

ANNUAL







CONTENTS

PERFORMANCE ANALYSIS - THE NIPB AND PSNI POLICING PLAN 2020-2025 And Annual Performance plan 2022-23	4
NORTHERN IRELAND POLICING PLAN 2020-2025 AND PERFORMANCE PLAN 2022/23	7
OUTCOME ONE: WE HAVE A SAFE COMMUNITY	8
INDICATOR 1.1	8
INDICATOR 1.2	18
INDICATOR 1.3	26
INDICATOR 1.4	31
OUTCOME TWO: WE HAVE CONFIDENCE IN POLICING	36
INDICATOR 2.1	36
INDICATOR 2.2	40
INDICATOR 2.3	42
INDICATOR 2.4	47
OUTCOME THREE: WE HAVE ENGAGED AND SUPPORTIVE COMMUNITIES	53
INDICATOR 3.1	53
RAG STATUS SUMMARY TABLE	59



LIST OF ABBREVIATIONS

ACC	Assistant Chief Constable
APMIS	Agency and Partner Management Information System
ASB	Anti-Social Behaviour
BCS	Business Consultancy Services
CAWN	Child Abduction Warning Notice
CEOP	Child Exploitation Online Protection
CIPT	Child Internet Protection Team
CJINI	Criminal Justice Inspection Northern Ireland
CSAE	Child Sexual Abuse and Exploitation
CSE	Child Sexual Exploitation
DHR	Domestic Homicide Review
DOH	Department of Health
DOJ	Department of Justice
DV/A	Domestic Violence and Abuse
FYTD	Financial Year To Date
GAA	Gaelic Athletic Association
HCAS	Hate Crime Advocacy Service
HMICFRS	His Majesty's Inspectorate of Constabulary, Fire and Rescue Services
HMRC	His Majesty's Revenue and Customs
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer (and Questioning)
LPR	Local Policing Review
MARAC	Multi Agency Risk Assessment Conference
MASH	Multi-Agency Support Hub
MSF	Most Similar Force
MSG	Most Similar Group
NCA	National Crime Agency
NIAO	Northern Ireland Audit Office
NIPB	Northern Ireland Policing Board
NIPPS	Northern Ireland Policing Plan Survey
NISCS	Northern Ireland Safe Community Survey



NPCC	National Police Chief's Council
NPCC/IAG	National Police Chief's Council/Independent Advisory Group
NPT	Neighbourhood Policing Team
OBA	Outcomes Based Accountability
OCG	Organised Crime Group
PBNI	Probation Board for Northern Ireland
PCSP	Policing and Community Safety Partnerships
PPRWG	Police Plan Review Working Group
PFYTD	Previous Financial Year To Date
РРВ	Public Protection Branch
PPS	Public Prosecution Service
PSNI	Police Service of Northern Ireland
RAG	Red, Amber, Green
ROSHO	Risk of Sexual Harm Order
ROP	Reduce Offending in Partnership
ROU	Reduce Offender Unit
SBNI	Safeguarding Board for Northern Ireland
SOC	Serious Organised Crime
SOP	Single Officer Patrol
SOPO	Sexual Offences Prevention Order
VAWG	Violence Against Woman and Girls
VSS	Victim Satisfaction Survey
YJA	Youth Justice Agency
SOP SOPO VAWG VSS	Single Officer Patrol Sexual Offences Prevention Order Violence Against Woman and Girls Victim Satisfaction Survey



THE NORTHERN IRELAND POLICING PLAN 2020-2025 AND ANNUAL PERFORMANCE PLAN ASSESSMENT

<u>The Northern Ireland Policing Plan 2020-2025 and Annual Performance Plan 2022-23</u> was agreed by the Board at its meeting of 3 February 2022. The Policing Plan outlines three Outcomes that the Board want policing to deliver for the people of Northern Ireland:



The Annual Performance Plan 2022-23 included nine Indicators and thirteen Measures which were used to quantify the progress towards achieving the Outcomes. The Outcomes, Indicators and Measures are collectively provided on page 7.

By virtue of the Police (NI) Act 2000 and the Annual Performance Plan, the Board is required to prepare and publish for each financial year a summary (its "performance summary") of the Board's Assessment of the Chief Constable's performance and delivery of the Policing Plan. To deliver on this statutory requirement each Measure within the 2022-23 Performance Plan has been considered in detail. This was completed whereby, prior to each Committee, Members were provided with a Paper which included the the Police Service of Northern Ireland (PSNI) OBA (Outcomes Based Accountability) Report Card for each Measure and Board officials' analysis, which encompassed change to a summary of Key Issues/Key Opportunities. At each applicable Committee meeting, the responsible PSNI Assistant Chief Constable (ACC) was present, and Members engaged in scrutiny, monitoring and evaluation of each Measure.

All thirteen Measures within the Performance Plan 2022-23 were presented at least once to Members through either the Performance, Partnership or Resources Committee between May 2022 and March 2023. This approach enabled the compilation of an evidence based Annual Assessment which takes cognisance of Members' views. Therefore, the purpose of this document is to provide an Assessment of the PSNI's performance as reflected through the monitoring and scrutiny provided by Members.

It centres on the conclusive evidence base gathered from the aforementioned and includes areas that the PSNI either: fell short on; need to revisit; or require recognition for.

2022-23 represents Year 3 of a five year Policing Plan and reports mainly on the progress made by PSNI in the gathering of data against the baselines and the reporting of emerging impacts. In 2021/22 the Board placed increased focus on establishing increasingly robust baseline reporting metrics around all PSNI measures and improving survey type analysis to gain a better understanding of PSNI performance. The Board also identified the specific impacts that are to be achieved in each Measure. This allows the Board to identify further initiatives that will result in continuous improvement in both performance and results. Therefore, both the impact and continuous improvement initiatives are identified for each Measure in the report below.

The Board applied a Red Amber Green (RAG) status to each Measure with an assessment of what has been achieved to date. This was a recommendation of the NIAO's inspection of Continuous Improvement in 2021-22 and has been included in the final section of each Measure reported below. The objective of this assessment is to assess whether any of these Measures have been achieved over the past year and the progress to date.

Outcome 1 of the Policing Plan sets out impacts that the Board wishes to see in policing in order to make Northern Ireland a safe place to live. In the 12 months from 1st April 2022 to 31st March 2023 there were 111,571 crimes recorded in Northern Ireland, an increase of 5,181 (4.9%) when compared with the previous 12 months. The level recorded in the latest 12 months is the highest since 2006-07. However it is encouraging that when compared to other areas in England and Wales, Northern Ireland continues to be one of the safest places, recording the second lowest overall crime rate and the lowest amongst its most similar services. Indeed, recent survey data finds that only a small proportion of people feel very unsafe (6%).

Rises in domestic violence and abuse incidents are worrying in this year. Statistics for repeat victims and repeat offending remain similar but show marginal decreases, whilst Anti-Social Behaviour levels continue to fall. The report highlights successes of disrupting Organised Crime Groups (OCGs) with notable increased in the number of frustrations and disruptions. The report also provides evidence of a reduction in the rate of places repeatedly victimised which helps people in communities feel safer. Therefore, progress has been made this year on Outcome 1 'We have a safe community'.

Outcome 2 seeks to improve confidence in policing. Survey data in this year points to the overall rating for public confidence in policing at an all-time high at 86% and confidence in local policing rising to 75%. Overall, the results of the 2020-21 NI Safer Community Survey



(NISCS) are the most positive to date with significant increases across all areas. Results from Victim Satisfaction Surveys also tend to remain high however show a decrease from the previous year, which points to a reduced level of confidence amongst victims of crime compared to those who have not recently been victims. Representativeness within the Police Service is also used as an indicator of confidence and this year the PSNI recorded similar figures to the previous campaign in 2020 in terms of representativeness. Applications from females and from Catholic backgrounds remained consistent at 40% and 30% respectively. Due to the continued freeze on recruitment, the PSNI will be restricted in its efforts to improve representativeness and make it more reflective of the community it serves. Overall, we would conclude that confidence levels have remained similar during 2022-23. However, Members are also aware of confidence issues within communities which are not necessarily reflected in surveys.

The Board and the PSNI invested time in the previous year to develop Outcome 3 in more detail and to identify the baseline information and relevant impacts that would contribute to having more engaged and supportive communities. Measures 3.1.2 and 3.1.3 were newly introduced to the Policing Plan by the Board in April 2021 and therefore this was the second year of their implementation. As the majority of recommendations of the Local Policing Plan with a new measure on the Hallmarks of Neighbourhood Policing. It is envisaged that this development will have a major impact on engagement with communities in the remaining years of the Policing Plan. Also, during this year a second Neighbourhood Policing Team (NPT) Self-Assessment and Continuous Improvement Survey was completed. The NPT survey results were encouraging but largely similar to last year.

Overall, steady progress has been made during 2022-23 in delivering the Measures of the Policing Plan whilst still dealing with a return to previous crime rates following the pandemic. It is anticipated that the delivery of impact will be the focus in the remaining two years of the Plan. The Board will also focus on strengthening survey feedback and performance measurement arrangements and continue to support PSNI with their initiatives to address organised crime, domestic abuse and violence against women and girls. The Board also acknowledges the continued budgetary pressures that will inevitably impact on the PSNI's ability to deliver against the measures of the Plan. A number of new measures have been introduced to the forthcoming Annual Performance Plan 2023-24 which will be assessed in next year's Annual Assessment.



NORTHERN IRELAND POLICING PLAN 2020-2025 AND PERFORMANCE PLAN 2022-23

OUTCOME 1: WE HAVE A SAFE COMMUNITY

INDICATOR	MEASURES 2022-23
1.1 FEWER REPEAT VICTIMS OF CRIME	1.1.1 Repeat victimisation rate and report on initiatives to support repeat victims with a focus on victims of (i) Domestic Abuse, (ii) Child Sexual Abuse and Exploitation (CSAE) and (iii) Hate Crime in 2022-23.
1.2 FEWER REPEAT OFFENDERS OF CRIME	 1.2.1 Repeat offending rate and report on initiatives to reduce repeat offenders with a focus on Domestic Abuse in 2022-23. 1.2.2 Through frustration, disruption and dismantling activity, reduce the capacity and capability of Organised Crime Groups (OCGs) and paramilitary organisations to engage in criminal activity.
1.3 PEOPLE IN ALL COMMUNITIES FEEL SAFE	 1.3.1 Number of people in Northern Ireland who feel safe in their; local area, local high street or town centre and own home, including in the online space. 1.3.2 Rate of places repeatedly victimised.
1.4 CRIME RATES AND TRENDS SHOWCASE An effective police response	1.4.1 Benchmark PSNI crime rates against previous rates and other similar Police Services.

OUTCOME 2: WE HAVE CONFIDENCE IN POLICING

INDICATOR	MEASURES 2022-23
2.1 THE LEVEL OF PUBLIC CONFIDENCE IN POLICING	2.1.1 Number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused.
2.2 THE LEVEL OF SATISFACTION WITH THE SERVICE RECEIVED	2.2.1 Number of victims and service users who are satisfied with the service they have received.
2.3 THE REPRESENTATIVENESS OF THE POLICE SERVICE	2.3.1 Improve representativeness of the service across ranks, grades and departments by gender and community and socio-economic background.
2.4 DELIVERY OF EFFECTIVE CRIME OUTCOMES	2.4.1 Levels of crime outcomes, with a particular focus on Domestic Abuse, to identify areas of concern.

OUTCOME 3: WE HAVE ENGAGED AND SUPPORTIVE COMMUNITIES

INDICATOR	MEASURES 2022-23
3.1 POLICE, IN PARTNERSHIP WITH Local communities, including PCSPS, identify and deliver local solutions to local problems.	 3.1.1 In collaboration with the community deliver the commitments outlined in the Local Policing Review. 3.1.2 Identify and report on the Neighbourhood Policing Team initiatives to address local problems and tackle local issues, including co-designed solutions, in line with Neighbourhood Policing Guidelines. 3.1.3 Assess and evaluate the impact of partnership working with local communities, including but not exclusively, in areas of high deprivation and areas that have been repeatedly victimised.



OUTCOME 1: WE HAVE A SAFE COMMUNITY

INDICATOR 1.1:

Fewer repeat victims of crime.

MEASURE 1.1.1:

Repeat victimisation rate and report on initiatives to support repeat victims with a focus on victims of (i) Domestic Abuse, (ii) Child Sexual Abuse and Exploitation (CSAE) and (iii) Hate Crime in 2022-23.

PERFORMANCE COMMITTEE: 13 October 2022 & 9 February 2023

PSNI OBA REPORT CARDS: M1.1.1

IMPACT/S UPDATE

Are there fewer repeat victims of crime?

- The PSNI reported in February 2023 that the repeat victimisation¹ rate of all crime at 30/11/2022 was 17.3%, there were 10,574 repeat victims of crime incidents which is a reduction from the figures reported as at 31/03/2022 which was 10,761 (17.8%). The number of repeat victims and repeat victimisation rate has reduced against the baseline; and
- Of this 37.9% of crime was experienced by repeat victims as at 31/11/2022, which is also a **reduction** when compared to 31/03/2022 when the percentage was 39.3%.

