



Police Service
of Northern Ireland

Accountability Report

Outcome 1: Victim Focused
September 2025

Presented at Policing Board Meeting:
2 October 2025



**we care
we listen
we act**

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Chief Constable's Foreword



I take the opportunity in my foreword this month to introduce a new structure to the Accountability Report, designed to align more closely with the outcomes set out in the Policing Plan, ensuring that our reporting is both clear and outcome driven.

Going forward, I will formally report to the Policing Board against each of the three Outcomes in the 2025–2030 Policing Plan. It is particularly timely that we are presenting this update following publication of the McCullough Review, as we begin by reporting on **Outcome 1: PSNI is Victim Focused**, with further policing plan reports scheduled for December 2025 (Community Focused), and February 2026 (Workforce Focused), culminating in our Annual Report in June 2026.

This alignment reinforces our commitment to putting victims at the heart of policing and to delivering against the priorities set for the years ahead.

The redesigned structure, which includes a performance dashboard, progress updates against impact measures, and case studies from across Northern Ireland, is intended to give clarity, transparency, and a rich sense of policing on the ground. Where certain performance indicators are not yet ready for full reporting, whether due to Board Committee scheduling or planning timelines, I remain

committed to providing supporting evidence of progress. I welcome the scrutiny this process brings. Accountability is not merely a statutory requirement; it is essential for building public trust and confidence in policing. Through this new approach, the Board and the public will be able to see clearly the progress we are making, the challenges we face, and the dedication of officers and staff to continuous improvement.

We continue to project a £23m shortfall against budget this financial year. The initial surplus estimate of £21m has increased to reflect additional costs, including those arising from the early stages of the Omagh Bomb Inquiry. In the June Monitoring Round, I lobbied vigorously to secure additional funding to close this gap. Despite assurances, we were allocated just £5m to address immediate and unanticipated cost pressures from the disorder in June. No additional funding has been secured to resolve the full deficit or to support the restoration of officer numbers, which remain dangerously low.

I have submitted our October Monitoring return, once again presenting the full case for the £23m needed. Policing must be recognised as a priority public service. I am asking all stakeholders - political and otherwise - to weigh carefully the implications of resource allocation decisions, and to place policing on a sustainable footing. The Department of Justice was allocated first call on up to £7m to support our Recovery Business Case in future monitoring rounds. However, the October round itself will now slip into November, continuing

further the uncertainty and constricting the time available for responsive action.

Looking ahead, PSNI has provided input to the Five-Year Departmental Plan. Under a flat budget scenario from 2025/26, implementing the Recovery Business Case still suggests growing pressures of £84m in 2026/27, £154m in 2027/28, £216m in 2028/29, and £269m in 2029/30 if we are to restore numbers to 7,000 officers. This profile highlights a structural funding deficit that must be addressed if we are to sustain standards, protect communities and deliver on the Policing Plan.

During this reporting period, there has been a Court Hearing on 2023's data breach. I have noted there has been some unhelpful commentary and misleading information around PSNI's role in civil litigation. When I came into office, resolving this issue was a priority, not just for legal compliance, but also for our workforce. However, resolving this case, and that of Holiday Pay, quickly and efficiently must be balanced with what is financially sustainable. With our budget under strain, meeting legal settlements is not simply a procedural issue, but one that touches on our capacity to maintain frontline services. I am working closely with the Departments of Justice and Finance to find a way forward that is fair and affordable.

On 24 September 2025, I welcomed the publication of the McCullough Review, which I commissioned to provide an independent and transparent assessment of our practices relating to surveillance and authorities. The review represents an important opportunity for reflection, learning, and growth, and I want to thank Angus McCullough KC for the thoroughness and clarity with which he has approached this work.

The findings are largely positive and demonstrate that our organisation is operating with integrity, openness, and professionalism. At the same time, the Review has highlighted some areas where improvements are required. I acknowledge that, in a small number of instances, errors occurred. Importantly, we have already taken steps to correct these and to put in place safeguards that will prevent them

from happening again. I fully accept the review's 16 recommendations and will use them to guide further meaningful improvements across our work.

This review reflects our ongoing commitment to transparency and accountability. By opening ourselves to independent scrutiny, we show not only that we are willing to be tested, but also that we are determined to learn and adapt. In doing so, we aim to reinforce and enhance public confidence in our processes, both now and into the future. Looking forward, we will embed the lessons of this review in our daily work, making sure they inform how we operate and how we engage with the public we serve. This is not simply about responding to one report, but about embracing a culture of continual improvement and integrity

In August 2025, I commissioned an Independent Review of Violence Against Women and Girls (VAWG). This Review, headed by Rachel Langdale KC, is designed to identify best practice and evidence based measures to ensure victims are heard, supported and protected. It will examine PSNI's policies and initiatives, analyse ten years of offence and court data, consider workforce culture and training, and assess how we work with partners to combat VAWG. Importantly, it will also draw on international research and external perspectives. I expect to receive the findings in autumn 2025. This work is essential to maintaining public confidence and will be critical in shaping our future approach in responding to violence and abuse affecting women and girls in our communities. I am grateful to Rachel and her team for their professionalism and rigor and I look forward to their findings.

