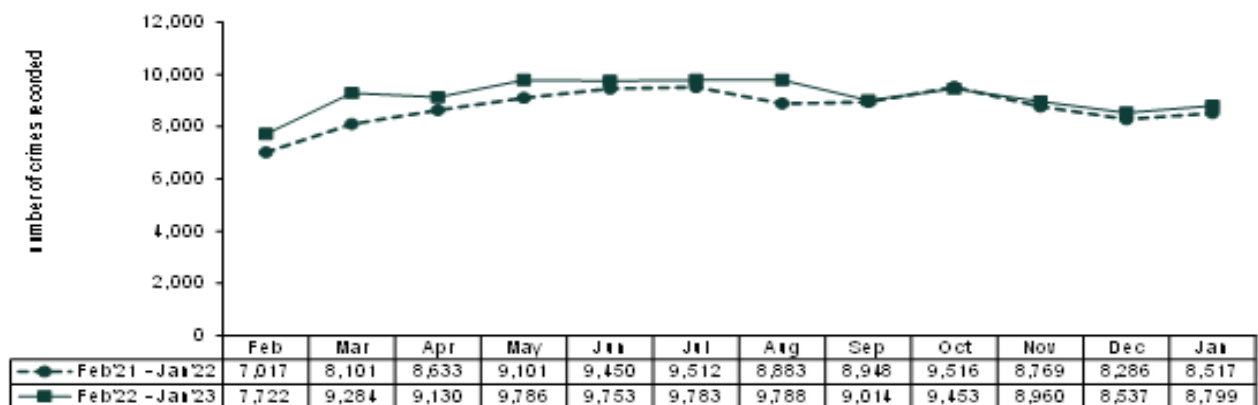
Recorded Crime

In the 12 months from 1 February 2022 to 31 January 2023:

- There were 110,009 crimes recorded, an increase of 5,276 (5.0%) on the previous 12 months.
- There were 58 police recorded crimes per 1,000 population ¹ compared with 55 crimes in the previous 12 month period.
- Lockdown measures in relation to Covid-19 were first introduced on 23

March 2020 resulting in lower levels of crime. When compared with the previous year the level of crime was higher in each month from February 2022 to January 2023, with the exception of October 2022. When comparing each month, the largest increase was March 2022 with 1,183 (14.6%) more offences than March 2021. Looking at the latest month, there were 282 (3.3%) more offences recorded in January 2023 when compared with January 2022.

Police recorded Crime February 2021 to January 2023



¹ Crime per 1,000 population based on mid-year population estimate of 1,904,563 for 2021, the latest mid-year estimate available at time of compilation. [Mid-year population estimates are available from the NISRA website \(opens in a new window\).](#)

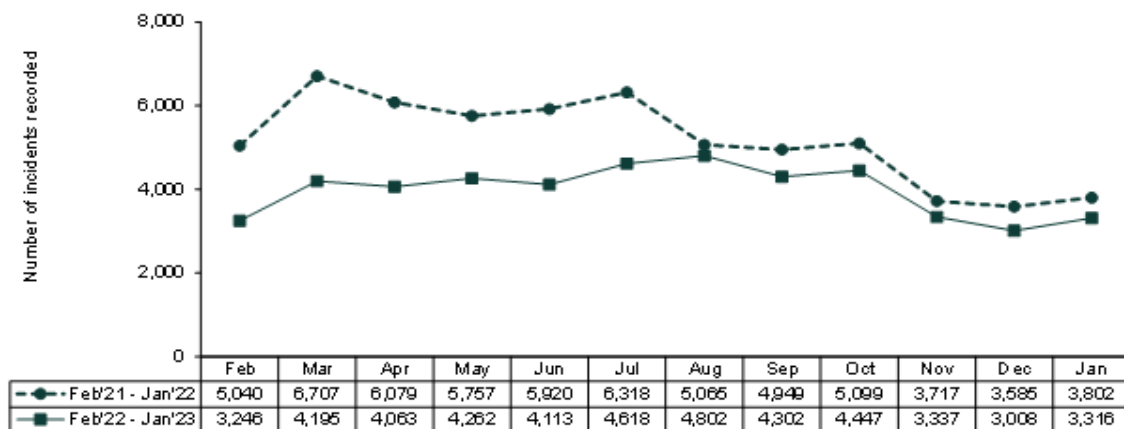


Anti-Social Behaviour

In the 12 months from 1 February 2022 to 31 January 2023:

- There were 47,709 anti-social behaviour incidents, a decrease of 14,329 (-23.1%) on the previous 12 months. This is the lowest 12 month figure since the data series began in 2006-07.
- The initial introduction of lockdown measures resulted in substantially higher levels of anti-social behaviour incidents when compared with the same months in the previous year. This was seen in both February and March 2021.
- Since February 2022, each month has recorded lower levels of anti-social behaviour when compared with the same month in the previous year.
- Each month February 2022 through to January 2023 recorded the lowest levels of anti-social behaviour for those months since the start of the data series in April 2006, with the exception of August 2022 which recorded the second lowest August level in the data series.
- The latest month (January 2023) was 308 incidents higher than December 2022. Levels during January have been higher than those in December in each year since 2020. The 3,008 incidents recorded in December 2022 is the lowest monthly figure recorded since the data series began in April 2006.

**Anti-social behaviour incidents recorded by the Police
February 2021 to January 2023**



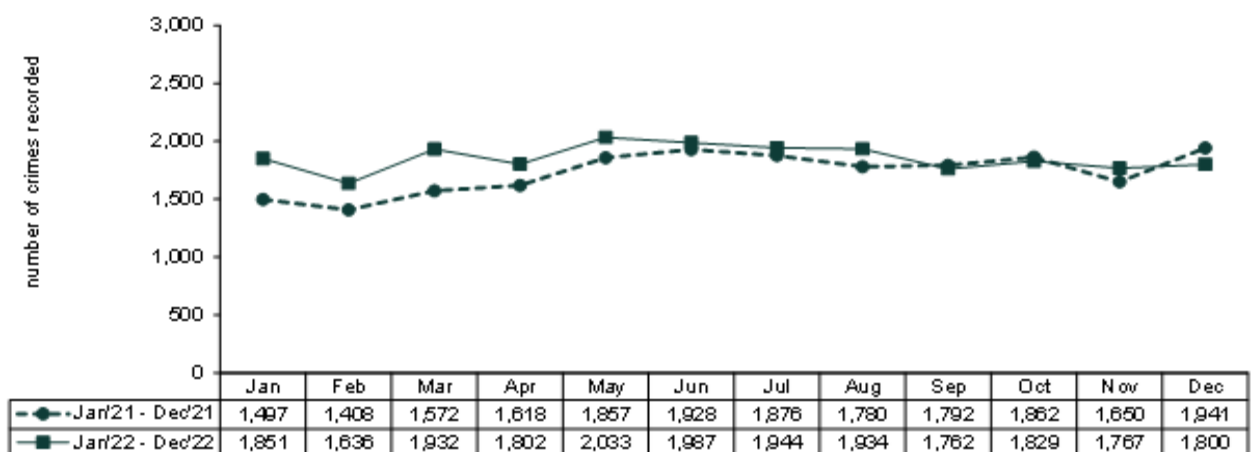
Domestic Abuse

In the 12 months from 1 January 2022 to 31 December 2022:

- There were 32,941 domestic abuse incidents, an increase of 731 (2.3%) on the previous 12 months.
- The number of domestic abuse crimes recorded reached 22,277, an increase of 1,496 (7.2%) on the previous 12 months.
- There were 17 domestic abuse incidents and 12 domestic abuse crimes per 1,000 population¹, compared with 17 domestic abuse incidents and 11 domestic abuse crimes recorded during the previous 12 months.

- All major offence types saw increases, except for criminal damage, breaches of non-molestation orders and the 'all other offences' classification.
- The largest volume increase in domestic abuse crimes was seen within violence against the person which rose by 1,411 (8.6%).
- The number of domestic abuse crimes was higher in each month when compared with the previous 12 month period, with the exception of September, October and December 2022.

**Domestic Abuse crimes recorded by the Police
January 2021 to December 2022**



Hate Motivation

In the 12 months from 1 January 2022 to 31 December 2022:

- The number of incidents recorded rose across three of the six hate motivations (sectarian, disability and transphobic) when compared with the previous 12 months.
- The number of crimes recorded increased across two of the six motivations (sectarian and disability) when compared with the previous 12 months. The number of crimes with a disability motivation reached the highest 12 month level since the recording of these motivations began in 2005-06.
- Incidents and crimes with a racist motivation showed the largest decrease, with 92 fewer incidents and 90 fewer crimes.
- Incidents and crimes with a sectarian motivation showed the largest overall increase (170 more incidents and 131 more crimes).