Initiatives to continuously improve performance

- While noting the slight decrease, the PSNI provided an update in October 2022 on the process to address Repeat Victimisation using **Pulse**² to identify and support repeat victims of crime and Police staff in Multi-Agency Support Hubs (MASH) to
 - '...proactively identify, triage, and ensure the most appropriate resource is allocated to manage repeat victims.' Members noted **MASH** as a key opportunity, as the next steps are to complete a review of operating protocols; and
- An initiative identified in October 2022 was the development of baseline repeat victimisation data in 2021-22 which will provide support in assessing progress and future impact.

¹ A repeat victim is a person who has been linked to more than one crime within the past 365 days.

² A system that focuses on all victims who experience 10 or more crimes in a 365 day period and victims under 18 years and over 60 years who experience 6 or more crimes in the same 365 day period.



Repeat Victims

Members noted that in February 2023 reporting that the repeat victimisation rate was 17.3% as at 30/11/2022. The PSNI also reported that there were 3,501 repeat victims of Violence Against Women and Girls (VAWG), this accounted for 9.7% of all VAWG victims. **Figure 1** - 'Repeat Victimisation & % of Crime Against Repeat victims' illustrates, the percentage of crime incidents that repeat victims experienced for the last 12 months from December 2021 – November 2022.

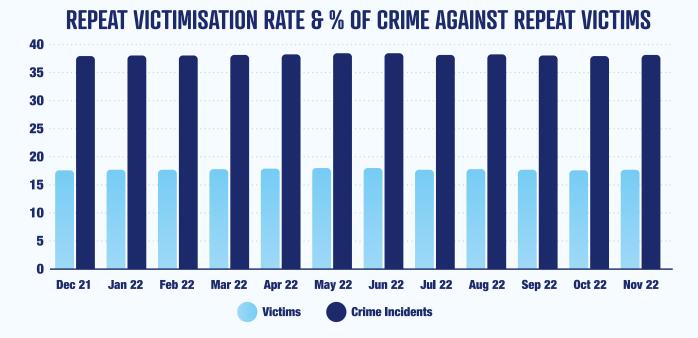


Figure 1

Members were also encouraged by the PSNI update on the process that commenced to address Repeat Victimisation using Pulse to identify and support repeat victims of crime and Police staff in Multi-Agency Support Hubs (MASH). The PSNI reported that MASH next steps are to complete a review of reporting protocols which is expected in March 2023.

In relation to vulnerability, it was previously reported that '...75% of repeat victims have been flagged as having a vulnerability (including mental and physical health, drug and alcohol dependency) which indicates that officers are aware of the victims and the issues they are experiencing.' In October 2022 the PSNI outlined that this process continues to provide a consistent approach to manage and support individuals within the community who are more vulnerable to being victims than others.

Measure 1.1.1 is made up of three separate areas that are considered individually in the paragraphs below:



(I) DOMESTIC VIOLENCE AND ABUSE

IMPACT/S UPDATE

Are there fewer repeat victims of crime?

- PSNI reported in January 2023 that, '...repeat victims of domestic abuse have **reduced** by 46 compared to the 2021-22 financial year baseline to 5,670 the repeat victimisation rate is 24.2%, a 0.4% point reduction on the baseline'. The number of repeat victims of domestically motivated incidents and the repeat victimisation rate has therefore fallen slightly; and
- The PSNI reported in January 2023 that repeat victims account for 49% (17,034) of all domestic incidents. Repeat victims experience 3 domestic incidents in a year and 22.7% of repeat victims experience a further domestically motivated incident within a week of the last. The introduction of the Domestic Abuse & Civil Proceedings Act (NI) 2021 the Public Protection Branch and the Public Prosecution Service legislation the Police have arrested, on average, 60 people a month for coercive control domestic abuse, 90% against women and girls.

Initiatives to continuously improve performance

- **Domestic Homicide Reviews (DHR)** were introduced in Northern Ireland in December 2021. The Chief Constable detailed in the Chief Constable's Accountability Report, December 2022 that work has commenced on the recommendations resulting from the DHRs which includes:-
 - Training 3,600 police officers and staff on the new protection from stalking legislation and 6,000 officers and staff on domestic abuse legislation, coercive control, impact, and pathways to support;
 - Online use of the Public Protection Notification to expediate the referrals to support statutory agencies;
 - Further Continuous Professional Development is planned to specifically focus on parent/child relationship;
 - A review of Multi-Agency Risk Assessment Conference effectiveness the terms of reference for which are currently being drafted to support this;
 - Launch of our Violence Against Women and Girls action plan;
 - A new Service Level Agreement is being created with the Public Prosecution Service for file standards in Domestic Abuse cases;
 - Embedding of Domestic Abuse and Sexual Violence advocates into support hubs, alongside vulnerability inspectors and within the Rowan Centre; and
 - A review is ongoing of the Domestic Violence and Abuse Disclosure Scheme.



BOARD SCRUTINY OF PERFORMANCE

PERFORMANCE COMMITTEE: 13 October 2022 & 9 February 2023

PSNI OBA REPORT CARDS: M 1.1.1

Police performance monitoring of Domestic Violence and Abuse (DV/A) was considered by the Committee twice, in October 2022, followed by February 2023. This enabled reinforcement of accountability and advocacy in this challenging area by the provision of timely updates, qualitative verbal scrutiny and quantitative comparative data. The Committee asked for clarity on the progression of a criminal justice outcome in cases of domestic or sexual violence in the home when a victim does not want to pursue this and questioned if there are any cases to date with a criminal justice outcome without victim involvement. Regarding prosecutions in which the victim has not engaged in the process, the PSNI explained that this has occurred when the victim is involved at the beginning of the process and not at the end.

A Member of the Committee queried that the focus of the Repeat Perpetrators Strategy³ was on those identified as involved in 7+ incidents or crimes in the last twelve months and how the timeframe and benchmark of number of incidents was determined. The PSNI provided an update that the Strategy is making a difference according to the PSNI citing the influence on repeat offenders. The PSNI also outlined that the Strategy is focusing on and has a meaningful impact on repeat offending, and this has also resulted in positive working relationships with partner agencies.

Further clarity and an update was sought by the Committee on the 'Repeat Victim Call Back Scheme'⁴. In response the PSNI advised that the Scheme was staffed by officers re-deployed on Covid-19 duties as a response to concerns that Domestic Violence and Abuse would increase as a consequence of lockdowns, however, following a return to normal business the PSNI could not resource the Scheme and it was closed. The PSNI referred to the Domestic Abuse Advocacy Scheme which focuses on high risk offences.

³ Aims to ensure that repeat perpetrators are provided with pathways to address causes of their behaviour and in turn reduce repeat offending and victimization.

⁴ The victim call back scheme provided an opportunity to start a conversation, check on the welfare of the individuals and ascertain if there had been anything further in terms of the reported incident or any others they then wished to highlight, as well as discussing referrals and signposting them to support services such as Women's Aid, Men's Advisory Project and Rainbow. The role of the team was not only to assist the victims in these cases, but also help officers on the ground attending the calls in order to provide the best possible support to the service.



The PSNI provided an assurance that both schemes (Advocacy and Assist NI⁵,) are continuing to focus on and ensure the needs of victims are being met in light of the call back scheme being confirmed as closed. The Committee noted in February 2023 that the PSNI reported 7,300 individual referrals triaged to Assist NI, with 2,253 people engaging with the service.

The Chief Constable's Accountability Report, December 2022 shows that there were '33,108 domestic abuse incidents recorded by the Police in Northern Ireland between 1 October 2021 to 30 September 2022.' This is an increase of 1,667 (5.3%) on the previous 12 months. The number of domestic abuse crimes recorded by the Police reached 22,288., an increase of 2,063 (10.2%) on the previous 12 months and the highest 12 month period recorded since 2004-05.

⁵ The Assist NI service is free and is delivered across Northern Ireland to provide trauma-informed support and vital information to qualifying victims of domestic and sexual abuse, primarily those engaging with the criminal justice process, the Rowan or Multi Agency Risk Assessment Conferences (MARAC).



(II) CHILD SEXUAL ABUSE AND EXPLOITATION (CSAE)

PERFORMANCE COMMITTEE: 13 October 2022 & 9 February 2023

PSNI OBA REPORT CARDS: M 1.1.1

IMPACT/S UPDATE

Are there fewer repeat victims of crime?

- The PSNI reported that the figures in the 365 days to 30/11/2022 for those who are under 18 and are child victims of crime has **risen** to 906 (891 as at 31/03/2022 & 13.6%), with a repeat victimisation rate of 13.3%, which is a slight reduction;
- 30.7% of crime against children was experienced by repeat child victims as at 30/11/2022 (30.4% as at 31/03/2022);
- Of the 906 repeat child victims 21 of these are at risk of Child Sexual Exploitation (CSE) and from August – November 2022 (inclusive) 13 children have had their risk reduced and have been removed from the CSE framework (891 repeat child victims and 21 deemed at risk of CSE as at 31%; and
- There were 21 children in total identified at risk of CSE in January 2022 which remained the same to October 2022.

Initiatives to continuously improve performance

- The PSNI outlined that **Person of Concern Assessment Meetings** have been successful in highlighting those who exploit children. Since the robust assessment process has started 52 referrals have been received with seven new persons of concern identified;
- A vulnerability working group has been established across the Police service. Preventative actions are generated and focus on offenders with Child Abduction Warning Notice (CAWN), Risk of Sexual Harm Order (ROSHO) and Sexual Offences Prevention Order (SOPO) restrictions, to ensure compliance with condition. The use of CAWNs as a disruptive tactic has proven to be successful;
- A Northern Ireland wide education programme, 'Operation Makesafe' is an initiative the PSNI are using to improve performance. This programme stems from the Criminal Justice Inspection Northern Ireland (CJINI) recommendations pertaining to the night time economy, the CSE team have carried out proactive training awareness events with hotels, bars, off-licences, and taxi ranks; and
- A further initiative is **The Child Exploitation Online Protection (CEOP)** launched two education products and the Summer Safety Campaign continues to offer education programmes to professionals from Northern Ireland charities.



Child Sexual Abuse and Exploitation

The PSNI outlined in February 2023 that '...of the 906 repeat child victims 21 of these are at risk of CSE which equates to 2.32% of the total.' Person of Concern Assessment meetings are continuing to be a successful method of highlighting those who may be exploiting children. There are plans to roll this out to external partners in the early part of 2023. Internal consultation has been completed in relation to the CSE disruption toolkit for frontline officer and external consultation will now be carried out.

The Committee were encouraged with PSNI's reporting in October 2022 that there were 13 children who had their risk reduced and therefore removed from the CSE list. Committee Members queried whether risk is reduced for those children or have they been transferred across to adult services. In response, the PSNI stressed although the statistics show the children's risk has been reduced and therefore, they are removed from the CSE this does not equate to the risk itself being removed.

The Committee queried if further data in relation to repeat vulnerable victims was available, specifically those with disabilities; how many victims of CSAE have learning disabilities or are deemed to be more at risk. The Members also asked for an update on any future plans to raise awareness in education settings. The PSNI reassured Members that in relation to vulnerable victims of crime with disabilities the PSNI referred to the complexity of offending patterns and each case being dealt with on its own merits. The PSNI further referred to the work of the multi-agency hubs in providing help and support alongside neighbourhood policing. The issue of cyber criminality continues to be an area of concern and is acknowledged as a challenge for the PSNI with the number of referrals to the Child Internet Protection (CIPT) team increasing. With regards to children being targeted online, CIPT works closely with the National Crime Agency to target high harm offenders, utilising the skills of both organisations.

The Committee welcomed the update in the Chief Constable's Accountability Report, December 2022 which outlined that '…online Child Sexual Abuse and Exploitation continues to be a burgeoning area of demand for Policing.' Currently there are an average of 55 referrals received each month. Following a review of the internal structures, the PSNI report that the new approach will remove the backlog within the next year.

(III) HATE CRIME

PERFORMANCE COMMITTEE: 13 October 2022 & 9 February 2023 **PSNI OBA REPORT CARDS:**

M1.1.1



IMPACT/S UPDATE

Are there fewer repeat victims of crime?

- The PSNI report that in the twelve months to the 30/11/2022 there were 2,159 repeat victims⁶ of which 182 were repeat victims, an **increase** of 28 on the 2021-22 financial year baseline. However, the rate of hate crime victims has **reduced** from 47.2% to 44.7%; and
- The repeat victimisation rate has **risen** in the Sectarian, Racist, Homophobic and Disability categories. There have been reductions in the Transphobic and Religious categories.

Initiatives to continuously improve performance

- The Hate Crime Advocacy Service (HCAS) is recognised as a continuous improvement initiative due to the positive nature of the service as well as steps taken by the PSNI and partners to further support victims of hate crime and in line with recommendations made by Judge Marrinan through the review of Hate Crime Legislation. The HCAS moved to a commercially tendered model from 1 April 2022. Members recalled in February 2023 the recommendation that the Hate Crime Advocacy Service '…be established permanently and expanded'. The Service continues to engage closely with Judge Marrinan's Review into Hate Crime Legislation through attendance at a number of Department of Justice workshops. Activity has taken place across the districts with engagements in schools, youth clubs, community groups and crime prevention stalls; and
- A further focus for continuous improvement that the PSNI took part in was the National Police Chiefs' Council/Independent Advisory Group (NPCC/IAG)
 Hate Crime Audit in September/October 2022. This initiative aims to provide the PSNI with an independent review of performance levels and identify any areas for improvement in relation to hate crime. Members welcomed the positive feedback which was received from IAG members in relation to how the service responds and the support that it provides to victims. The findings of this audit will be with the PSNI in early 2023 and they will be used to help develop the service's Hate Crime Control Strategy and help improve the service offered to hate crime victims, which in turn will improve the confidence across groups impacted by hate crime.