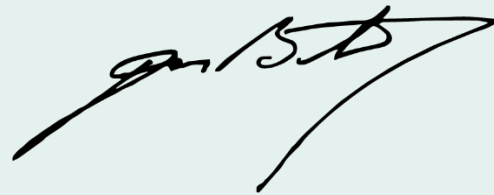
In September, I had the honour of attending the annual lunch of the Police Widows' Association and the Police National Memorial at Coventry Cathedral. These occasions are solemn reminders of the ultimate sacrifice made by colleagues who lost their lives in the line of duty, and a chance to stand with the families who continue to bear that loss with such dignity and courage. Remembering them is not only an act of respect but also a reaffirmation of our duty to

support their families and to honour the legacy of those we have lost. This is deeply personal to me, and it will remain a priority to ensure their service and sacrifice are never forgotten. Next year the Police Service of Northern Ireland will have the privilege of hosting the National Police Memorial, and we will do so with the utmost respect and gratitude for all who have served and sacrificed.

On 17 September, I had the pleasure of hosting the Chief Constable's Highly Commended Awards in the magnificent setting of the Great Hall at Parliament Buildings, Stormont. This annual event is one of the most important moments in our calendar, as it provides an opportunity to recognise officers and staff who have gone above and beyond in their service to the public. This year, 35 colleagues were commended for acts of exceptional courage, bravery and professionalism - both on and off duty. Listening to their stories was humbling and inspiring, and a powerful reminder of the remarkable people who make up this organisation. Their actions embody the very best of policing, and I want to place on record my gratitude not only to those who received awards, but also to their families and colleagues who support them.

The courage and professionalism we celebrated at the Highly Commended Awards in September are the same qualities driving our delivery every day. Victim focused, we are strengthening protection and trust - expanding

the "One Stop Shop" partnership with Women's Aid, pursuing the most serious offenders including online child exploitation cases, securing significant court outcomes, and supporting colleagues assaulted while safeguarding victims. Community focused, we are disrupting harm at scale, removing over £1.4m of drugs from circulation, tackling paramilitary criminality, and delivering results with partners such as HMRC and UK Border Force, alongside prevention led engagement like Operation Chicquer. Workforce focused, we are investing in our people launching a new workforce strategy, progressing inclusion and wellbeing initiatives, rebuilding numbers through steady recruitment, and rolling out a more inclusive public order uniform. Despite financial pressures, these actions demonstrate a Service that is accountable, victim-centred and relentlessly committed to earning public confidence through visible results.

A handwritten signature in black ink, appearing to read 'Jon Boutcher', with a long, sweeping horizontal line extending to the right.

Jon Boutcher
Chief Constable
Police Service of Northern Ireland

Performance Dashboard

Outcome 1 : Victim Focused



1.1

The Effectiveness in Tackling Violence Against Women and Girls

Good Progress

1.2

The Effectiveness in Tackling Domestic Abuse

Adequate Progress

1.3

The Effectiveness in Tackling Child Criminal Exploitation

Adequate Progress

1.4

The Effectiveness in Tackling Hate Crime

Adequate Progress

1.5

Providing a High Quality Service to Victims

Adequate Progress

1.6

Delivery for Effective Outcomes For Recorded Crimes

Adequate Progress

Progress Updates Against Impact Measure

1.1 The Effectiveness in Tackling Violence Against Women and Girls

Good Progress

Over the past five years, the charge/summons outcome rate remained relatively stable. The rate has declined in 2025/26, the overall attrition rate has shown a marked improvement, steadily falling over last year to the lowest level in the five-year period.

Impact Measures

- The trend in the number of Violence Against Women and Girls (VAWG) offences and their percentage of victim based crime.
- Percentage of VAWG crimes not proceeding to court because the victim is not in support (attrition rate).
- Comparison with other similar police services. This information is unavailable.
- Victims of VAWG satisfaction with PSNI has improved. This information is unavailable.

This financial year up to the end of July, 7,386 VAWG crimes had been recorded compared to 7,760 in the same period in 2024/25 and 8,591 recorded in 2023/24. There were 22,104 VAWG offences recorded in 2024/25. For this financial year to the end of July, VAWG accounts for 27.0% of victim based crime. In 2024/25 VAWG accounted for 26.7% off victim-based crime.

The latest outcome figures to be published are up to the end of 2023/24. Outcomes for 2024/25 are due to be published at the end of November 2025.

The attrition rate in 2023/24 for VAWG offences was 41.0%; this is 2.5 percentage points above 2022/23 figure.

Impact Progress

- Strategy and Action Plan in place to address identified risk. Work ongoing and assessed rating partially achieved.
- Power to Change VAWG e-learning launched in March 2025, completed by 722 officers and staff to date.
- Training delivery includes VAWG input.
- Engagement in multi-agency reviews such as the Rachel Langdale KC and Melia Cresswell Reviews strengthens systemic learning and public accountability.
- PSNI internal VAWG Working Group is developing Year four priorities, including exploring a new victim survey safely incorporating sexual offence victims' experiences.
- Strengthening national alignment through engagement with the National Police Chiefs' Council, College of Policing, and the

National Centre ensures consistent strategy development and improved data sharing.