Overall summary of hate motivated incidents and crimes

	Incidents Jan'21-Dec'21	Incidents Jan'22-Dec'22	Incidents Change	Crimes Jan'21-Dec'21	Crimes Jan'22-Dec'22	Crimes Change
Racist	1,307	1,215	-92	944	854	-90
Homophobic	437	433	-4	316	308	-8
Sectarian	1,077	1,247	170	785	916	131
Disability	118	142	24	73	119	46
Faith/Religion	72	43	-29	56	31	-25
Transphobic	62	70	8	40	37	-3

Police Recorded Drug Seizures and Arrests

The number of drug seizure incidents has increased each year since 2006/07, with the exception of a slight fall in 2016/17. The level recorded in 2021/22 (8,596 seizure incidents) is more than three times the level recorded in 2006/07 (2,590 seizure incidents).

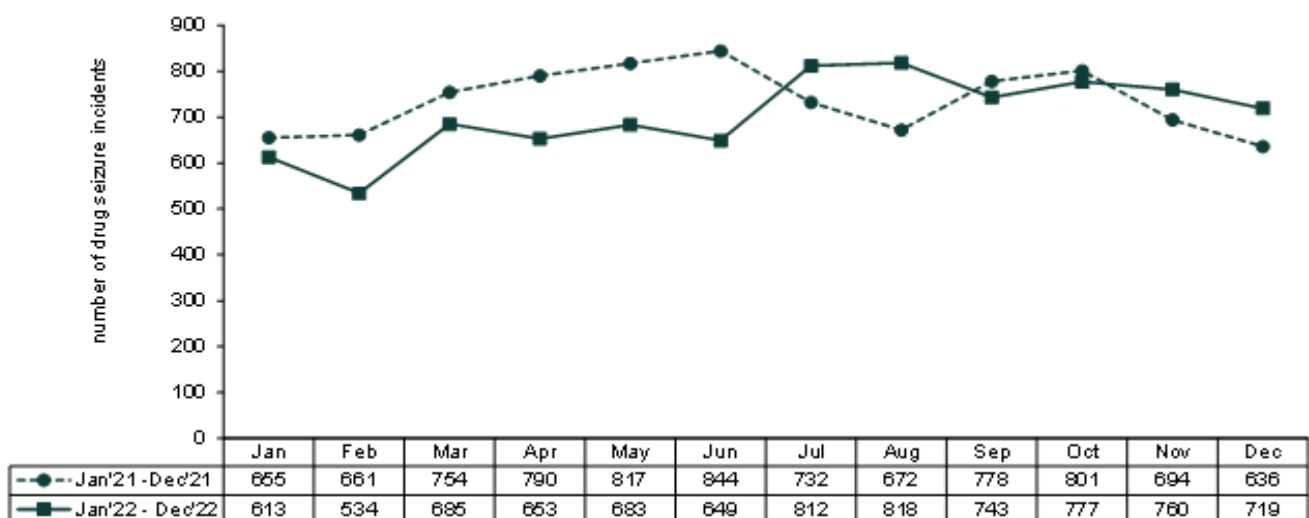
Drug Seizures

In the 12 months from 1 January 2022 to 31 December 2022:

- There were 8,446 drug seizure incidents, a decrease of 388 (4.4%) on the previous 12 months when 8,834 were recorded.

- There was a rise in the number of Class A, and a fall in the number of Class B and Class C seizure incidents.
- Cannabis (Class B) was the most commonly seized drug, followed by cocaine (Class A) and benzodiazepines (Class C).
- The trend in drug seizure incidents is similar to that seen for the number of drug offences recorded by police over the same time period. Please note that as seizure incidents continue to be processed, this will lead to an increase in the number of drug seizures recorded since April 2022.