Hate Crime

The PSNI reported that in the twelve months to the 30/11/22 there were '...2,159 victims of hate crimes of which 182 were repeat victims, an increase of 28 on the 2021-22 financial year baseline.'

⁶ Repeat hate victims are persons who have experienced two or more of the same strand of hate abuse (incident and/or crime) in the past 365 days.



The Committee also considered the rates within the various categories as illustrated in Figure 2 below:

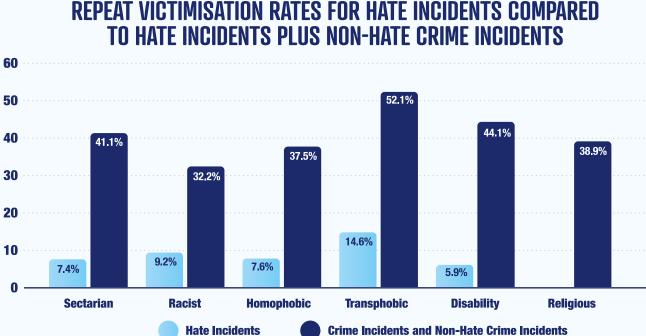
Figure 2

Figure 3

Strand	Victims	Repeat Hate		-	and Non-Hate & Offences)
Νο	No	No	%	No	%
Sectarian	796	59	7.4	327	41.1
Racist	903	83	9.2	291	32.2
Homophobic	328	25	7.6	123	37.5
Transphobic	48	7	14.6	25	52.1
Disability	136	8	5.9	60	44.1
Religious	36	0	0.0	14	38.9
Hate*	2159			794	36.8

Members noted the notable increase in the number of repeat victims of homophobic and disability hate crimes. This is the highest 12 month level since the recording of these motivations began in 2004-05 and 2005-06 respectively. The DOJ Hate Crime Dashboard Q2 2022-23 also reported an increase in these two categories.

The PSNI provided information on the difference between repeat victims of hate incidents when non-hate crime incident are included, as illustrated in Figure 3:



REPEAT VICTIMISATION RATES FOR HATE INCIDENTS COMPARED



The PSNI specifically outlined that Northern Ireland follows a national trend where crimes with a hate motivation are lower than those for non-hate motivated crime. The Committee noted that in September 2022, a Strategic Problem Profile examining the outcomes for crimes with a hate motivation in 2021-2022 was produced. Five recommendations were subsequently made as a result of the findings highlighted from the report, to address:

- A victim led approach;
- Equity of access;
- Safeguarding investigative integrity;
- Maximising evidential opportunities; and
- Supporting victims.

Members also raised the issue regarding recent reports that a number of ethnic and minority and migrant groups are reluctant to report crime because of a fear the Police will refer their immigration status to the Home Office. The PSNI referred to their interventions with ethnic minority communities and Repeat Victims of crime, commenting that immigration status is not their principal concern when responding to an incident. The PSNI stated they strongly encourage ethnic groups to report crime and do not want victims to feel afraid that they may be deported. The PSNI referenced the Liberty/Southall Black Sisters (SBS) Super-Complaint made in 2018, and the subsequent 2020 HMICFRS 'Safe to Share?' response to the complaint, that concerned the fact that the police share the data of victims and witnesses of crime with the Home Office for immigration enforcement purposes.

BOARD ASSESSMENT OF MEASURE 1.1.1 IMPACT - ARE THERE FEWER REPEAT VICTIMS OF CRIME?

This Annual Assessment of the performance of 'Repeat Victims of Crime' in 2022-23 incorporates the Northern Ireland Policing Plan 2020 – 2025 and the table below shows the trend of:-

	Baseline 31/03/2021	30/09/2021	31/03/2022	30/11/2022
Repeat Victims	9,705 (17.4%)	9,931 (17.5%)	10,761 (17.6%)	10,574 (17.3%)
Crime incidents	37.4%	37.8%	39.4%	39.3%
Repeat domestic abuse victims	5,104 (24.1%)	5,303 (24.3%)	5,676 (24.3%)	5,670 (24.2%)
Repeat CSAE victims	805 (13.8%)	821 (13.6%)	891 (13.6%)	906 (13.3%)
Repeat Hate Crime victims	558 (32.2%)	575 (33.9%)	154 (47.2%)	182 (44.7%)



RAG Status (30/11/2022)

PARTIALLY ACHIEVED

This is Year 3 of the Policing Plan, and it is recognised the PSNI are achieving a positive impact by investing in a number of initiatives to achieve fewer repeat victims of Domestic Violence and Abuse, CSAE, Hate Crime and Repeat Victimisation overall. As at 30/11/2022 there is a slight decrease in Repeat Victims of Crime Incidents and Repeat Victims of Domestic Abuse when compared to 31/03/2022. However, both have seen increases against the baseline. Repeat child victims have also increased from both the baseline and 31/03/2022. Repeat hate crime victims have also increased, however remain significantly below the baseline. This points to both positive and negative evidence of achieving fewer repeat victims of crime. Therefore, at this point, the Board assess the Measure as being partially achieved.

INDICATOR 1.2:

Fewer repeat offenders of crime.

MEASURE 1.2.1:

Repeat offending rate and report on initiatives to reduce repeat offenders with a focus on Domestic Abuse in 2022-23.

IMPACT/S UPDATE

Are there fewer repeat offenders of crime?

- The PSNI reported that as at 25/10/2022 there were 3,295 (21%) repeat offenders of all crime, this is a **slight reduction** when compared to 31/03/2022 figure which was 3,341 (21.5%);
- As at 25/10/2022 the percentage of crime committed by Repeat Offenders was 45.2%, this is a **slight increase** when compared to 31/03/2022 figure which was 45%;
- As at 25/10/2022 there were 5,924 (29.9%) repeat offenders of Domestic Abuse crimes and incidents, this is an **increase** when compared to 31/03/2022 figure which was 5,177 (26.5%);
- The repeat offending rate is consistently varying between 22.2% and 20.6% throughout the last calendar year. On 01/09/2021 the rate was 22.1% and as of 25/10/2022 the rate had **decreased** to 21%;
- The repeat offender rate has **decreased** against the previous year from 21.5% to 21%; and
- The repeat offender rate for domestic abuse has **increased** against the previous year from 26.5% to 29.9%.



Initiatives to continuously improve performance

- An initiative to focus on continuous improvement was '**Operation Seasons Greetings.'** This operation will see each Trust area focus on their most prolific domestic abuse perpetrators, overt action will be taken rather than direct contact with the perpetrator and therefore will be completed without the requirement of consent from their corresponding victim as this has returned under 50% of victims providing consent;
- The Reducing Offending in Partnership (ROP) service wide review resulted in proposals to introduce a, *'...service wide repeat offender, perpetrator and integrated offender management approach.'* This proposal, if initiated would incorporate
 District re-offending and repeat Domestic Abuse perpetrators, these proposals and operational viability continue to be monitored; and
- The <u>Chief Constable's Accountability Report to Northern Ireland Policing Board</u>
 <u>October 22</u> outlined the ongoing work the PSNI are doing through the Violence Against Women and Girls (VAWG) action plan and the new Domestic Abuse and Stalking legislation to target and improve domestic abuse performance figures.

BOARD SCRUTINY OF PERFORMANCE

PERFORMANCE COMMITTEE: 8 December 2022

PSNI OBA REPORT CARDS: M1.2.1

Repeat offending:

As there was no Police Performance Monitoring Committee meeting in June, the repeat offenders of crime measure was considered once in December 2022. Members considered the repeat offender, occurrences, and offences rate as illustrated in **Figure 4**:

Figure	4
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	Offenders		Occurrences		Offences	
	No	%	No	%	No	%
20 + times	6	0.0	277	1.2	295	1.1
10 - 19 times	47	0.3	582	2.6	660	2.5
6 - 9 times	222	1.4	1,534	6.8	1,856	7.1
3 - 5 times	1,125	7.2	4,043	17.9	4,914	18.8
Twice	1,895	12.1	3,790	16.8	4,484	17.1
Repeat Offenders	3,295	21.0	10,226	45.2	12,209	46.6



As of 25/10/2022, '...21.0% of offenders were linked to more than one crime and these offenders were responsible for 45.2% of all crimes', which is a 0.2% increase on previous reporting of this Measure. Repeat offenders are responsible for '...3.1 crimes during a 365 day period and 1,400 (42.4%) repeat offenders were linked to 3 or more crimes, which is a 0.4% increase.'

The Committee queried when considering the repeat offender statistics if the PSNI divert people to support hubs rather than towards the criminal justice system. The PSNI referred to their ongoing work with PPS to improve evidence led investigations. Engagements with local policing are used to promote getting best evidence from the initial phone call being received to placing officers at the scene. PPS provide feedback to the PSNI if they decide not to prosecute, which highlights possible evidential gaps to help PSNI improve. The PSNI discussed the offenders who are syphoned off to support hubs to obtain the multi-agency collaborative work with health and social care organisations.

As the table below shows, the repeat offender rate has decreased against the baseline (3,341/21.5%) by 80 or 0.7% points to 3,261/20.8%, however the number of offences has risen to 12,051/46.3% compared to the baseline of 11,927/46.4%. As illustrated the repeat offending rate has remained consistent varying between 22.2% and 20.6% in the last calendar year.

The findings are highlighted in Figure 5 below:

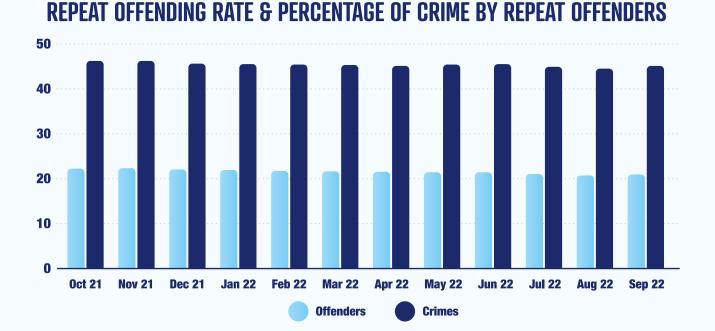


Figure 5



The Committee noted that the trend of repeat perpetrators of domestic occurrences is slightly decreasing as the level of repeat perpetrators has reduced from '...365 in August 2022 to 354 in September. 2022.' The Committee referred to the statistics for domestic abuse high risk offenders and asked the PSNI for an explanation for the high number being reported. The PSNI referred to the complexity in this area such as the victim not being able to leave, children in the household or isolation from family. The high number of repeat occurrences may not always equate to a criminal justice outcome with the PSNI citing occasions when officers are called to prevent an offence. The PSNI assured members of the excellent work in progress on the PULSE system to identify threat and risk, and significant progress has been reported in relation to VAWG.

The PSNI outlined the Reducing Offending in Partnership (ROP)⁷ including three main strands (Prevent and Deter; Catch and Control; and Rehabilitate and Resettle) and Reducing Offending Units (ROUs) which are based across all Northern Ireland policing areas as mechanisms to address repeat offenders⁸. The current ROH cohort comprises 204 offenders which is an increase when compared to the figures provided in the Measure 1.2.1 paper which was prepared for June 2022 Performance Committee, '...188 persons made up the ROU cohort during October 2021 – March 2022,' and '...130 were a repeat offender during the 365 days ending 09/05/2022.' In December 2022 the PSNI outlined that when the average severity per repeat offender is scrutinised, it is higher for the ROU cohort than all other repeat offenders. Narrative provided in the June 2022 Performance Monitoring report detailed that offenders were linked to more than one crime and are responsible for 46.4% of all offences. Over the course of the 2021-22 financial year the repeat offender rate remained stable, ranging from 21.9% to 22.5%.

The Chief Constable's Accountability Report to Northern Ireland Policing Board - October 22 outlined that as of 16/09/2022, 20.5% of offenders were linked to more than one crime. These offenders were responsible for 44.2% of all occurrences and 45.7% of all offences.

⁷ A Northern Ireland wide approach to managing priority or prolific offenders. The partnership, the Probation Board for Northern Ireland (PBNI), the Police Service of Northern Ireland (PSNI), the Northern Ireland Prison Service and the Youth Justice Agency (YJA), aims to tackle prolific offenders who commit crime such as robberies, burglaries or thefts and who impact most upon the community.

⁸ ROUs make both reactive and proactive arrests in relation to those who continue to offend. The ROP programme also offers offenders the opportunity to stop offending and enter into rehabilitation both in prison and the community.



BOARD ASSESSMENT OF MEASURE 1.2.1 IMPACT — ARE THERE FEWER REPEAT OFFENDERS OF CRIME?