- Consistent 4% reduction in VAWG offences and stable domestic-motivated cases demonstrate focused policing efforts.
- Four Stalking Prevention Orders granted since October 2023; further applications are progressing.
- Joint Serious Sexual Crime Strategy in preparation with the Public Prosecution Service (PPS) to strengthen victim support and improve timeliness.
- Online Power to Change VAWG e-learning supports sustained professional development, completed by 722 officers and staff.
- Continuous Professional Development training focused on VAWG is mandatory for new Student Officers and leadership ranks.
- Collaboration with social media platforms to improve early identification of child exploitation risks.
- Project Vigilant launched in September 2025 deploys uniformed and plain-clothed officers to detect predatory behaviour and protect vulnerable individuals.
- Formal launch of Street Safe Walk and Talk events by Neighbourhood Teams, gathering public concerns and sharing feedback via the PSNI Geo Portal, with plans to expand across public authorities.
- The October 2025 Safer Socialising campaign combines initiatives such as Translink's adoption of Ask for Angela, Project Vigilant, and the Night-Time Safety Charter.
- Ongoing review of sexual misconduct allegations against PSNI personnel ensures high professional standards and public trust.
- MARAC review underway to clarify statutory responsibilities, strengthen partnership

capacity, and improve sustainability to protect victims and reduce repeat harm.

Case Studies: Recent Positive Court Outcomes

- A 36-year old man who sexually abused his partner's autistic daughter was jailed on 4 September 2025. The Co Antrim man was handed a five-and-a-half year sentence for, one count of attempted rape, four counts of sexual assault and one count of voyeurism. As he imposed the sentence, which was divided equally between custody and licence, Judge Patrick Lynch KC highlighted the breach of trust involved and said the abuse will have a lasting impact on the victim.
- On 14 August 2025, a 31 year old male received a custodial sentence of 13 years for a harrowing case of serious sexual offences against his six year old step-daughter. All the offending occurred over a period of three years. Through the sheer dedication and professionalism of the officers involved, they were able to keep the vulnerable victim engaged in the criminal justice process and complete a video recorded interview. The Jury unanimously convicted the defendant on all 17 counts alleged. The male has never acknowledged any wrongdoing in relation to his offending. Local Recognition has been submitted for all Officers involved.

Progress Updates Against Impact Measure

1.2 The Effectiveness in Tackling Domestic Abuse

Adequate Progress

Over the reporting period, domestic offending rates have reduced. There is a focus on domestic abuse as a Service Priority. Court outcomes are indicative of the overall effort in this measure. A process for measuring victim satisfaction for domestic abuse victims is being developed.

Impact Measures

- The trend in the number of domestic abuse offences and their percentage of victim based crime.
- Percentage of domestic abuse crimes not proceeding to court because victim does not support (attrition rate).
- Comparison with other similar police services. Information cannot currently be provided.
- Victims of domestic abuse satisfaction with PSNI has improved. Information cannot currently be provided.

This financial year, 1 April 2025 to 30 June 2025, there have been 7,777 domestic incidents recorded compared to 7,788 recorded in the same period in 2024/25 and 8,611 in 2023/24.

In the same period for this financial year, 4,610 domestic crimes were recorded compared to 4,757 in 2024/25 and 5,379 in 2023/24. So far, this financial year domestic crime accounts for 22.7% of victim-based crime.

In 2024/25, 18,393 domestic crimes were recorded accounting for 22.2% of victim based crime

The latest outcome figures to be published are up to the end of 2023/24. Outcomes for 2024/25 are due to be published at the end of November 2025.

The rate for domestic crimes not proceeding to court because the victim does not support was 44.4% for 2023/24 an increase of 3.4 percentage points compared to 2022/23.

Impact Progress

- Strategy in place to address identified risk. Work ongoing and assessed rating partially achieved.
- Domestic Abuse Protection Orders/Notices (DAPO/DAPN) pilot court planned for October 2025 in Belfast, enhancing protective measures.
- Since January 2019, 26 Domestic Homicide Reviews notified and five published, informing improved practice and systemic change.
- Recent successful prosecutions include multiple high-risk domestic abuse and

sexual offence cases with custodial sentences ranging from 11 months to 13 years, exemplifying strong investigative and victim support work.

Case Studies: Recent Positive Court Outcomes

- On 19 March 2025, the victim reported ongoing harassment by the defendant, despite a restraining order in place since November 2024. The defendant repeatedly contacted the victim via Facebook Messenger and phone, sending over 250 abusive messages and making 58 calls since January 2025. He also threatened to harm her if blocked and sent an image of the victim partially clothed to her current partner with derogatory comments. On 29 August 2025, the high-risk perpetrator of domestic abuse was sentenced to 11 months' custodial sentence, after being found guilty of multiple counts of harassment, breach of a restraining order, and disclosing private sexual images with intent to cause distress under Section 1 of the Domestic Abuse Act.
- This investigation, initiated in January 2021, involved extensive Achieving Best Evidence (ABE) interviews revealing years of repeated domestic abuse by the defendant against the victim from 2014 to 2020. Despite previous unprosecuted incidents, 62 charges were eventually brought, culminating in the defendant pleading guilty to 43 offences in January 2025. He was sentenced in June 2025 to an 11-year extended custodial sentence plus four years of supervision, having been deemed a dangerous offender.