Drug seizure incidents January 2021 to December 2022

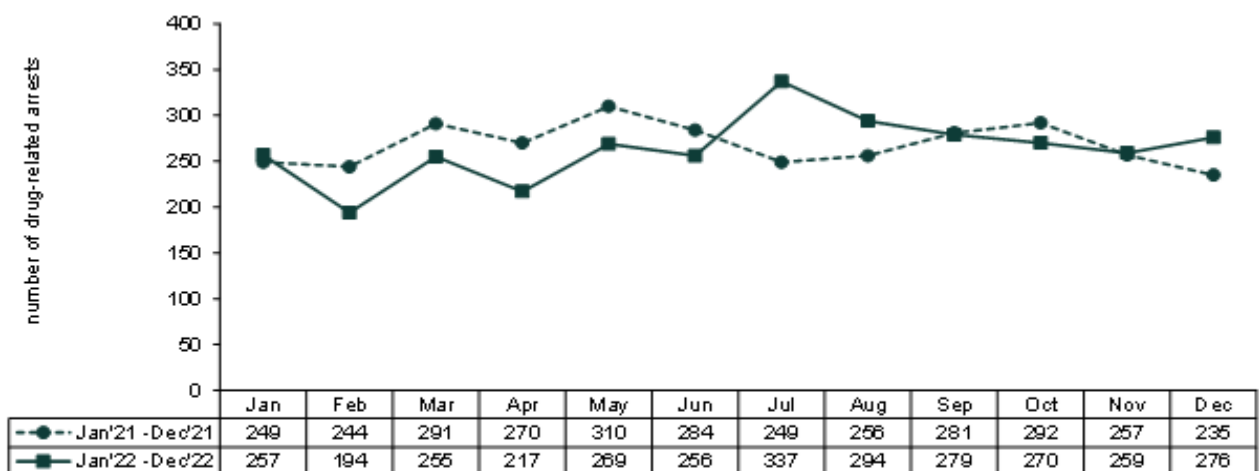


Drug related Arrests

In the 12 months from 1 January 2022 to 31 December 2022:

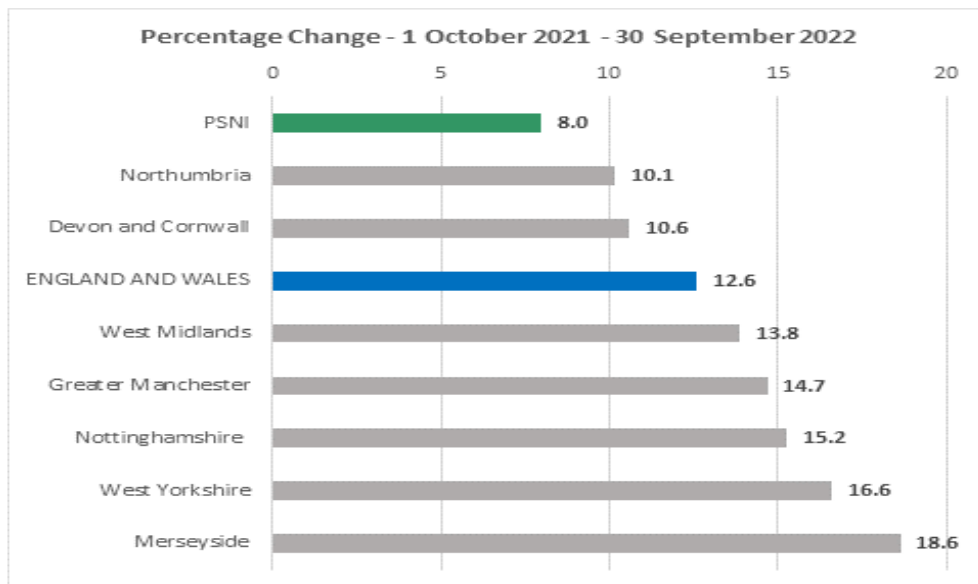
- There were 3,163 drug-related arrests, a decrease of 55 (1.7%) when compared with the previous 12 months.
- The trend in drug-related arrests is similar to that seen for the number of drug seizure incidents and drug offences recorded by police over the same time period.
- There were 194 drug-related arrests in February 2022, which is the lowest monthly figure since April 2020 when there were 175 drug-related arrests.
- The largest falls in drug arrests between January 2022 and December 2022 when compared with previous 12 months were seen in February, April May which were lower by 50, 53 and 41 respectively.
- Drug-related arrests were higher in five of the months between January 2022 and December 2022 when compared with the previous 12 month period, with July and December showing the highest increases of 88 and 41 respectively.