The assessment of the performance of 'Repeat Offenders of Crime' in 2022-23 incorporates the Northern Ireland Policing Plan 2020 – 2025 and the table below shows the trend of:

	Baseline 31/03/2021	30/09/2021	March 2022	25/10/2022
No and rate of repeat offenders of all crime	3,166 (22.5%)	3,204 (22.1%)	3,341 (21.5%)	3,295 (21%)
No and rate of repeat offenders of domestic abuse	4,554 (26.2%)	n/a	5,177 (26.5%)	5,924 (29.9%)

RAG Status (25/10/2022)

PARTIALLY ACHIEVED

This is Year 3 of the Policing Plan and the PSNI are making steady progress towards maintaining a positive impact by investing in a number of initiatives to achieve fewer repeat offenders of crime. During 2022-23 the PSNI have provided the Board with figures that show a decrease in both the number of repeat offenders and the rate against the previous year. However, the number of repeat offenders remains above the baseline. In relation to repeat offenders of domestic abuse, there has been notable increases from both the baseline and the previous year. This points to both positive and negative evidence of achieving fewer repeat offenders of crime. Therefore, at this point in the Policing Plan, the Board assess the Measure as being partially achieved.

INDICATOR 1.2:

Fewer repeat offenders of crime.

MEASURE 1.2.2:

Through frustration, disruption, and dismantling activity, reduce the capacity and capability of Organised Crime Groups (OCGs) and paramilitary organisations to engage in criminal activity.



IMPACT/S UPDATE

Are there fewer repeat offenders of crime?

- There has been a reduction in paramilitary style assaults, an increase in financial scams, an increase in the number of drugs seizures but a decrease in drug trafficking incidents. Due to the under reporting of illegal money lending and extortion it is challenging to gauge the extent of these crime types year on year. There have been no reported incidents of cash in transit robberies;
- The number of OCGs **frustrated** has **increased** to 52 in September 2022, in September 2021 this figure was 29;
- The number of OCGs **disrupted** has **increased** to 14 in September 2022, in September 2021 this figure was 7;
- The number of OCGs dismantled has remained consistent at 0; and
- The PSNI are vigilant of the risk that OCGs adapt their capabilities to exploit criminal opportunities, depending on global economic pressures. They report that the cost of living crisis will increase the risk of exploitation for those that are financially vulnerable, and this will also create an increase in Serious and Organised Acquisitive Crime. Fraud also continues to pose a significant threat, with the nature of offending increasing which is enabled by the use of modern technology.

Initiatives to continuously improve performance

- An initiative to improve performance was the rollout of a new Serious Organised Crime (SOC) management, tasking, and prioritisation model in November 2022. This approach will involve the adoption of the Agency and Partner Management Information System (APMIS) that will enable a consistent approach to understanding SOC demand across all law enforcement partners in NI and the common prioritisation of risk. It is anticipated that this will support tasking and coordination between all law enforcement agencies and assist in the collective fight against SOC; and
- The <u>Chief Constable's Accountability Report to the Northern Ireland Policing Board</u>

 <u>October 2022</u> provides details on the initiative '**Operation Dealbreaker'** which was established in July 2021, '...to be an umbrella for capturing all data and activity related to drugs criminality and prevention and education initiatives.'



BOARD SCRUTINY OF PERFORMANCE

PERFORMANCE COMMITTEE: 10 November 2022

PSNI OBA REPORT CARDS: M1.2.2

As there was no Police Performance Monitoring Committee in May 2022, Organised Crime Gangs (OCGs) was considered once in November 2022. Members considered the number of OCGS Frustrated, Disrupted and Dismantled from August 2021 to September 2022 as illustrated in **figure 6**:

Figure 6



This table provides an assessment of events which impact on OCGs and the PSNI reported that events may exceed the number of OCGs being investigated. The data indicates the number of events leading to frustrations and disruption has increased generally with some peaks and troughs in activity. The number of OCGs being investigated as at November 2022 was 62, the PSNI outline that this number can fluctuate due to perceived threat, harm, and risk. The PSNI report that they propose the rollout of a new SOC management, tasking, and prioritisation model in November 2022, known as the APMIS system. The PSNI assured Members that the APMIS system will allow greater mapping of OCG activity in Northern Ireland allowing them to focus on threat, vulnerabilities, and enablers. The system is focused on partnership with other forces and agencies and will be compatible with the National Crimes Agency (NCA) and His Majesty's Revenue and Customs (HMRC) in terms of risk assessments providing greater operational consistency and alignment. The PSNI reported that OCG's fluctuate within Northern Ireland and the cross border element has to be taken into account.



The PSNI reiterated their determination to dismantle OCG's but recognise that the fluctuating nature of these groupings requires closer alignment and co-operation between specialised PSNI units and local neighbourhood policing to achieve this. Members referred to the partnerships between the PSNI and social services with regards to youth intervention and family liaison, Members queried if there is a bespoke programme for children in care and if the PSNI have any concerns regarding members of OCG's in the provision of care, such as foster care. The PSNI referred to the 'cloak of legitimacy' that lures young people to these criminal groups and the challenges of policing in the community where an OCG has a grip. They acknowledged that they cannot deal with this issue by enforcement alone and understand the frustrations of the local community.

PSNI highlighted their support for the Department of Justice 'Ending the Harm' campaign which was launched in June 2021, and which is part of the Tackling Paramilitarism Programmed aimed at highlighting the harm caused by paramilitary gangs, directly addressing the 'societal shrug' towards some paramilitary gang practises. The 'Ending the Harm' campaign was referred to by Members in relation to illegal money lending and Members queried if there has been an increase in reporting of illegal money lending by paramilitary groups, as was the intent of the campaign. The PSNI advised Members that the data from the 'End the Harm' campaign has not yet been collated or analysed and confirmed that they are aware that the cost of living crisis may exacerbate illegal money lending and may place vulnerable people at risk.

BOARD ASSESSMENT OF MEASURE 1.2.2 IMPACT — ARE THERE FEWER REPEAT OFFENDERS OF CRIME?

RAG Status

PARTIALLY ACHIEVED

This is a qualitative assessment. The number of frustrations, disruptions and dismantlements vary depending on a number of factors therefore a numeric baseline in not appropriate. During 2022-23 PSNI have achieved a degree of success in this area during this period in terms of Frustrations and Disruptions, which have both increased. However, the Board noted the failure to dismantle any OCGs during this period. There has been a reduction in paramilitary style assaults, an increase in financial scams, increase in the number of drugs seizures but a decrease in drug trafficking incidents. Therefore, at this point in the Policing Plan, the Board assesses the Measure as being partially achieved with the PSNI making good progress towards achieving a positive impact by increasing the levels of Frustrations and drug interventions to contribute towards achieving the impact of fewer repeat offenders of crime.



INDICATOR 1.3:

People in all communities feel safe

INDICATOR 1.3.1:

Number of People in Northern Ireland who feel safe in their; local area, local high street or town centre and own home, including in the online space;

IMPACT/S UPDATE

Are people in all communities feeling safer?

- The Northern Ireland Safe Community Survey (NISCS) 2020/21 noted that only "6% of respondents felt very unsafe walking alone in their area after dark". This has decreased slightly from 7% in 2019-20;
- 1% of respondents in the NISCS survey felt very unsafe alone in home at night and this has **remained the same** as 2019-20;
- According to The Northern Ireland Policing Plan Survey (NIPPS) 2022, 92% of respondents felt either very safe or safe in the community and 88% felt safe in their local town centre; and
- There are no data/statistics yet on the number of people who feel safe in "the online space"

Initiatives to continuously improve performance

• The Committee noted a new Violence against Women and Girls (VAWG) strategy and recognised this as a key opportunity for future reporting.

BOARD SCRUTINY OF PERFORMANCE

PERFORMANCE COMMITTEE: 17 November 2022

PSNI OBA REPORT CARD:

M1.3.1 & M 1.3.2

Based on information provided by the PSNI, it appears that the overall trend in people feeling safe in their communities has slightly improved. The percentage of respondents who feel unsafe walking alone in area after dark has decreased slightly from the previous year whereas the percentage of respondents who feel unsafe alone in their own home at night has not changed. By way of contextualisation, data from the Northern Ireland Safe Community Survey (NISCS) 2020/21⁹ showed that '...6% of respondents felt very unsafe when walking alone in

⁹ The NISCS 2020/21 was based on 1,125 completed interviews compared to 3,710 in 2019-20.



area after dark,' compared with the 2018-19 findings of 7%. The findings of the NISCS 2021-22 were released on 31 March 2023 however have yet to be considered by the Committee.

Statistics provided from the new Northern Ireland Policing Plan Survey (NIPPS) also suggest that the majority of respondents felt safe in their community and believed that the police were doing an effective job in keeping their community safe. Specifically, 92% of respondents reported feeling either very safe or safe in their community, while 88% reported feeling safe going into their nearest town centre. Additionally, 75% of respondents believed that the police were doing a very effective or effective job in keeping their community safe. These findings suggest that the PSNI is making progress in improving perceptions of safety and trust. **Figure 7** below provides a summary of the results of the NIPPS. As this is the first year of the NIPPS, comparisons will be made in future years.



Figure 7

Measure 1.3.1 was amended by the Board in March 2022 to include the number of people who feel safe *"in the online space"* in recognition of the growing impact of crimes within the virtual space, for example, cybercrime and online sexual crime. The PSNI acknowledged in the Committee meeting the volume and changing nature of crime in the online arena and that due to the increased complexity of these crimes, investigations were slower. The PSNI also recognised that the new Force Management Statement would help explore demand levels and identify cyber enabled aspects of that demand. However, the PSNI were unable to provide statistics in this reporting period on the number of people who felt safe in the online space.



The Committee examined the new PSNI Violence against Women and Girls (VAWG) strategy. The Committee asked to be updated on the third theme in the VAWG strategy titled "Safer Places" which stated that, "The peaceful enjoyment of our public spaces and being safe online are basic expectations. We (PSNI) will work with partners to ensure this is a reality for women and girls in Northern Ireland in all spaces at all times. We believe it is unacceptable for women and girls to feel unsafe in any space within our society and we are committed to working with partners to address the fear that women and girls experience as part of daily life"¹⁰. The Committee identified this as a key opportunity in the current focus on creating safer spaces and the need for safety online and will continue to monitor the development of the Strategy through future reporting.

BOARD ASSESSMENT OF MEASURE 1.3.1 IMPACT — ARE PEOPLE IN ALL COMMUNITIES FEELING SAFER?

This Annual Assessment of the performance of '*Are People in Communities feeling safer*' in 2022-23 incorporates the Northern Ireland Policing Plan 2020 – 2025 and the table below shows the trend of:-

	Baseline 31/03/2020	30/09/2021	30/09/2022
% respondents who feel very unsafe walking alone in area after dark	7%	7% (NISCS 2019-20)	6% (NISCS 2020/21)
% respondents who feel very unsafe alone in home at night	2%	1% (NISCS 2019-20)	1% (NISCS 2020/21)

RAG Status (01/02/2022)

ACHIEVED

During the 2022-23 reporting period, the PSNI have made further progress in improving perceptions of safety, with the percentage of respondents who feel very unsafe walking alone in areas after dark decreasing from 7% to 6% and the percentage of respondents who feel very unsafe alone in their homes at night decreasing from 2% to 1%. Therefore, the Board assesses this Measure as being achieved.



INDICATOR 1.3:

People in all communities feel safe

MEASURE 1.3.2:

Rate of places repeatedly victimised;

IMPACT/S UPDATE

Are people in all communities feeling safer?

- Recorded crime this financial year to date has **increased** by 3.5%, compared to the same time period in the previous financial year;
- During the same time period, antisocial behaviour (ASB) has **decreased** 22.4% and remains below the baseline (5 year average from 2015-16 to 2019-20) while recorded crime is above this baseline;
- 66 wards (14.3%) have a higher-than-average crime rate per household. This is a decrease from 74 wards (16%) with a higher-than-average crime rate per household in the previous year 2021;
- 24,971 crimes were recorded in these 66 wards equating to 44.1% of all crime. This is a **decrease** from 45.1% in the previous year 2021;
- 74 wards (16%) have a higher-than-average antisocial behaviour rate per household.
 This is a slight **decrease** from 75 wards (16.2%) in the previous year 2021;
- 12,238 or 46.7% of recorded incidents have been reported in these 74 wards. This is an **increase** from 42.8% in the previous year 2021; and
- The average rate per household at 31 March for crime was 61.9 and ASB was 28.7.

Initiatives to continuously improve performance

- Members noted a continued focus is in place to deliver on the practical implementation of the Crime Prevention Strategy 'Prevention First'. A significant part of this under the 'Responsiveness' theme is concentrated on supporting and enabling problem solving at a local level; and
- Members also noted that work continues to develop the electronic **Dashboard** through Pulse, for both Local Policing and Neighbourhood Policing. This work will reflect overall trends to ensure that the data is meaningful and can be used to help drive community safety.



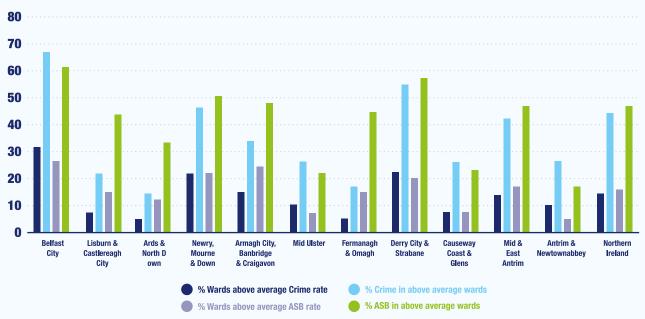
BOARD SCRUTINY OF PERFORMANCE

PERFORMANCE COMMITTEE: 17 November 2022

PSNI OBA REPORT CARD: M1.3.1 & M 1.3.2

PSNI reported that small number of wards (14.3%) were experiencing higher than average crime and ASB levels and the graph below identifies these. The graph, **figure 8** below, also shows that four of these wards (Belfast City, Newry, Mourne & Down, Armagh City, Banbridge & Craigavon, Derry City & Strabane) had crime and ASB rates which were above the Northern Ireland average.