Progress Updates Against Impact Measure

1.3 The Effectiveness in Tackling Child Criminal Exploitation

Adequate Progress

Crime recording in this measure is down. Colleagues are working with the Department of Justice to an agreed definition and a Strategy is now in place to address risk in this area.

Child Criminal Exploitation is a form of child abuse which occurs where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child or young person under the age of 18 into any criminal activity. The exploitation may be through violence or the threat of violence but may also appear to be transactional and in the context of perceived relationships and friendships. The victim may have been criminally exploited even if the activity appears to be consensual.

Child Criminal Exploitation does not always involve physical contact. It can also occur through the use of technology and social media.

The criminal exploitation of children and young people can include being exploited into storing drugs or weapons, drug dealing, theft, violence, intimidation, vandalism, forced labour and other forms of criminality through grooming by people that children and young people trust or look up to

Impact Measures

- The trend in the number and rate of criminal offences against children.
- Percentage of crimes against children not proceeding to court because victim does not support (attrition rate).

- Comparison with other similar police services. Information cannot be provided.

There were 2,740 crimes recorded in the first four months of this financial year with a child (under 18) victim compared to 2,865 in the same period in 2024/25 and 3,445 in 2023/24.

So far, this financial year recorded crime with a child victim accounts for 10.0% of victim-based crime. In 2024/25, 8,444 crimes with child victims were recorded accounting for 10.2% of victim-based crime.

The latest outcome figures to be published are up to the end of 2023/24. Outcomes for 2024/25 are due to be published at the end of November 2025.

The rate for crimes against children not proceeding to court because the victim does not support was 39.1% for 2023/24, a decrease of 0.7 of a percentage point compared to 2022/23.

Impact Progress

- Strategy in place to address identified risk. Work ongoing and assessed rating partially achieved.
- Active participation in forthcoming Criminal Justice Inspection Northern Ireland (CJINI) report on Child Sexual Exploitation (CSE) supports transparency and collaborative improvements.
- Development of bespoke flagging systems on Niche to better identify and manage Child Criminal Exploitation (CCE) and Child Sexual Exploitation (CSE) risks.
- Collaboration with social media platforms to improve early identification of child exploitation risks.
- Community safety initiative Another Way launches in October 2025, focusing on reducing paramilitary-linked violence and gang disengagement.

Case Studies: Recent Positive Court Outcomes

- A 31 year-old man was sentenced on Wednesday 13 August 2025, to 13 years in custody for a number of sexual offences which occurred between 2017 until September 2021.

Offences included sexual assault of a child under 13, common assault, rape of a child under 13, and possessing an indecent photograph or pseudo-photograph of a child.

The Defendant was also given a Sexual Offences Prevention Order for an indefinite period and was disqualified from working with children indefinitely.

Progress Updates Against Impact Measure

1.4 The Effectiveness in Tackling Hate Crime

Adequate Progress

PSNI continue to deliver strong community engagement and carry out local initiatives to tackle hate crime. They continue to have robust review mechanisms in place for incidents and crime motivated by hate.

Impact Measures

PSNI's performance in tackling hate crime has improved as measured by:

- The trend in the number of hate motivated crimes and their percentage of overall victim based crime,
- Percentage of hate crimes not proceeding to court because victim does not support (attrition rate),
- Comparison with other similar police services. (Currently, information is unavailable to make meaningful comparisons.)
- Recent surveys have shown that victims of hate crime satisfaction with PSNI has improved.

Impact Progress

There were 1,031 hate motivated incidents recorded in the first three months of this financial year compared to 781 in the same period in 2024/25 and 851 in 2023/24.

For the first three months of this financial year 681 crimes with a hate motivation were recorded, compared to 519 in the same period in 2024/25 and 600 in 2023/24. So far, this financial year recorded crime with a hate motivation accounts for 3.3% of victim-based crime. In 2024/25, 2,087 hate motivated crimes were recorded accounting for 2.5% of victim-based crime.

The latest outcome figures published are up to the end of 2023/24. Outcomes for 2024/25 are due to be published at the end of November 2025. The table below outlines the latest data in respect to the percentage of hate crimes not proceeding to court because the victim does not support this course of action.

Evidential difficulties (victim does not support action)	2022/23	2023/24
Racist	27.5%	20.5%
Sexual Orientation	32.5%	30.7%
Sectarian	20.1%	20.8%
Faith / Religion	33.3%	14.6%
Disability	31.4%	27.6%
Transgender Identity	33.3%	43.9%

Satisfaction levels among hate victims mirror those of victims of overall crime. The table below shows the number of responses and the number of victims answering strongly agree or agree to each of the four questions in financial year 2024/25. The response rate was 19.8%.