Drug-related arrests January 2021 to December 2022

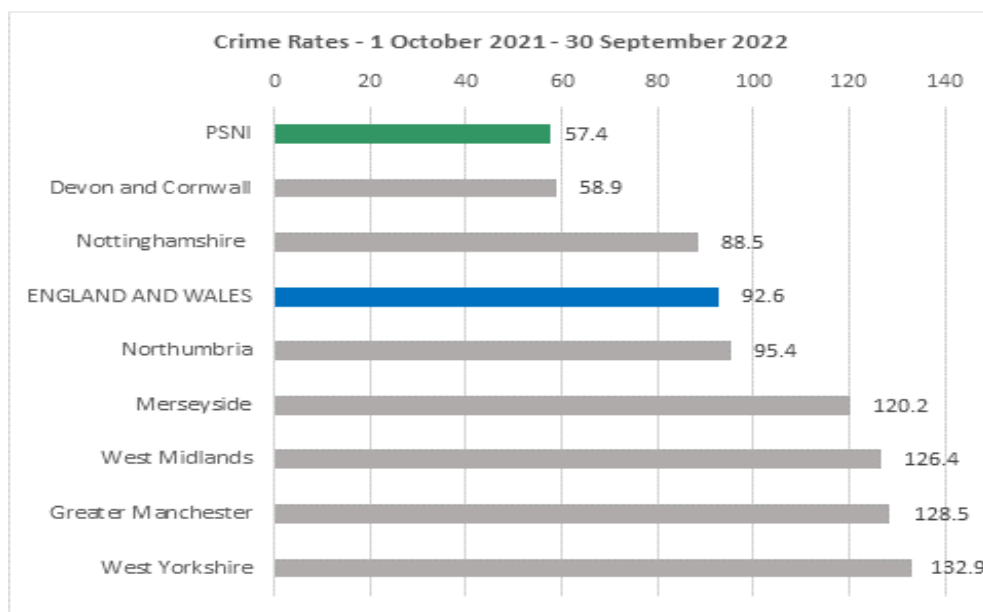


Police Recorded Crime Most Similar Force (MSF) Comparisons²: 1 October 2021 – 30 September 2022 (latest time period published for England & Wales)

The Northern Ireland crime rate per 1,000 population for the period 1 October 2021 – 30 September 2022 of 57.4³ was lower than for all forces in England & Wales (92.6). The MSF with the lowest crime rate was Devon and Cornwall (58.9), the third lowest crime rate in England & Wales. Four MSFs were in the bottom five of the crime rate table; Merseyside (120.2), West Midlands (126.4), Great Manchester (128.5) and West Yorkshire (132.9).



The percentage increase in police recorded crime in Northern Ireland was 8.0% for the year ending 30 September 2022². This was a lower increase than the England & Wales average (+12.6%) and was also less of an increase when compared with each of our MSFs, which ranged from an increase of 10.1% in Northumbria to 18.6% in Merseyside.



²MSF comparisons are available in the Police force area data tables – year ending September 2022 published on the ONS website <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/datasets/policeforceareadatatables>

³ PSNI figures taken from Police Recorded Crime in Northern Update to 30 September 2022 issued by PSNI Statistics Branch



Outcome 1

We Have a Safe Community

Operation Subregular

Operation Subregular was the Policing response to the Government Energy Support Payment Scheme. It was designed in partnership with the Post Office to deter and prevent criminal activity associated with the payment.

All of the scheme's vouchers have now been delivered, with over 85% having been redeemed, and approximately £150m in cash distributed to local Post Offices and out into our communities.

The policing operation has now closed, however, we will continue to build upon some fantastic engagement with local communities via local post offices', and provide preventative patrolling with regards to cash in transit vehicle deliveries and ATM's as part of normal business.

Organised Crime update

During February, Detectives from the Organised Crime Branch, assisted by colleagues in District Support Team and local Neighbourhood policing teams, arrested two men following the discovery of a large and sophisticated cannabis farm at a property in Hillsborough. Such was

the scale of the farm, searches had to be carried out by specialist search teams.

The two men have been charged to Lisburn Magistrates Court for numerous drug related offences, including cultivating cannabis.



Images from the Cannabis Farm at Hillsborough



Also this month, Detectives from our Organised Crime Branch, assisted by officers from Armagh, Banbridge and Craigavon District, carried eight searches in connection with the investigation into an Organised Crime Group involved in the supply of drugs and firearms.

At one of the properties Detectives uncovered a small cannabis factory, with an estimated street value of £32,000. A 31-year-old man was arrested on suspicion of a number of drug offences, including cultivating cannabis, as well as possession of a prohibited weapon and abstracting electricity. He has been charged to Court.