Figure 8



WARDS RECORDING ABOVE AVERAGE LEVELS OF CRIME RATE OR ASB RATE



BOARD ASSESSMENT OF MEASURE 1.3.2 IMPACT - ARE PEOPLE IN ALL COMMUNITIES FEELING SAFER?

The assessment of the performance of 'Are people in all communities feeling safer' in 2022-23 incorporates the Northern Ireland Policing Plan 2020 – 2025 and the table below shows the trend of:

	Baseline 31/03/2020	30/09/2021	30/09/2022
No & % of Wards with a higher than average crime rate per household at 31/03/2022	76 (16.5%)	74 (16%)	66 (14.3%)
% of crime occurring within these Wards at 31/03/2022	47.1%	45.1%	44.1%
No & % of Wards with a higher than average ASB rate per household at 31/03/2022	75 (16.2%)	75 (16.2%)	74 (16%)
% of antisocial behaviour occurring within these Wards at 31/03/2022	46.9%	42.8%	46.7%

RAG Status

ACHIEVED

During 2022-23 the PSNI has achieved success in this area with recorded crime levels increasing while levels of ASB continue to decrease. The table above also shows a decrease against the baseline across all areas and a decrease from the previous year, with the exception of the percentage of antisocial behaviour occurring within these wards. This provides evidence of a reduction in the rate of places repeatedly victimised which helps people in communities feel safer. The Board therefore considers this measure to be achieved.

INDICATOR 1.4:

Crime rates and trends showcase an effective police response.

MEASURE 1.4.1:

Benchmark PSNI crime rates against previous PSNI levels and other most similar Police Services.



IMPACT/S UPDATE

Is the community safer compared to (i) previous PSNI rates and (ii) other areas?

- In the rolling 365 from 5 December 2021 4 December 2022, the crime rate was 57.3 crimes per 1,000 of the population. This is an increase of 6.2%. The increase in crime compared to the baseline (five-year average for 2015-16 to 2019-20) was 7.4%. 57.3 is the **highest** crime rate in recent years;
- In the rolling 365 from 5 December 2021 4 December 2022, the Anti-Social Behaviour (ASB) rate was 25.7 per 1,000. This is a **decrease** of 24.1%. The decrease in ASB compared to the baseline (five-year average for 2015-16 to 2019-20) was 16.2%. 25.7 is the **lowest** ASB rate in recent years;
- All crime rates have **increased** against the baseline, only crime against older people has shown a **decrease** against the baseline;
- Northern Ireland has the **lowest** crime rate of our Most Similar Forces (MSFs)¹¹, -56.7 per 1,000 population¹², although similar to Devon and Cornwall (57.8); and
- Northern Ireland is consistently at the **lower** end of the range amongst our MSFs and below the England and Wales average for all categories, expect drug offences. It could therefore be concluded that the community in Northern Ireland could be safer than these other areas. However, Violence Against Women and Girls offences are **increasing** and considered to be under reported, which needs to be considered when assessing community safety.

Initiatives to Continuously Improve Performance

- The <u>Chief Constable's Accountability Report to the Northern Ireland Policing</u> <u>Board - December 2022</u> provides information on the recommendations following the publication of **two Domestic Homicide Reviews (DHR)** and these include:-
- Training 3,600 police officers and staff on the new protection from stalking legislation and 6,000 officers and staff on domestic abuse legislation, coercive control, impact, and pathways to support;
- Online use of the Public Protection Notification to expedite the referrals to support and statutory agencies;
- Further continuous professional development is planned to specifically focus on parent/child relationship;
- A review of Multi-Agency Risk Assessment Conference effectiveness the terms of reference for which are currently being drafted to support this;
- Launch of the Violence Against Women and Girls action plan;
- A new Service Level Agreement is being created with the Public Prosecution Service for file standards in Domestic Abuse cases;

¹¹ The seven comparable Services or Most Similar Groups (MSGs) for England and Wales as were determined by the Home Office; Greater Manchester; West Yorkshire; West Midlands; Northumbria; Merseyside; Nottinghamshire; and Devon and Cornwall.

¹² This relates to the period July 2021-June 2022



- Embedding of Domestic Abuse and Sexual Violence advocates into support hubs, alongside vulnerability inspectors and within the Rowan Centre; and
- A review is ongoing of the Domestic Violence and Abuse Disclosure Scheme.

BOARD SCRUTINY OF PERFORMANCE

PERFORMANCE COMMITTEE:

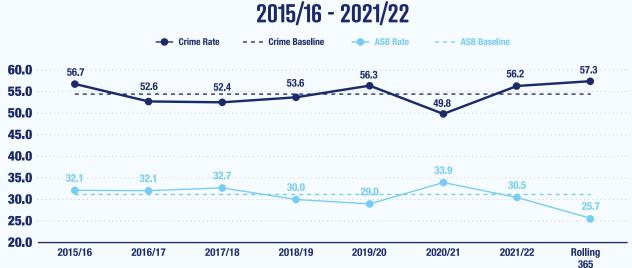
8 September 2022 & 19 January 2023

PSNI OBA REPORT CARD:

M1.4.1 (with additional reporting on level of crime Outcomes in M2.4.1)

Members considered at both September 2022 and January 2023 Committees' the recorded crime and ASB rates. In order to complete a comparative analysis of UK and PSNI crime rates, the Home Office determined seven comparable Services¹³ or MSFs for England and Wales. These seven MSFs were found to be the most similar to each other based on an analysis of demographic, social and economic characteristics which relate to crime. As illustrated in figure 9 the current crime rate of 57.3 per 1,000 population (as of December 2022) was at its highest level when compared to the previous 6 years and the current ASB rate of 25.7 is the lowest in the same period.

Figure 9



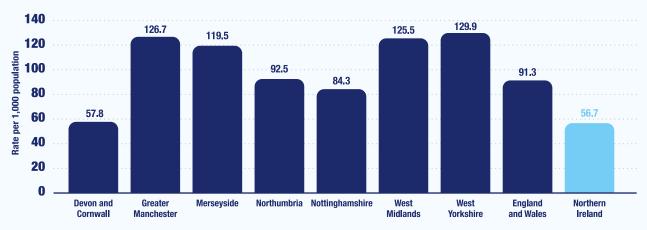
RECORDED CRIME RATE PER 1,000 POPULATION 2015/16 - 2021/22

¹³ The seven comparable Services or Most Similar Groups (MSGs) for England and Wales as were determined by the Home Office: Greater Manchester; West Yorkshire; West Midlands; Northumbria; Merseyside; Nottinghamshire; and Devon and Cornwall.



Members considered the recorded crime rate statistics as illustrated in **figure 10.** Northern Ireland has the lowest crime rate of the MSFs at 56.7 (as of June 2022), although similar to Devon & Cornwall. In comparison the crime rate for England & Wales was 91.3 crimes per 1,000 population.

Figure 10



RECORDED CRIME RATE JULY 2021 - JUNE 2022

The Committee referred to the increase in sexual crimes reported and queried if historic or recent child sexual offences that are reported are investigated with a criminal justice outcome quicker. The PSNI commented on the timeliness of justice and the delays in the wider criminal justice system being beyond their control. Current and historic sexual abuse is investigated by two dedicated teams and both domestic abuse and sexual violence cases can take longer to investigate particularly when a child or vulnerable adult is involved. The PSNI referred to the Violence against Women and Girls Strategy and supporting action plan, the joint PPS, DOJ, DOH Strategy and Gillen Working Group in relation to policy surrounding sexual crimes. The PSNI provided an update on the pilot scheme in response to a Gillen recommendation regarding sexual crimes against under 13's which has seen a fast-track multi-agency approach applied.

In comparison to our MSFs, Northern Ireland has a higher rate for drugs offences than all other areas, apart from Merseyside. The PSNI explained that the drugs rate is indicative of police pro-activity.



BOARD ASSESSMENT OF MEASURE 1.4.1

IMPACT — IS THE COMMUNITY SAFER COMPARED TO (I) PREVIOUS PSNI RATES AND (II) OTHER AREAS?

The assessment of the performance of 'Is the community safer' in 2022-23 incorporates the Northern Ireland Policing Plan 2020 – 2025 and the table below shows the trend of:

1.4.1 Benchmark PSNI crime rates against previous rates and against other similar Police Services

	Baseline 31/03/2021	30/09/2021	Rolling 365 days (5 Dec 2021 – 4 Dec 2022) compared to baseline
Recorded Crime	54.3	57.2	57.3
Violence Against the Person	19.3	26.5	26.2
Sexual Offences	1.8	2.1	2.2
Robbery	0.3	0.2	0.2
Theft Offences - Burglary	3.7	2.0	1.9
Theft Offences	12.8	9.3	6.9
Domestic Abuse	8.3	11.4	11.6
Anti-social Behaviour	31.2	34.5	25.7

RAG Status

PARTIALLY ACHIEVED

In terms of crime rates Northern Ireland remains one of the lowest crime rates in the UK. The crime rate reflects an increase from previous years, however, remains lower than in comparable Police Service areas at 56.7 crimes per 1,000 population (as of June 2022). That said, when looking at the updated figures up to December 2022, 57.3 crimes per 1,000 population is the highest crime rate in NI in recent years. In addition, all crime rates by various categories have increased against the baseline and only crime against older people is showing a decrease against the baseline. Therefore, at this point in the Policing Plan, the Board assesses the Measure as being partially achieved with the PSNI making good progress towards achieving a positive impact by maintaining the low levels of crime.



OUTCOME 2: WE HAVE CONFIDENCE IN POLICING

INDICATOR 2.1:

The level of public confidence in policing.

MEASURE 2.1.1:

The number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused.

IMPACT/S UPDATE

Is there improved confidence in policing?

- 86% of respondents who have overall confidence in policing (NISCS 2019-20 80%);
- 91% of respondents who believe Police provide an ordinary day-to-day service (NISCS 2019-20 84%);
- 80% of respondents who believe Police do a very or fairly good job (NISCS 2019-20 70%);
- 94% of respondents who believe local police do an excellent, good, or fair job (62% excellent or good and 32% fair; NISCS 2019-20 87%);
- 75% of respondents who have overall confidence in their local police (NISCS 19/20 62%);
- 39% of respondents who agree that the local police have a visible presence in this area (NISCS 2019-20 27%);
- 70% of respondents who agree that the local police can be relied on to be there when you need them (NISCS 2019-20 56%); and
- 66% of respondents who agree that the local police are dealing with the things that matter to this community (NISCS 2019-20 54%).

Initiatives to continuously improve performance

- In order to continuously improve performance, the NIPB commissioned a Policing Plan Survey (NIPPS) which was published in May 2022. The aim of the Survey was to accurately provide data to support analysis of the PSNI's performance against a number of Measures in the Policing Plan. A subsequent NIPPS is being produced for 2022-23;
- The PSNI launched a new Public Engagement Vision titled "Here for You" in order to improve public perceptions of the PSNI and to build trust through positive public engagement; and
- The PSNI in September 2022 launched a new Violence Against Women and Girls (VAWG) Action Plan, with the first theme focussing on building trust and confidence.



BOARD SCRUTINY OF PERFORMANCE

PARTNERSHIP COMMITTEE: 20 October 2022 & 16 March 2023

PSNI OBA REPORT CARD: M2.1.1

Ensuring individuals and communities across Northern Ireland have confidence in the PSNI is essential for creating a secure and safe environment. Trust in the PSNI is crucial for encouraging individuals to report crimes and cooperate in investigations and, by having the public's confidence and support, police can more effectively protect individuals and their communities.

Confidence in Policing is measured by four pillars: accessibility, visibility, responsiveness, and victim focused. The PSNI detailed the effectiveness of their community-based approach and how their plans, strategies and new initiatives have been successful in improving public confidence. However, the four pillars mentioned above were not adequately covered in PSNI reporting.

In October 2022, the PSNI cited statistics from the NISCS 2020/21 findings on Perceptions of Policing and Justice. The 2020/21 findings showed that the overall rating for public confidence in the police has increased by 6% to 86%. This is an improved increase as it had previously been reported between 79-82% since 2007-08. When the Measure was first introduced, it was 73%. The PSNI noted that as per the NISCS 2020/21 findings, confidence in local policing had a rating of 75%. This represented a statistically significant increase from 62% in the NISCS 2019-20 findings. The NISCS 2020/21 findings demonstrated that public confidence in local police having a visible presence was still low, sitting at 39%, although it has improved 12% points from the 2019-20 findings.

In order to address the gap in information to accurately measure Confidence in Policing, the Policing Board commissioned their own survey – the Northern Ireland Policing Plan Survey (NIPPS). The intention of the Survey was to provide more comprehensive data to support Members' oversight of the PSNI's performance plan, and to compare statistics to enable more accurate assessments of improved performance. This survey was published in May 2022 and has provided valuable information to both the Policing Board and the PSNI in order to improve the area of "Confidence in Policing".



Outcome two of the NIPPS was dedicated specifically to Confidence in Policing. The results of the NIPPS were generally positive; for example, 90% of respondents stated they would be confident with contacting the police, while only 9% said they would not be confident. With regards to visibility, respondents were asked to rate how visible they thought the police were in their area. 58% of respondents thought the police were not visible, with 12% reporting they were not at all visible. This was in contrast to 40% who believed the police were "visible" or "very visible". Another NIPPS is scheduled for this year, and the data collected will be compared to last year's survey to accurately help determine the improvement that has been made.