	2023/24	2024/25
Responses	161	177
Q1	143	152
Q2	99	97
Q3	110	125
Q4	130	139

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 PSNI
Q4	If a family member or friend were a victim of crime in the future, based on this experience, I would recommend they report it to the police

Key Updates

Race Hate Crime Working Group:

The PSNI Race Hate Crime Working Group is delivering improvements through three focused workstreams aimed at raising investigative standards, improving victim care and securing better outcomes:

- Workstream 1 – Prosecution Partnership,
- Workstream 2 - Specialist Resource Deployment,
- Workstream 3 – Support for Initial Responders.

Together these workstreams aim to improve detection rates, enhance victim confidence, and deliver a more consistent, high-quality policing response to race hate crime in Northern Ireland.

Race and Ethnicity Action Plan:

The Race and Ethnicity Action Plan (REAP) was formally launched on 7 August 2025. This marks a significant milestone in the Police Service of Northern Ireland's work to strengthen trust, equity, and representation in policing. The five key commitments made are:

- We are committed to being an anti-racist Police Service,
- We are committed to people from an ethnic minority background feeling safe, valued by and engaged in policing,
- We are committed to officers and staff from an ethnic minority background feeling safe, valued and are treated fairly and equally in the workplace,
- We are committed to being a Police Service that respects and is trusted by people from ethnic minority communities,
- We are a Police Service committed to excellence in diversity, equality, representation and inclusivity.

The plan will be delivered through a number of work streams, led by senior officers across the Service:

- Internal Culture and Inclusivity,
- Community Engagement and Relations,
- Professionalism, Powers and Policy,
- Protection, Partnership and Justice,
- Performance and Accountability.

The REAP is underpinned by four core values: Respect, Equity, Accountability, Professionalism.

Case Studies: Diverse Ethnic Community Engagement Event, Newforge, 15 September 2025

On Monday 15 September, the Service's Strategic Community Engagement Team facilitated an engagement event with members from, and representatives of, ethnic minority communities.

This was the third similar event since the June 2025 disorder and was attended by the Chief Constable, Deputy Chief Constable, Assistant Chief Constable Ryan Henderson and Service Hate Crime lead Chief Superintendent Sue Steen.

Assistant Chief Constable Ryan Henderson, Operation Angle 441 Gold Commander, updated those present on recent events, the measures which police are undertaking to prevent hate related incidents from occurring, recent criminal outcomes and the police approach to so called 'vigilantes'. Significant concerns were raised in regard to recent attacks on food delivery couriers, how the police approach online social media posts which are perceived to be potentially criminal, and the absence of bespoke hate crime legislation. Chief Superintendent Sue Steen reinforced the need to report all hate crimes and hate incidents and how the police would respond.

The Chief Constable told those attending that the protection of vulnerable people was a priority for the PSNI and that it was important to

meet to discuss these issues to better understand what is happening and how people feel. He also advised that he had been engaging with the Lady Chief Justice, Dame Siobhan Keegan, with regard to the need for speed and proportionality when cases go to court.

Progress Updates Against Impact Measure

1.5 Providing a High Quality Service to Victims

Adequate Progress

PSNI continues to strive to provide a high quality service for victims. Whilst progress has been made in areas such as initial contact, additional improvements in areas of victim satisfaction are evident

Impact Measures

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

	Q1		Q2		Q3		Q4	
Sentiment	Total	%	Total	%	Total	%	Total	%
Positive	824	82.4	548	55.0	638	63.9	754	75.7
Neutral	70	7.0	143	14.4	112	11.2	86	8.6
Negative	106	10.6	305	30.6	249	24.9	156	15.7
Total	1,000	100	996	100	999	100	996	100

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 PSNI
Q4	If a family member or friend were a victim of crime in the future, based on this experience, I would recommend they report it to the police

Impact Progress

5 Year Trend in Satisfaction Levels						
Question	19/20	21/22	22/23	23/24	24/25	25/26
Q1	82.0%	85.5%	84.4%	84.4%	83.5%	82.4%
Q2	55.2%	57.4%	55.1%	55.8%	55.2%	55.0%
Q3	64.1%	67.8%	66.2%	66.5%	65.0%	63.9%
Q4	80.5%	78.5%	76.8%	77.5%	77.1%	75.7%

The tables above show satisfaction levels across the four questions asked in the survey.

Satisfaction levels for question two have been historically lower than the other questions, yet have remained consistent at 55%. Question three, satisfaction with victim contact with the PSNI, is also lower than in previous years.

Satisfaction in questions one and four has also reduced, albeit by 1.1% and 1.4% points respectively. Over all four questions, the reductions are not statistically significant
Impact Progress

Information from NI Policing Plan Survey Statistical Report 2025

SATISFACTION WITH PSNI RESPONSE TO AN INCIDENT

Those respondents who had been the victim of a crime were asked how satisfied or dissatisfied they were with the PSNI's response to the incident. One third of all respondents were very satisfied with the PSNI response (34.1%). Half of those who were victims of crime were satisfied or very satisfied with PSNI's response (52.2%), up 1.7 percentage points from the 2023 survey (50.5%). Over one third (37.6%) were dissatisfied or very dissatisfied with the response received, which is in line with the 2023 survey responses.