During the other searches officers recovered nine suspected firearms, several Samurai swords, approximately £6,000 in cash and quantities of Class A and B controlled drugs. Enquiries are ongoing.

Detectives have now carried out a total of 29 searches and made nine arrests since this investigation began in October 2022.



Detective Chief Inspector Richard Thornton with suspected guns, drugs and cash seized during the search operation in Craigavon, County Armagh

Outcome 2

We Have confidence in Policing

PING Messaging Application

On 7 February 2023, we launched our new Internal Secure Messaging Service entitled PING.

The new mobile application is now in use across the Service on corporately issued work phones.

This new application provides a simple instant messaging service which removes the need to use personal mobile devices to discuss work related matters, such as, duties, overtime and leave. Features such as Direct Message and Group Chats are now available for those work related conversations. Important Priority Broadcasts can be issued quickly by permitted individuals to several contacts at once inside a geographical area, or by rank/grade.

A Service Instruction regarding the use of private mobile phones whilst on duty has also been launched.

Freedom of Information Publication Scheme

On 2 February 2023 the Information Commissioner's Office (ICO) published a report into publication schemes. Section 19 of the Freedom of Information Act 2000 requires all public authorities to make available and proactively publish certain

classes of information in a 'publication scheme'.

The ICO has set out specific 'definition documents' for what they expect a public authority to make available on their websites. A publication scheme helps the public authority signpost a requester to information already made available by them, prevents escalation of complaints to the ICO and encourages proactive publication of information that is in the public interest and safe to disclose.

The ICO report includes an analysis of a snapshot of compliance of 200 public authorities from across 10 sectors in the UK. The report identified issues of non-compliance and made recommendations to help support public bodies more ably comply with this area of the law. The ICO used each authority's website to establish whether it was maintaining a publication scheme and whether it was publishing the information it would expect. The Police Service of Northern Ireland was the best performing Police Service in this analysis and is included as a case study of good practice within the report.

We wish to build on the findings detailed in the report and work is being taken forward by our Operations Support Department to help identify and proactively publish more information.

The Publication Scheme report can be accessed via the following link:

[publication-schemes-snapshot-202302.pdf](https://ico.org.uk/publication-schemes-snapshot-202302.pdf)
(ico.org.uk)

Outcome 3

We Have Engaged and Supportive Communities

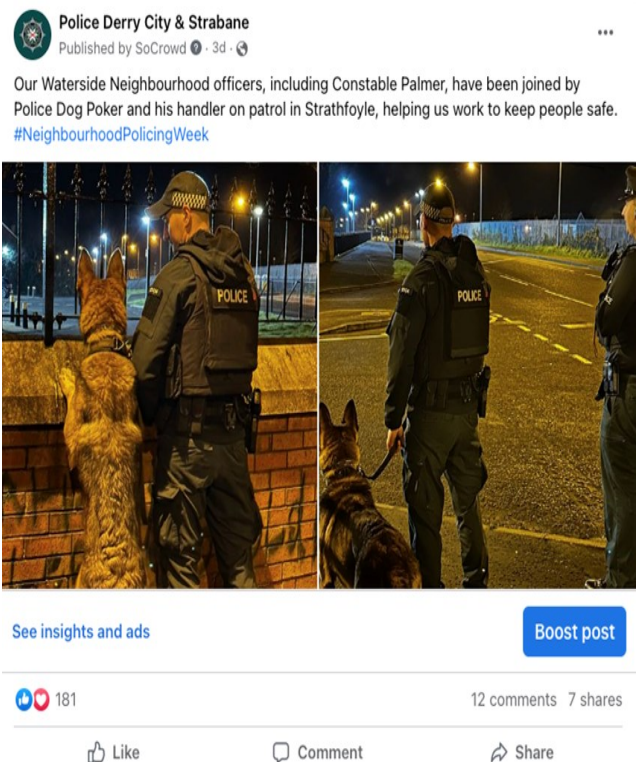
National Neighbourhood Policing Week of Action

As reported last month, the National Neighbourhood Policing Week took place from 23-29 January 2023. This week long campaign focused on raising awareness of neighbourhood policing, creating discussion around what neighbourhood policing means, showcasing problem solving examples and updating the public on how to contact their local neighbourhood officer.

Campaign activity including a press release, video case studies, a dedicated website section, online survey, social media content and internal communications. The corporate social media plan was supported by local content published by District Neighbourhood Teams throughout the week.