In September 2022, the PSNI launched a new Violence Against Women and Girls (VAWG) Action Plan to "build trust and confidence". Members asked to be kept informed of this plan's progress and the results of its implementation.

In addition to the Action Plan, the PSNI also launched a "Here for You" public engagement vision in order to improve public perceptions of the police and to build trust through positive public engagement. The initiative aims to significantly increase public confidence in policing activity and legitimacy. The "Here for You" vision encompasses 8 hallmarks, embedding the right culture, engaging neighbourhoods, building analytical capability, solving problems, targeting activity, accountability, developing officers and staff, and developing and sharing learning. The Vision set out specific objectives for the PSNI to strive for. Members asked to be informed of the initiative's results, particularly with respect to Confidence in Policing.

An area of concern for the Partnership Committee when considering public confidence was the area of misogyny. Reports of misogyny in the Metropolitan Police highlighted the need to address this issue within the PSNI and to ensure that female officers and members of the public were treated with respect and equality. The PSNI responded by recognising that officer conduct was a priority area for focus within the Organisation and noted that Policing and Community Safety Partnerships (PCSPs) were to be briefed by the PSNI Professional Standards Department as a demonstration of local accountability in tackling officer behaviour. To further address this issue, a new Measure will be added to the Performance Plan on reporting levels of conduct cases within the Police Service.

At the Police Performance Review Working Group (PPRWG) ¹⁴ another area regarding Confidence in Policing was discussed. The PSNI suggested that Confidence in Policing could be improved by measuring rapid responsiveness to emergency and priority calls. The PPRWG agreed and, subsequently, a new Measure was added to the Policing Plan which will report on the levels of emergency and priority call responses.

¹⁴ The PPRWG was established in September 2022 to take forward the statutory requirement to review the Policing Plan 2020-25 and Annual Performance Plan 22/23



BOARD ASSESSMENT OF MEASURE 2.1.1 IMPACT — IS THERE IMPROVED CONFIDENCE IN POLICING?

The assessment of the performance of 'Is there improved confidence in policing' in 2022-23 incorporates the Northern Ireland Policing Plan 2020 – 2025 and the table below shows the trend of:

NISCS	Baseline 2018-19	2019-20	2020-21
Respondents who have overall confidence in policing	81%	80%	86%
Respondents who believe police provide an ordinary day to day service	84%	84%	91%
Respondents who believe Police do a very or fairly good job	72%	70%	80%
Respondents who believe local police do an excellent, good or fair job	89%	87%	94%
Respondents who have overall confidence in their local police	65%	62%	75%
Respondents who agree that the local police have a visible presence in this area	28%	27%	39%
Respondents who agree that the local police can be relied on to be there when you need them	57%	56%	70%
Respondents who agree that the local police are dealing with the things that matter to this community	57%	54%	66%

RAG Status

ACHIEVED

The Northern Ireland Safer Community Survey (NISCS) and the Northern Ireland Policing Plan Survey (NIPPS) are the sources of data for monitoring public trust in policing. The NISCS survey has tracked consistently high rates of public confidence in policing of around 80% over the last 12 years and around 60% for confidence in local policing. This reporting year, public confidence in policing has increased to 86% and local policing to 75%. The NIPPS stated that 90% of respondents would be confident with contacting the police. Overall, the results of the 2020/21 NISCS are the most positive to date with significant increases across all areas. The results of the NIPPS will need to be compared to the year 2 results once available. Therefore, at this point in the Policing Plan, the Board assesses the Measure as being achieved.



INDICATOR 2.2:

The level of satisfaction with the service received.

MEASURE 2.2.1:

Number of victims and service users who are satisfied with the service they have received.

IMPACT/S UPDATE

Is there improved satisfaction in policing?

- 84.4% of victims agreed/strongly agreed that the police officers/staff treated them with fairness and respect, this has **decreased** compared to 85.6% in the last report card in May 2022;
- 53.7% of victims were very satisfied/satisfied with how well they were kept informed of the progress of their case, this has **decreased** compared to 57.5% in the last report card in May 2022;
- 66.5% of victims were very satisfied/satisfied with the service they received form the PSNI, this has **decreased** compared to 67.9% in the last report card in May 2022; and
- 75.4% of victims agreed/strongly agreed that if a family member or friend was victim of crime, they would recommend that they would report it to the PSNI, this is has **decreased** compared to 78.5% in the last report card in May 2022;

Initiatives to continuously improve performance

• An initiative to improve performance is the development of a **programme of work** in 2023, with plans to run quarterly sessions focusing on different groups and communities.

BOARD SCRUTINY OF PERFORMANCE

PARTNERSHIP COMMITTEE: 16 March 2023

PSNI OBA REPORT CARD: M2.2.1

As there was no Police Partnership Committee in May 2022 the Victim Satisfaction Measure was considered once at the Committee in March 2023. Ensuring that the PSNI provide a high quality service to victims of crime is essential in maintaining and building confidence in policing. In considering performance under this Measure, the Committee reviewed findings



from the PSNI Victim Satisfaction Survey (VSS)¹⁵. Due to a change in methodology the PSNI report that in the 2022-23 financial year 12,128 victims were invited to participate in the Victim Satisfaction Survey compared to 27,674 victims in the 2021-22 financial year. There were 1,843 responses equating to a 15.2% response rate. This is a 1.1% point increase compared to the 2021-22 financial year. In terms of overall satisfaction, this has decreased from 67.9% in 2022 to 66.5%, a decrease of 1.4%.

The PSNI reported that in Q1 '84% of respondents either agreed or strongly agreed that they were treated with fairness and respect,' this is a decrease of 1.6% from the last reporting period in May 2022. Again, Q2 showed the lowest satisfaction level of all questions asked when compared to the previous financial year, 'with the lack of follow up delays in providing an update despite initial positive interactions' the reason in Q2. The PSNI queried the low figure of 57% of victims and witnesses' satisfaction on being kept informed of their cases. The PSNI informed the Committee that there is an issue with PSNI providing both victims and witnesses with timely updates and the need to manage expectations of the victims, especially those victims that feel vulnerable. Q3 showed overall satisfaction with the service received has decreased further again to 66.5% from 67.9% in 2021-22.

BOARD ASSESSMENT OF MEASURE 2.2.1 IMPACT — IS THERE IMPROVED SATISFACTION IN POLICING?

The assessment of the performance of 'Is there improved satisfaction in policing' in 2022-23 incorporates the Northern Ireland Policing Plan 2020 – 2025 and the table below shows the trend of:

	Baseline 2019-20	30/09/2021	2021-22 financial year	2022-23 financial year
Q1 - % of victims agree/strongly – treated with fairness/respect	82.5%	86.4%	85.6%	84.4%
Q2 - % of victims very satisfied/ satisfied – progress of case	56.3%	59.2%	57.5%	53.7%
Q3 - % of victims very satisfied/ satisfied with the service	65.3%	69.2%	67.9%	66.5%
Q4 - % of victims agreeing/strongly agreeing – would recommend to a friend reporting to PSNI	81.5%	79.7%	78.5%	75.4%

¹⁵ The PSNI Victim Satisfaction Survey asks participations to respond to four questions: (Q1) The police officers/staff treated me with fairness and respect; (Q2) I am satisfied with how well I have been kept informed of the progress of my case; (Q3) I am satisfied with my contact with the PSNI; and (Q4) If a family member or friend were a victim of crime in the future, I would recommend they report it to the police.



RAG Status (baseline)

PARTIALLY ACHIEVED

The PSNI outline and evidence the results from the Victim Satisfaction Survey 2022-23. This is Year 3 of the Policing Plan and when a comparison is made to the baseline figures, there has been a decrease in the satisfaction levels of victims for Q2 & Q4, however, there has been a slight increase in the satisfaction levels of victims for Q1 & Q3. All victim satisfaction rates have decreased from the previous year. Therefore, at this point in the Policing Plan, the Board assesses the Measure as being partially achieved with the PSNI making good progress towards to achieving an overall satisfaction level for victims.

INDICATOR 2.3:

The representativeness of the Police Service.

MEASURE 2.3.1:

Improve representativeness of the service across ranks, grades and departments by gender and community and socio-economic background.

IMPACT/S UPDATE

Is there improved representativeness of the Police Service?

- The 2021 student officer recruitment campaign was **similar** to the previous campaign in 2020 in terms of representativeness;
- The 2021 student officer recruitment campaign maintained a similar level of female representation, with 40.1% of applicants being female, compared to 40.3% in 2020;
- The proportion of applications from a Catholic community **decreased** from 31% in 2020 to 30% in 2021. However, this figure has remained stable between 29-32% across the last six recruitment campaigns;
- The 2021 student officer recruitment campaign noted an **increase** in applications from ethnic minorities (from 0.8% in 2020 to 1.7% in 2021) and applications from individuals with disabilities (from 1.7% in 2020 to 2.7% in 2021);
- There was a **slight decrease** in applications from the members of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, Queer and Questioning) community, from 9.0% in 2020 to 8.0% in 2021;
- With regard to internal representation, there has been a slight increase in the gender and community background of middle management ranks, particularly at Chief Inspector rank, where 41% of those successful in the promotion process were from the Catholic community and 29% were Female and at Inspector Rank, where 30.43% were Catholic and, 35% were Female; and



 Regarding the demographics on community background of police officers and staff. In 2021, 66.34% of police officers were from the Protestant community and 32.35% were from the Catholic community whereas 78.2% of staff were Protestant and 19.39% Catholic. In comparison in the previous year 66.55% of police officers were Protestant, 32.10% Catholic, 77.66% of staff were Protestant and 20.06% Catholic. Overall, there has been a **slight decrease** in Protestant police officers and staff and a **slight increase** in Catholic police officers and staff.

Initiatives to continuously improve performance

- The PSNI continue to make changes to their recruitment campaigns and across all police staff and officer ranks, grades and departments to improve representativeness of the Police Service;
- The PSNI are engaged in ongoing outreach programmes to under-represented communities in order to encourage more applications from these groups and improve representativeness; and
- The Performance Plan for 2023/24 will include reporting on not only gender and community background but also ethnic origin, disability, and sexual orientation in order to improve representativeness of the Police Service.

BOARD SCRUTINY OF PERFORMANCE

RESOURCES COMMITTEE: 22 September 2022 & 22 December 2022

PSNI OBA REPORT CARD: M2.3.1

This Measure supports the Board's broader legislative duty under the Police (Northern Ireland) Act 2000 to monitor the representativeness of the PSNI. The Committee evaluated the PSNI's actions by reporting on this Measure, aiming to create a more representative Police Service that the local population can identify with and recognise in their police officers and staff.

The Committee was encouraged to note the innovative approaches to engagement by the PSNI to enhance representativeness within the service. These included participation in Pride and Mela and they also facilitated a community awareness event with the Gaelic Athletic Association (GAA), as well as outreach advertising at Men's and Women's Irish Football Association matches and within Orange Order publications. Despite a large number of engagement activities being conducted, the PSNI reported that the equality representation figures for the 2021 student officer recruitment campaign were broadly similar to the previous recruitment campaign in 2020.

The PSNI's report to the Committee noted that the percentage of female applicants in the 2021 Recruitment Campaign remained more or less the same at 40.1% (40.3% in 2020), although higher than all the previous campaigns. The Committee also recognised in previous reporting, that representativeness encompassed more than recruitment; it also included promotion and progression to higher ranks within the PSNI. With respect to internal representation, the PSNI provided the Committee with **figure 11** below, which included the composition of female and Catholic officers and staff at each level:

Description	Chief Officers	Chief Superintenden	Superin	tendent	Chief Inspector	Inspe	ctor	Sergeant	Constable	Student Officer	Total
% Roman Catholic		15%			29%	35%	%	34%	32%	30%	32%
% Female	0%	22%	33	33%		309	30% 31%		31%	34%	31%
Description	Grade 7 & above	Deputy Principal	Staff Officer	Execut Office				lmin ficer <i>I</i>	Admin Assistant	Industrial	Total
% Roman Catholic	19%	21%	28%	18%	22	%	1	8%	21%	12%	20%
% Female	43%	40%	55%	38%	60	%	6	7%	75%	3%	57%

Figure 11

In relation to community background, the PSNI reported that the percentage of applications from the Catholic community had remained consistent at around 30% over the past six campaigns. However, the number of applications from the Catholic community had slightly decreased by 1% in this reporting period, dropping from 31% in 2020 to 30% in 2021. There is improvement, however, in the progression of Catholic police officers and staff within the PSNI, as illustrated in **Figure 12**. Since 2013, there has been a gradual rise in the proportion of Catholic personnel and gender representation among police officers and staff.

Figure 12

2013 TO 2021 POLICE OFFICER COMMUNITY BACKGROUND AND GENDER





The PSNI additionally supplied statistical data on applications from ethnic minorities, the LGBTQ+ community and people with a disability. According to the PSNI, there has been a slight increase in applications from ethnic minorities from 0.8% in 2020 to 1.7% in 2021 and people with disability from 1.7% in 2020 to 2.7% in 2021. However, there has been a slight decrease in applications from the LGBTQ+ community from 9.0% in 2020 to 8.0% in 2021. The PSNI have acknowledged that community background, ethnicity, gender representation, etc., is not reflective of the 2021 Northern Ireland Census¹⁶ and will need to take additional steps to address this issue in the future.