Figure 4.8 Satisfaction with PSNI response – victims of crime – 2022 to 2025



Although male victims of crime were more likely to be dissatisfied or very dissatisfied with the PSNI response to an incident (42.2%) than females (33.3%), the difference in levels of satisfaction within the survey was not statistically significant. Therefore, levels of satisfaction in the results could not be said to be influenced by gender.

Almost three quarters (72.4%) of respondents aged 65 and over who had been the victim of crime were satisfied with PSNI response. In contrast, only one third (33.3%) of persons aged 50 to 64 were satisfied. Over half (54.9%) of those aged 50 to 64 were dissatisfied with PSNI response to their reported incident, compared with 17.2% over those aged 65 and over.

- From 16 June 2025, PSNI introduced an upgrade to our Interactive Voice Recording system, which informs callers of the current Average wait time and offer a link to online reporting as an alternative choice.

There is a clear demonstrable uplift in both the number of online reports and the overall percentage of online reports in regard total call demand subsequent to this upgrade.

- The graphs show a slow and steady increase in Online Reporting during peak demand periods.

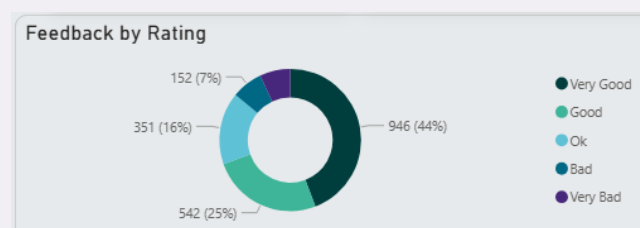
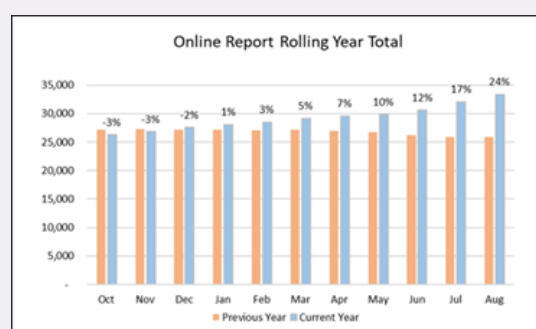
- From 01/08/24 to 31/07/25 PSNI has **triaged online reports 83.3%** of the time within its SLA target of 15 minutes. This is within 15 minutes of the public hitting the submit button for their incident report.

Triage involves completing a THRIVE (Threat, Harm, Risk, Investigate, Vulnerability and Engagement) assessment and assigning an incident grading (priority/ routine etc.). The incident then appears on the Dispatch Screen to await a crew deployment, if appropriate.

Alternatively, the incident will be logged and resolved without deployment, with crime recording or other aspects needed.

- As part of online reporting the public are able to leave a feedback rating along with comments after their submission. The public rate the service 69% as very good or good from 01/09/25 to 31/08/25.

Online Reporting



My PSNI Portal

PSNI launched 'My PSNI Portal' on Monday 1 September 2025. This is a self-serve portal accessed via our website by members of the public, improving how they can contact and utilise police services online. "My PSNI Portal" includes an innovative victim update facility that offers more choice to victims of crime in how they can request and receive updates on their investigation. There are currently **2020 accounts created as of 17 September 2025.**

Evolution of the platform will allow for victims to create an account via email anytime they make an online report. They will receive a text to their phones offering a link to create an account for updates.

Once they create an account and select victim updates, they can then use the self-serve online facility to view the status of their investigation.

The 'My PSNI Portal' is part of a larger piece of transformational work to enhance how we engage and communicate with communities, and offers greater choice in how the public contact us and access our services online. Services already delivered include online reporting and an online payment facility for non-endorsable fixed penalty notices.

Progress Updates Against Impact Measure

1.6 Delivery for Effective Outcomes For Recorded Crimes

Adequate Progress

PSNI continue to deliver effective outcomes for recorded crimes. Charge/summons and 'out of court' disposal rates are well above averages seen in England and Wales. Areas such as sexual offences continue to be a challenge. Work is ongoing to increase file standards and 'speed-up' justice which is contributing to effective outcomes overall.