Our work involved a range of partners including; the Northern Ireland Policing Board, Policing Community Safety Partnerships (PCSPs), The Executive Programme on Paramilitarism and Organised Crime, Youth Justice and Youth Work Alliance.

The social media element of the campaign achieved an overall reach of 1,649,815 with 519 shares and 30,881 video views. There were 1,176 responses to the short online survey asking the public for views on Police Service of Northern Ireland social media.





Local Policing Plan Consultation

A key way in which we deliver local policing is through collaboration with the Board to develop the Northern Ireland Policing Plan. This plan outlines our objectives across a five year period.

The overall Northern Ireland Policing Plan informs policing priorities at grassroots levels in local communities. The annual Local Policing Plan is used to prioritise resources against areas that matter most to local communities.

The Local Policing Plan consultation has been launched in a bid to develop an understanding of local priorities. To help us shape these plans we have developed an easy to use prioritisation simulator. This will highlight the challenges involved in allocating policing resources across the demands facing our Districts. Those using this simulator will have the opportunity to allocate resources to the areas they see as priorities for their community.

The information received in the responses will then be used in conjunction with the National Policing Plan and Community Safety Partnerships to develop the Local Policing Plans.

Royal National Institute of Blind People

February also saw the launch of our partnership with the Royal National Institute of Blind People Northern Ireland (RNIB NI).

This initiative will actively increase awareness and understanding of sight loss within our organisation, and increase engagement with the sight loss community to deliver important public safety messaging. Police and Crime Prevention Officers will liaise directly with those affected by sight loss to offer advice on home safety, scams, hate crime, as well as a range of other topics.

On 6 February 2023, the RNIB NI hosted a bespoke awareness raising session attended by our Crime Prevention Officers and local Neighbourhood and Response Officers.

We have also collaborated to develop a best practice guide to ensure that all our officers and staff can best meet the needs of the 57,500 blind and partially sighted members of the public currently living in Northern Ireland.



Tori Tennant and her guide dog Vivi, and Dawn Hooper and her guide dog Micky, pictured alongside some of the officers who attended the RNIB NI awareness raising session.

Travelling Service Executive Team (SET)

On 8 February 2023 the Service Executive Team travelled to South Area for the second of their 'Travelling SET' visits. This was a great opportunity for senior leaders to engage with local policing and neighbourhood teams, community representatives, local partners and members of the community and listen to their concerns on a range of issues.

South Area officers took the opportunity to showcase ongoing partnership working and initiatives to address local issues.

The programme for the day included engagement with the Armagh Roma Traveller Support (ARTS) and a meeting with Church leaders, including Archbishop Eamonn Martin and Archbishop John

McDowell. SET members also visited St Vincent de Paul in Dromore to examine their referral mechanism to support the most vulnerable members in the community, and Newry High School to view a modern approach to engaging with young people.

A number of officers and staff from across South Area were also able to meet with the Service Executive Team to ask questions about relevant issues including assaults on police, training provision and the impact of budget cuts.



Our People, Your Service

Police Remuneration Review Body

On Wednesday 1 February 2023 members of the Police Remuneration Review Body (PRRB) visited the Police Service of Northern Ireland.

During the visit the members met with the Service Executive Team, where they were presented with an overview of findings from our Cost of Living survey. Discussions were had on the impact of rising costs and the delay in implementing the pay award.

PRRB members also conducted a tour of North and West Belfast, took part in a station visit to PSNI Tennent Street and attended an online meeting with officers in hard-to-fill roles in Derry City and Strabane and Fermanagh and Omagh Districts.

The members stated that they were overwhelmed by the honesty and candour of the officers and the strength of the messages conveyed.

Race Action Plan

There have been further developments to our Race Action Plan since our update to the Board in October 2022.

In November, the Equality Diversity and Inclusion team (EDI) hosted an internal engagement event for staff and officers from ethnic minority communities to discuss and shape our Plan.

This style of event was repeated for members of the external community by hosting three events during December in Belfast, Derry/Londonderry and Dungannon. This enabled us to gather feedback from a wide range of communities across Northern Ireland, again ensuring that local voices had the opportunity to input into priorities.

This engagement has assisted our Race Action Working Group with developing a draft Race Action Plan, where the objectives, measures and actions are aligned these with the four Pillars of:

- Representation and Culture
- Powers and Policies
- Community Engagement
- Protection

The next Race Action Plan Working Group is scheduled for the 15 March 2023.