With respect to socio-economic background, the PSNI noted that the 2021 student recruitment campaign had 362 fewer Catholic applications in the 30% most deprived areas in Northern Ireland, compared to Protestant applications with 164 more than would be expected. The PSNI highlighted that when the 30% least deprived areas were analysed, there were 607 more applications than would be expected from the Protestant community. **Figure 13** illustrates Police Officer's application and merit list stages for the 2021 student officer recruitment campaign.

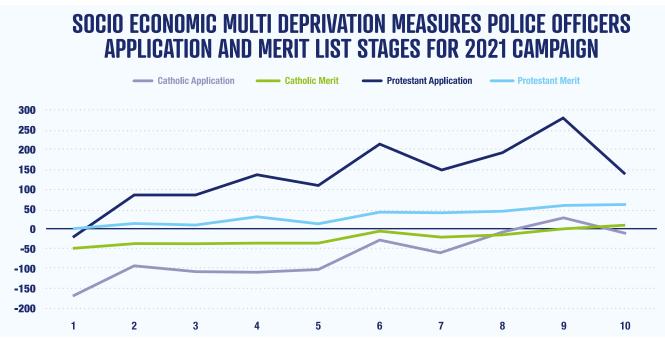


Figure 13

The Committee had requested additional information regarding the work taking place to address the disparity between the number of applicants in the most deprived areas versus the least deprived areas and this has yet to be provided.

¹⁶ Northern Ireland Statistics and Research Agency <u>https://www.nisra.gov.uk/statistics/Census 2021 main statistics for Northern</u> Ireland (phase 1) | Northern Ireland Statistics and Research Agency (nisra.gov.uk)



The Policing Plan Review Working Group agreed to amend this Measure to reflect that socioeconomic background can only be taken into consideration for new recruitment to the PSNI and not serving police officers and staff. This amendment will be incorporated into this Measure for 2023/24.

Another area raised by the Committee was officer attrition rates post training and the importance of exit interviews. The PSNI advised that pay, overtime and the current economic environment impacted on officers leaving the service and that they would provide a more detailed leavers analysis to the Committee.

As of 1 March 2023, figure 14 shows the PSNI workforce composition figures were:

	%Perceived Protestant	%Perceived Roman Catholic	% Not Determined	%Female	%Male	%Ethnic Minority	Total No:
Police Officers	66.32	32.37	1.32	31.55	68.45	0.62	6763
Police Staff	78.32	19.27	2.41	57.09	42.91	0.83	2652

Figure 14

BOARD ASSESSSMENT OF MEASURE 2.3.1 IMPACT — IS THERE IMPROVED REPRESENTATIVENESS OF THE POLICE SERVICE?

The assessment of the performance of 'Is there improved representativeness of the Police Service' in 2022-23 incorporates the Northern Ireland Policing Plan 2020 – 2025 and the table below shows the trend of:

	Baseline 31/03/2021	30/09/2021	30/09/2022
Police Officers - Catholic	31.8%	32%	32%
Police staff - Catholic	19.4%	20%	20%
Police Officers - Female	29.8%	30%	31%
Police staff – Female	58.4%	57%	57%



BOARD ASSESSSMENT OF MEASURE 2.3.1 IMPACT — IS THERE IMPROVED REPRESENTATIVENESS OF THE POLICE SERVICE?

RAG Status

NOT ACHIEVED

The PSNI have reported that there have been no improvements in the 2021 student officer recruitment campaign, either in applications from the female and the Catholic communities. However, there has been a steady improvement in internal progress within the police officer's and staff areas. The PSNI consider that there has been a steady increase in the overall community background and gender representation of police officers and police staff, largely driven by a continuous programme of external recruitment. However, the PSNI have acknowledged that community background and ethnicity, is not representative of the NI Census 2021, particularly with respect to the community background of police staff. This is evidenced in the table above where no significant improvements have been made in the past few years with increasing the number of Catholic officers and staff and female officers. Currently, further progress is required to achieve a Police Service that is reflective of the 2021 Northern Ireland census, not only with regards to community background and gender, but also with regards to ethnicity, the LGBTQ+ community and from people with a disability. However, the Board recognises that such progress will be severely hampered by the suspension of external recruitment due to budgetary pressures. The Board also welcomes the PSNI's commitment to take internal action to improve representativeness including the transfer of officers and staff between departments. The Board, therefore, assesses this Measure at this time as not achieved.

INDICATOR 2.4:

Delivery of effective crime outcomes.

MEASURE 2.4.1:

Levels of crime outcomes to identify and respond to areas of concern in outcome statistics, with a particular focus on Domestic Abuse in 2022-23.

IMPACT/S UPDATE

Is there improved delivery of effective crime outcomes?

- The crime outcome rate for Charges/Summons/Out of Court has **increased** from 21.7% to 22.9% from the previous financial year to date;
- The crime outcome rate for Domestic Abuse for Charge/Summons/Out of Court has **increased** from 22.2% to 24% from the previous financial year to date;
- The attrition rate across all crime types has increased from 18.5% in 2021 to 20.8% in 2022;



- The attrition rate across Domestic Abuse has increased from 29.6% in 2021 to 30.6% in 2022;
- In September 2022 reporting to the Committee Northern Ireland had the highest crime outcome rate for Charges/Summons/Out of Court when compared to Most Similar Forces; and
- In September 2022 reporting to the Committee Northern Ireland has the second highest figure when compared to the Most Similar Forces¹⁷ for crimes that are not yet assigned an outcome.

Initiatives to continuously improve performance

- The PSNI Reduce Offending Unit (ROU) continue to work closely with the Reducing Offending in Partnership (ROP) partner agencies, Probation Board Northern Ireland, Northern Ireland Prison Service and Youth Justice Agency to provide a multi-agency approach to reduce offending and reoffending;
- The Public Protection Branch (PPB) strategy is currently being reviewed; 12 months post implementation, to identify additional investigative actions. Work is ongoing in the development of a report card for repeat perpetrators within Violence against Women and Girls;
- The Advocacy support service via '**ASSIST NI**' recently celebrated one year in service. There were 7,205 individual referrals triaged into ASSIST, with 2,253 people engaging with the service;
- Two new legislative provisions Domestic Abuse & Civil Proceedings Act (NI)
 2021 and The Protection from Stalking Act (NI) 2022 have seen a significant focus on training and development with almost 6,000 people having undertaken coercive control training and 4,622 people undertaking training in respect of stalking awareness;
- ONUS continues to provide Safe Place training; a number of local neighbourhood officers and Crime Prevention Officers have been fully trained as Safe Place Advocates. These Advocates currently work to extend the Safe Place message and make a difference in the local community. Online sessions have been delivered and plans are in place for an additional 20 officers to attend training with ONUS to become Safe Place Advocates;
- **'Ask for Angela'** was launched in December 2022 with the support of Hospitality Ulster and the Hotels Federation for Northern Ireland following a period of training with bars and restaurants; and
- Following the launch of the **Violence against Women and Girls Action Plan** progress continues with regard to building confidence, safer spaces, and relentless pursuit of perpetrators and supporting victims.

¹⁷ The seven comparable Services or Most Similar Groups (MSGs) for England and Wales as were determined by the Home Office: Greater Manchester; West Yorkshire; West Midlands; Northumbria; Merseyside; Nottinghamshire; and Devon and Cornwall.



BOARD SCRUTINY OF PERFORMANCE

PERFORMANCE COMMITTEE:

8 September 2022 & 19 January 2023

PSNI OBA REPORT CARD: M2.4.1

The outcome rate is the rate at which recorded crimes achieve a successful police outcome. The purpose of this Measure is to provide a comprehensive overview of PSNI delivery of effective crime outcomes. Monitoring and scrutiny of this area enables key trends to be identified and allows the PSNI to respond to areas of concern. It is important that the PSNI provide a victim-focussed service where they can aim to play their part in securing appropriate and effective criminal justice outcomes in order to maintain and enhance confidence in policing.

In considering this Measure, Members noted the Charge/Summons outcome rate is 15.9% which is a one per cent rise compared to the previous financial year to date (PFYD) and is 1.6% points lower than the baseline. The Out of Court outcome rate is 7.0%¹⁸ which is a 0.2% rise compared to the PFYD and a 0.1% rise compared to the baseline. The Charge/Summons outcome rate for domestic motivated crime is slightly higher at 21.2%, which is lower than the baseline for domestically motivated crime of 21.8%. The Out of Court outcome rate is 2.8% which is 0.6% decline compared to the PFYD and a 0.1% decrease compared to the baseline. The attrition rate (outcomes where there are evidential difficulties due to the victim not supporting advancing the investigation) for overall crime has increased by 2.3% from 18.5% to 20.8% this financial year when compared to the previous year.

Of particular concern is the data provided regarding reported rapes. 1,240 rapes have been recorded for the current rolling 12 months which is an increase of 74 (6.3%) and an increase of 13.2% in the number of domestic motivated rapes compared to the previous year. As illustrated in **figure 15** only 3.5% of rapes and 6.4% of sexual offences have resulted in a charge or summons and 56.9% of rapes and 47% of other sexual offences have not yet been assigned an outcome.

18 The figures for charge/summons and out of court are added together to give a total outcome rate of 22.9%



Figure 15



2022/23 FINANCIAL YEAR TO DATE OUTCOMES BY CRIME TYPE

Committee members highlighted their concern with the increase of 13.2% of domestic motivated rapes in the current rolling 12 month period and asked what other agencies the PSNI are working with to reduce this. The PSNI referred to multi-agency working in relation to domestic abuse citing the Multi-Agency Risk Assessment Conference process, which is currently under review. Work continues with Women's Aid, Men's Advisory Project, Health, Probation, and other statutory/non-statutory bodies to work collaboratively to support and prevent a victim becoming a repeat victim.

10.1% of reported hate motivated offences have resulted in a Charge/Summons outcome compared to 17.7% of all recorded crime, this is an increase of 3.4%. The PSNI reported that there are variations between the different strands of hate crime, with homophobic and religious/faith motivated crimes currently having the highest Charge/Summons rates at 16.3% and 11.8% respectively. Committee members probed whether the Hate Crime statistics are being under reported and questioned when will the independent review of the PSNI's end to end Hate Crime processes conducted by representatives from the National Police Chiefs Council (NPCC) be published. The PSNI assured Members that the NPCC audit report on end to end Hate Crime process has been received. The PSNI accepted that there are significant changes and work to be done with regards to Hate Crime but refer to the positive

problem solving work undertaken at local policing level. The PSNI provided an update on the increased community empowerment to encourage victims to come forward and report racist Hate Crime. There is a concerted effort by the PSNI to outreach and understand the challenges of minority communities. The PSNI continue to engage with the community through the Community Safety Engagement Team to create a better understanding and build relationships.

BOARD ASSESSMENT OF MEASURE 2.4.1 IMPACT — IS THERE IMPROVED DELIVERY OF EFFECTIVE CRIME OUTCOMES?

The assessment of the performance of 'Is there improved delivery of effective crime outcomes' in 2022-23 incorporates the Northern Ireland Policing Plan 2020 – 2025 and the table below shows the trend of:

2015-16 - 2019-20 Five Year Average for each Outcome Type – All Crime %							
Crime Outcome	Baseline Value	Previous FYTD	FYTD				
Charge/Summons	17.5	14.9	15.9				
Out of Court	6.9	6.8	7.0				
Evidential Difficulties (victim does not support)	18.2	18.5	20.8				
Evidential Difficulties (victim supports)	7.9	9.0	6.8				
Other	1.4	1.1	1.1				
Investigation complete – no suspect identified	30.8	20.3	20.0				

2015-16 - 2019-20 Five Year Average for each Outcome Type – Domestically Motivated $\%$							
Crime Outcome	Baseline Value	Previous FYTD	FYTD				
Charge/Summons	21.8	18.8	21.2				
Out of Court	2.9	3.4	2.8				
Evidential Difficulties (victim does not support)	37.3	29.6	30.6				
Evidential Difficulties (victim supports)	13.6	11.8	9.9				
Other	3.3	2.3	2.0				
Investigation complete - no suspect identified	1.4	0.7	0.5				



RAG Status

PARTIALLY ACHIEVED

Effective crime outcomes are considered those crimes which result in either a charge/ summons or out of court, with the aim of increasing this rate. In the Financial Year to Date (FYTD) the outcome rate for Charge/Summons/Out of Court for all crime has increased but remains below the baseline. This is also the case for domestically motivated crimes. Another example of an effective crime outcome is achieving a lower attrition rate, ie. where there are Evidential difficulties (victim NOT support). For all crime this rate has increased when compared to the previous FYTD and remains above the baseline. For domestically motivated crimes the attrition rate has increased from the previous FYTD but remains well below the baseline, which is positive. It is also desirable to achieve a higher rate of evidential difficulties (victim supports). This has decreased from the previous FYTD and remains below the baseline. This is also the case for domestically motivated crimes. The above examples show a mixture of positive and negative evidence in achieving improved delivery of effective crime outcomes. Therefore, at this point in the Policing Plan, the Board assesses this Measure as being partially achieved.



OUTCOME 3: WE HAVE ENGAGED AND SUPPORTIVE COMMUNITIES

INDICATOR 3.1:

Police in partnership with local communities, including PCSPs, identify and deliver local solutions to local problems.