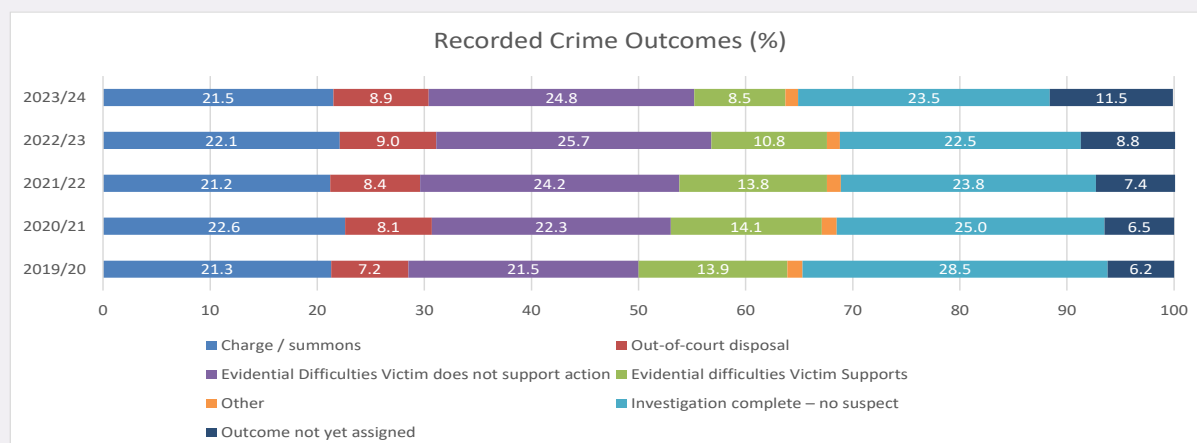
Impact Measures

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

Impact Progress

The following graph shows the recorded crime outcome rates for the five years from 2019/20 to 2023/24. The rates for 2024/25 are due to be published at the end of November 2025. The charge summons rate is shown in blue and was 21.5% in 2023/24.

The percentage of crimes not proceeding to court because the victim does not support is shown in purple. The rate was 24.8% in 2023/24.



The median average number of days from a person being charged/reported to a file being submitted to the Public Prosecution Service is 10 days and the median investigation time is 15 days.

Case studies

Violence Against Women and Girls (VAWG)

- File Assessors ensuring files are compliant for successful submission to the PPS, to assist in speedy submissions, reducing errors and Requests For Further Information (RFIs), promoting Right First Time.
- Consistent communication and support provided to local policing and specialist colleagues for urgent file submissions, processing Requests For further Information from PPS (RFI) flagging amendments required.
- Facilitating flexible submissions for larger more complex files. e.g. drip feed of material to Typing offices.
- Occurrence Case Management Team (OCMT) typing functions prioritise the processing of ABEs for Public Protection Branch in a timely manner to assist in providing best evidence from victims to the PPS.
- Medical reports being processed expeditiously in assisting gathering all relevant evidence.

These are all administration functions but contribute positively to the Service overall strategy in dealing with key crime concerns such as Violence Against Women and Girls.

The above principles also apply to Hate Crime.

- Gatekeeper reviews of Not Guilty Anticipated Plea Domestic Violence files. (1,634 since Nov '24)
- Central Disclosure Unit (CDU) process an average of 250 requests for assistance per month.

- Both also provide a core training function across the Service to promote Right First Time Principle.

Speeding Up Justice and Outcomes

No File Decision (NFD)

- No file decision (NFD) was introduced as a new way of working on the 29th November 2023.
- Since this date over **3,784** NFD decisions have been made by officers and supervisors applying the 'evidential test' resulting in no case file having to be built, or passed to the PPS for decision making. Speeding up outcomes.
- NFD has inbuilt safeguards. It can only be used once the investigation is complete, an Inspector makes the final decision on submission, and a Victim Right to Review which if requested is conducted by a different Inspector.

Gateway

- The gateway process commenced in November 2024 and is currently focused on summary domestic case files, which is aligned with service priorities to deal with violence against women and girls.
- This process means that all files are reviewed by gatekeepers (Inspectors) and gateway prosecutors prior to submission for a prosecution decision.

Benefits of the gateway process include:

- Increased compliance with file builds – encouraging a ‘Get it Right First Time’ mentality.
- Improved file quality and therefore outcomes for victims.
- Removal of avoidable delay caused by additional requests for information from PPS.
- Identification of key thematic issues that can be addressed strategically.
- Improved service delivery.

CRN/PND (*Community Resolution Notices and Penalty Notices for Disorder*)

- Give Police additional tools to deal with offences quickly and proportionately. They allow us to hold offenders accountable without lengthy court processes, which means victims see swifter outcomes and reduced delays.
- Importantly, these disposals can include apologies, restorative actions such as repairing or replacing the damaged property or other steps that directly address the harm caused. This ensures victims feel heard and see tangible accountability from the offender. By resolving matters efficiently, we increase overall outcome rates while also improving victim satisfaction and confidence in the justice process.
- A point of note – the Victim does not get to veto a decision on these disposals but they do have their views taken into consideration.

Good News and Key Updates



Across Northern Ireland, police officers and staff continue to disrupt organised crime, seize drugs and illicit goods, and protect the most vulnerable. Local initiatives highlight our commitment to communities, while organisational developments reflect our focus on supporting and equipping the workforce. Together, these outcomes demonstrate our determination to keep people safe and build a Service that listens to and supports its people.

Victim Focused

Tackling Domestic Abuse

The “One Stop Shop” partnership with Women’s Aid has now expanded to Portadown. This initiative brings together police, legal, financial and support services under one roof, ensuring victims can access comprehensive help quickly. By identifying previously hidden cases of domestic abuse and increasing safeguarding, this approach continues to prove effective in tackling one of the most harmful crimes faced by our communities.

Domestic Incident Response

Recent incidents in Downpatrick and Armagh saw officers violently assaulted while intervening to protect victims of domestic abuse. These unacceptable attacks highlight the dangers officers face in responding to high-risk situations. They also underline our dual responsibility: to ensure victims of abuse are safeguarded and to provide the right and support to officers who are injured or traumatised in the course of duty.