Further to an operational review of our Equality Scheme in the Summer of 2022, the scheme is undergoing a refresh for 2023-28 and once complete will be available on our Website. Work to progress an audit of inequalities continues. This will inform future revisions to our Equality and Diversity Action Plans.

First Line Managers Development Programme

The **First Line Managers Development Programme** is a four day bespoke programme available for Sergeants and Executive Officers promoted after 2019, as well as those in a temporary position awaiting promotion. It has been designed following the completion of a training needs analysis and through consultation with our Staff Associations, senior managers, and research with partners.

Days one and two cover generic managerial content, including, Occupation Health and Wellbeing, Managing Attendance, Professional Standards and Police Staff Discipline & Conduct, Management of Work Related Accidents, including Injury on Duty, the Chief Constable's 9 Point Plan and Performance and Difficult Conversations. All Sergeants and Executive Officer Grades attend these two days.

Days three and four are attended solely by Local Policing Sergeants and have a focus on investigations, including an

Investigative mind-set, the Golden Hour Principles and the importance of the actions of first line responders and supervisors. Information on best evidence, custody procedures, disposal options and file quality is also explored.

The Public Prosecution Service also provide an input into these days which includes those common issues and considerations faced in court.

There have been two courses held to date, with 63 participants -16 police staff and 47 police officers. Another 14 programmes are planned and, going forward, the course will be opened out to all those requiring this training.

The Police Service has also recently launched our **First Line Leaders Development Programme**, which includes online modules and a face to face workshop. The content follows the themes set out by the College of Policing National Curriculum for First Line Leaders.

The online modules include;

- **Introduction to Leadership:** Manager vs Leader, Leadership styles, Expectations of a first line leader;
- **Introduction to Coaching:** A closer look at coaching, creating a coaching culture, coaching skills, giving and receiving feedback;
- **Leadership Skills & Behaviours:** Integrity, Communication, Inclusivity, Wellbeing.

Whilst this programme is open to everyone within the organisation, those substantive Sergeants and Executive Officers promoted after 2019, including those in a temporary position awaiting promotion, are invited to a further three day face to face programme held at our Police College. This additional programme builds upon learning and explores concepts such as Emotional Intelligence, Psychological Safety, Coaching and Diversity in the workplace.

Although more officers and staff have enrolled for the online modules, to date 94 people have completed all three. There are 14 programmes planned through to the end of 2023.

Regeneration of Police Service Laptops



In support of our Digital Policing Strategy, we have commenced the lengthy process of upgrading approximately 5,000 remote working laptops to the latest supported version of Windows 10. This process includes modifications and enhancements to our IT systems which include changes to access control systems.

The upgrade is required to ensure that all devices are on a fully supported version of Windows 10. Other changes being applied will enable any future upgrade to be performed remotely without the need to return devices for manual upgrading. This will future proof the ongoing use of these laptops, providing officers and staff with flexibility and access to policing systems when working remotely.

Over 30% of devices have been successfully updated with plans in place to have the upgrade completed by the end of April 2023.

Forward Look

Industrial Action

We are closely monitoring the industrial action taking place across Northern Ireland's public sector for its impact on Policing. To facilitate our planning we are engaging closely with colleagues in NIPSA, the Department of Health and Northern Ireland Fire and Rescue Service in particular, to understand the impact of planned and potential industrial action on policing resources and our ability to keep people safe. While the impact so far has been manageable, we are conscious of the possibility that strike action could escalate and are closely monitoring developments.

St Patrick's Day

Planning and engagement with key partners is underway in advance of policing operations over St Patrick's Day. There will be a significant operational commitment across the country but particularly in Belfast. As in previous years the Holylands area of Belfast will be a priority. Local officers will provide a visible policing presence, working alongside partner agencies, local representatives and members of the community to address any problems that arise in the days before and after the St Patrick's Day weekend.

Campaign Activity

The Strategic Communications Department has a range of impactful campaign activity in place this month.

March sees the continuation of the multi-media campaign 'Ask For Angela', with radio (Cool FM and Spotify) and targeted digital (Facebook, Instagram and YouTube) that will educate the audience about the initiative and drive traffic online to a dedicated webpage providing information about participating venues.

There are a range of key dates and activity which we will also highlight externally. This includes:

- International Women's Day
- St Patrick's Day
- Child Sexual Exploitation Awareness Day
- Neurodiversity Celebration Week
- The beginning of Ramadan

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