MEASURE 3.1.1:

In collaboration with the community deliver on the commitments outlined in the Local Policing Review.

IMPACT/S UPDATE

Is the community more engaged and is there more support from communities?

- Of the 45 identified actions in the Local Policing Review 37 are now considered closed with 8 currently remaining open;
- This has resulted in a significant investment in and commitment to local policing by PSNI over the last four years.

BOARD SCRUTINY OF PERFORMANCE

PARTNERSHIP COMMITTEE: 15 September 2022 & 16 February 2023

PSNI OBA REPORT CARD: M3.1.1, 3.1.2 & 3.1.3

This Measure focuses on the PSNI's implementation of the 45 actions emanating from the Local Policing Review (LPR) of 2018-19. Following consultation, a comprehensive programme of work was identified and published in the Local Policing Review (LPR). Response to change local policing. This was to be delivered through the six identified *'Headline Actions'* with community empowerment playing a vital role in successfully achieving this Outcome.

At the February 2023 Partnership Committee, Members discussed the PSNI's progress against the 45 LPR actions of which 37 were completed and noted eight actions remained open. The PSNI provided an update on these remaining eight actions. The PSNI explained that 3 of these remaining actions will continue to be progressed through the PSNI's Hallmarks of Neighbourhood Policing, 1 is recommended for closure as it cannot be completed, two are on track for completion in March 2023 and two require extensions of the deadline to enable completion. The PSNI also agreed to provide Members the Health and Safety policies on



Single Officer Patrols (SOPs).

BOARD ASSESSMENT OF MEASURE 3.1.1 IMPACT — IMPLEMENT THE 45 ACTIONS OF THE LOCAL POLICING REVIEW?

RAG Status

ACHIEVED

The Performance Committee agreed to close off these actions at the meeting on 16 February 2023. A detailed infographic illustrating progress and impact is now being prepared by PSNI which will be considered by the Committee before publication. The Local Policing Review has been replaced in the Policing Plan with a new measure on the Hallmarks of Neighbourhood Policing. The Board, therefore, consider that this Measure has been achieved.

INDICATOR 3.1:

Police in partnership with local communities, including PCSPs, identify and deliver local solutions to local problems.

MEASURE 3.1.2:

Identify and report on the Neighbourhood Policing Team initiatives to address local problems and tackle local issues, including co-designed solutions, in line with Neighbourhood Policing Guidelines.

IMPACT/S UPDATE

Is the community more engaged and is there more support from communities?

- 74% (57) of the NPTs felt they were effective or highly effective at engaging communities and partners, this is a slight increase from year 1. (73% (52) year 1);
- 75 and 73 NPTs identified ASB and drugs misuse respectively as the top 2 local issues (compared to 71 and 66 in year 1);
- 61% of NPTs felt their current approach to problem solving was effective or highly effective and 27% felt their current approach was somewhat effective (compared to 62% in year 1);
- 66% of NPTs felt their teams were effective or highly effective in adopting a prevention first approach and 27% felt they were somewhat effective (compared to 58% and 31% in year 1); and
- 61% of NPTs felt their teams were effective or highly effective at understanding and monitoring the effectiveness/impact of problem solving (compared to 56% in year 1).



Initiatives to Continuously Improve Performance

 Neighbourhood officers continue to develop their digital skills to make effective use of social media to inform communities about work ongoing to address local problems and tackle local issues. Between January and July 2022 social media training sessions were delivered to neighbourhood officers in Ards and North Down, Newry, Mourne and Down, and Derry City and Strabane. This training provides officers with skills and knowledge enabling them to post engaging updates on their work with communities on Facebook, Twitter, and Nextdoor.

BOARD SCRUTINY OF PERFORMANCE

PARTNERSHIP COMMITTEE: 15 September 2022 & 16 February 2023

PSNI OBA REPORT CARD: M3.1.1, 3.1.2 & 3.1.3

The first NPT Self-Assessment Survey was carried out in September 2021 with interim high level findings presented to the NIPB Partnership Committee in October 2021. The final analysis on the Year 1 findings together with the ongoing and proposed actions were presented to the Partnership Committee in March 2022. The PSNI provided a number of case studies to serve as examples of co-designed solution to address local problems.

The PSNI also reported that from 1 August 2021 to 31 July 2022 there were 56.9 recorded crimes per 1,000 population, an increase of 4.3 when compared to the previous period and an increase of 2.5 compared to the baseline. However, there was a continued reduction in ASB incidents per 1,000 households with a 27.9% reduction in the current rolling 365 days period.

In February 2023, the PSNI reported that in September 2022 the second year of the Neighbourhood Policing Team (NPT) Self-Assessment survey was carried out within the PSNI and completed in January 2023. The idea of the survey is to promote continuous improvement within the NPTs and help to identify, develop, and understand best practice in neighbourhood policing. The individual team discussion and reflection in the survey aimed to measure the effectiveness of current approaches and team strengths and weaknesses, exploring how they can be improved, and a baseline set of figures was established in the Year 1 (2021) survey findings. Progress can be measured by comparing the Year 2 (2022) findings against the Year 1 baseline. The Year 2 survey found that 74% (57) of the NPTs felt they were effective or highly effective at engaging communities and partners, a slight increase from 73% (52) in Year 2.



The PSNI also reported there were 57.8 recorded crimes per 1,000 population in the calendar year 2022, an increase of 3.6 compared to 2021 and an increase of 3.4 against the baseline of 54.3. In relation to ASB, there were 25.4 incidents for 2022, a decrease of 7.8 from 2021 and a decrease of 5.7 against the baseline.

Members raised a number of queries with PSNI including why the pilot only consisted of eight districts and not eleven, NPTs supplementation of Local Policing teams and problem solving and training issues within NPTs. In addressing these queries, PSNI responded that eight neighbourhoods were selected for the pilot to better assess the appropriateness of the survey work, the loss of staff from NPTs and the need to be more robust in maintaining them.

BOARD ASSESSMENT OF MEASURE 3.1.2

IMPACT — IS THE COMMUNITY MORE ENGAGED AND IS THERE MORE SUPPORT FROM COMMUNITIES?

RAG Status

PARTIALLY ACHIEVED

Measure 3.1.2 was introduced into the Policing Plan by the Board in April 2021 and the PSNI has completed the second Neighbourhood Policing Team (NPT) Self-assessment and Continuous Improvement Survey, providing the first opportunity to compare the results. Overall, the survey results were encouraging but largely similar to the previous year. A new question has been added on the Hallmarks of Neighbourhood Policing in order to get a baseline dataset. Further analysis on this measure is required over a longer period of time in order to gauge impact. The Board, therefore considers this measure to be partially achieved.

INDICATOR 3.1:

Police in partnership with local communities, including PCSPs, identify and deliver local solutions to local problems.

MEASURE 3.1.3:

Assess and evaluate the impact of partnership working with local communities, including but not exclusively, in areas of high deprivation and areas that have been repeatedly victimised.



IMPACT/S UPDATE

Is the community more engaged and is there more support from communities?

- The NI Policing Plan Survey 2022 focused on three main areas namely, engagement with local communities, support for communities and improving community engagement and support;
- 64% thought that the PSNI were 'engaged' or 'very engaged' in their communities, while one quarter (25%) did not believe they are engaged;
- 68% rated the PSNI as being 'supportive' or 'very supportive' of local communities, compared to 21% who thought the PSNI is 'not very' or 'not at all' supportive;
- 41% said that increasing the presence and visibility of the police in the community would help, while 26% would like to see more engagement with the local community; and
- A further 17% wanted the PSNI to address problems in the local area.

Initiatives to Continuously Improve Performance

'Operation Squallery' has been introduced in North Belfast in partnership with the DPCSP to deal with ASB in North Belfast parks and public spaces. A member of the North Belfast DPCSP, or identified stakeholder, can call for the implementation of Op Squallery to deal with repeat ASB at interface locations and in areas agreed by the DPCSP working group. Op Squallery operated from 27 August to 29 September 2022 in the Girdwood/Cliftonpark Area. There was an overall reduction of 20.6% in ASB in Belfast in 2022, compared to the same quarter in 2021, which is a significant result. This will benefit local communities and help ensure they can enjoy local areas such as parks and other open spaces.

BOARD SCRUTINY OF PERFORMANCE

PARTNERSHIP COMMITTEE:

15 September 2022 & 16 February 2023

PSNI OBA REPORT CARD: M3.1.1, 3.1.2 & 3.1.3

During 2022 a number of pilot projects were implemented within this Measure. These projects included selecting eight pilot areas and assessing engagement and partnership working by holding a number of community stakeholder events and also piloting a community survey. The aim of the community survey was to get feedback on the impact of PSNI partnership work being undertaken with local communities. In this survey, a question was asked regarding the involvement of communities in seeking solutions and 68% of respondents indicated that the PSNI were 'very' or 'well involved' in seeking solutions to local issues, 12% indicated that they had '*little*' or '*no involvement*.



Business Consultancy Services (BCS) were appointed to carry out an independent evaluation of these pilot projects and they made a number of recommendations that were considered at the Partnership Committee in September 2022. Following further consideration by the Policing Plan Review Working Group (PPRWG) Board officials have developed the Community Survey to expand from the eight pilot areas to a regional survey. This survey is seeking views on community policing from community groups and organisations. The survey will become the main tool to provide the information to assess this Measure and it is expected that the results of the survey will be available in September 2023.

The other main source of information to provide data on this Measure is the Policing Plan Survey which is based on 2,500 response to an independent telephone survey. The main findings of the 2022 Survey were that:

- 64% of respondents thought that the PSNI were 'engaged' or 'very engaged' in their communities, while one quarter (25%) did not believe they are engaged;
- 68% rated the PSNI as being 'supportive' or 'very supportive' of local communities, compared to 21% who thought the PSNI is 'not very' or 'not at all' supportive;
- 41% said that increasing the presence and visibility of the police in the community would help, while 26% would like to see more engagement with the local community; and
- A further 17% wanted the PSNI to address problems in the local area.

This survey has been undertaken by the Board for the 2022-23 year and new data will become available in May 2023. This will provide further information to enable assessment and evaluation of the impact of partnership working with local communities.

BOARD ASSESSMENT OF MEASURE 3.1.3 IMPACT — IS THE COMMUNITY MORE ENGAGED AND IS THERE MORE SUPPORT FROM COMMUNITIES?

RAG Status

PARTIALLY ACHIEVED

Measure 3.1.3 was introduced into the Policing Plan by the Board in April 2021. The Board commissioned and received an independent evaluation of the potential of three datasets to inform this Measure. Baseline data has been established for 2022 and the results of the 2023 Policing Plan Survey and Community Survey will provide a basis for a comparison to enable a more detailed assessment and evaluation of partnership working to take place during 2023. The Board, therefore, considers this measure to be partially achieved.



RAG STATUS SUMMARY TABLE

This section summarises the Board's assessment of PSNI's current delivery of the Measure during Year 3 of a 5-year Policing Plan. It is expected that in the final two years of the 2020-25 Plan that PSNI will make further progress in achieving these Measures.

PERFO	RMANCE PLAN 2022-23 MEASURE	RAG Status
1.1.1:	Repeat victimisation rate and report on initiatives to support repeat victims with a focus on victims of (i) Domestic Abuse, (ii) Child Sexual Abuse and Exploitation (CSAE) and (iii) Hate Crime in 2022-23.	PARTIALLY Achieved
1.2.1:	Repeat offending rate and report on initiatives to reduce repeat offenders with a focus on Domestic Abuse in 2022-23.	PARTIALLY Achieved
1.2.2:	Through frustration, disruption and dismantling activity, reduce the capacity and capability of Organised Crime Groups (OCGs) and paramilitary organisations to engage in criminal activity.	PARTIALLY Achieved
1.3.1:	1.3.1 Number of people in Northern Ireland who feel safe in their; local area, local high street or town centre and own home, including in the online space.	ACHIEVED
1.3.2:	Rate of places repeatedly victimised	ACHIEVED
1.4.1:	Benchmark PSNI crime rates against previous rates and other similar Police Services.	PARTIALLY Achieved
2.1.1:	Number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused.	ACHIEVED
2.2.1:	Number of victims and service users who are satisfied with the service they have received.	PARTIALLY Achieved
2.3.1:	Improve representativeness of the service across ranks, grades and departments by gender and community and socio-economic background	NOT Achieved
2.4.1:	Levels of crime outcomes, with a particular focus on Domestic Abuse, to identify areas of concern.	PARTIALLY Achieved
3.1.1:	In collaboration with the community deliver the commitments outlined in the Local Policing Review.	ACHIEVED
3.1.2:	Identify and report on the Neighbourhood Policing Team initiatives to address local problems and tackle local issues, including co-designed solutions, in line with Neighbourhood Policing Guidelines.	PARTIALLY Achieved
3.1.3:	Assess and evaluate the impact of partnership working with local communities, including but not exclusively, in areas of high deprivation and areas that have been repeatedly victimised.	PARTIALLY Achieved





Northern Ireland Policing Board

James House Block D, 2 – 4 Cromac Avenue The Gasworks Belfast, BT7 2JA

028 9040 8500

- information@nipolicingboard.org.uk
- www.nipolicingboard.org.uk
- policingboard
- ② @nipolicingboard
- nipolicingboard
- in Northernirelandpolicingboard

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