Child Sexual Exploitation and Online Abuse

The Child Internet Protection Team has successfully extradited a suspect from the Netherlands in connection with three separate investigations into online child sexual abuse material. Tens of thousands of illegal images and videos have been recovered, underscoring the scale of the harm. Alongside this, Criminal Justice Inspection Northern Ireland (CJINI) will shortly publish its review of PSNI’s response to child sexual exploitation, with a further inspection into child criminal exploitation expected later this year. Both reports will provide valuable recommendations for improvement, and work is already underway to ensure our structures and governance can respond quickly.

5G Mast Arson Investigations

In Belfast, uniformed officers from the District Support and Auto Crime Teams assisted detectives investigating a series of arson attacks on 5G masts across West Belfast, which had disrupted communications for thousands of residents. A number of arrests have now been made, with one man charged and remanded in connection with one attack, and another arrested in relation to 26 separate incidents between 2023 and 2025.

Court Outcomes

The courts have recently imposed significant sentences in some of the most harrowing child abuse cases. These include a 13-year custodial sentence for offences against a stepdaughter and a further 13-year sentence for multiple rapes and assaults of a child under 13, accompanied by an indefinite Sexual Offences Prevention Order. Such outcomes reflect not only the seriousness with which these crimes are viewed, but also the professionalism and determination of our officers in supporting victims through long and complex investigations.

Independent Reviews

The Melia Creswell Review has now concluded, and we await the final report. In parallel, we have already carried out our own extensive internal review, identifying improvements that will strengthen future practice. Preparations are also continuing for the Adult Protection Bill, which is currently at Committee Stage in the Assembly. An internal working group is ensuring that, when enacted (anticipated late Spring/Summer 2026) we will be ready to play our full role in the protection of vulnerable adults.

Community Focused

Major Organised Crime Disruptions

Throughout August, Organised Crime Branch carried out a series of high-impact operations that together removed more than £1.4m worth of drugs from circulation. These included a cross-district “Day of Action” that recovered £500,000 of cannabis and the seizure of £630,000 of Class A and B drugs in Draperstown and Tobermore. A further £200,000 of drugs was intercepted at Belfast City Airport. These operations not only disrupted criminal supply chains but also prevented significant harm to communities.

Paramilitary Criminality Tackled

The Paramilitary Crime Task Force continues to play a vital role in tackling harm linked to organised paramilitary activity. In August, officers seized £40,000 worth of cocaine connected to the East Belfast UVF, while in North Down a leading paramilitary figure was arrested for blackmail, intimidation and threats to kill. These cases show our determination to confront paramilitary influence wherever it continues to blight communities.

Partnership Operations

Joint operations with partner agencies remain a powerful tool in keeping people safe. In Derry City & Strabane, collaboration with HMRC led to the recovery of £48,000 of drugs, over 14,000 illicit cigarettes, and additional assets from commercial and residential premises. At the Emerge Festival in Belfast, PSNI worked alongside UK Border Force to disrupt drug supply, leading to seizures, arrests and speedy

justice outcomes in the form of Community Resolution Notices. These examples highlight the benefits of coordinated working across agencies to achieve outcomes that no single service could deliver alone.

Community Engagement

Operation Chicquer in Belfast continues to address community concerns around illegal scrambler use. In partnership with schools, community representatives, and the family of Valerie Armstrong, who tragically lost her life in 2016, officers have engaged 18 young people in an off-road safety programme and produced a short film highlighting the dangers of illegal scrambling. Since its inception, the operation has resulted in the seizure of 67 scramblers. This initiative demonstrates how meaningful engagement can combine prevention, education and enforcement to reduce risk and save lives.

Workforce Focused

Workforce Strategy

The forthcoming strategy “Being Workforce Focused, Being Team PSNI” will launch in October. It sets out 11 programmes designed to equip, engage and empower our people. These cover critical issues including pay, modernisation, regulatory reform and professional development, reflecting our commitment to supporting staff and ensuring policing remains an attractive and sustainable career.

Inclusion and Culture

Building on the 2023 cultural audit, and the recommendations stemming from it, the new Workforce Inclusion Survey is underway exploring experiences of fairness, inclusion, leadership and team culture. The findings will directly inform practical improvements and reinforce our commitment to building a Service that reflects and respects the diversity of our workforce and the communities we serve.

Wellbeing and Recovery

The Crime Department Psychological Wellbeing Project is developing new approaches to monitor and support colleagues in high-risk roles, addressing the mental health challenges of specialist policing.

Workforce Recovery

Recovery continues through expanded recruitment. The first Student Officers from the 2025 campaign began training in August, with monthly intakes of 51 now in place.

Recruitment campaigns for Police Staff roles have been highly successful, with over 1,800 applications received for Administration Support Officers alone.

Uniform Innovation

The introduction of a new two-piece public order uniform is a major development, replacing the long-standing one-piece boiler suit. This change, particularly welcomed by female officers, improves comfort, fit and practicality during deployments.

Designed with input from frontline staff and the Women in Policing Association, it reflects our commitment to inclusivity and responsiveness to staff feedback. A phased rollout is underway, prioritising those regularly deployed in public order operations.





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