

NORTHERN IRELAND POLICING BOARD

MINUTES OF MEETING OF THE PERFORMANCE COMMITTEE HELD ON 9 November 2023 AT 9:30am

PRESENT:

Mr Gerry Kelly, Chair
Dr Janet Gray, Vice-Chair
Ms Linda Dillon*
Mr Brendan Mullan
Mr Trevor Clarke
Mr Peter Osborne
Ms Nuala McAllister
Mr Frank McManus*
Mr Mark H. Durkan*
Mr Les Allamby
Mr Mike Nesbitt
Ms Joanne Bunting*

EX-OFFICIO MEMBER IN ATTENDANCE

Mr Edgar Jardine

POLICE SERVICE OF NORTHERN IRELAND IN ATTENDANCE:

- (1) ACC Mark McEwan
- (1) Det Chief Supt Andy Hill
- (1) Inspector Sarah O'Neill
- (1) 3 PSNI staff

OPONI OFFICIALS ATTENDANCE:

- (2) T/Chief Executive Paul Holmes
- (2) Gary Hewitt
- (2) Paul McAlister

OFFICIALS IN ATTENDANCE:

Mr Adrian McNamee, Director of Performance
Mr John Wadham, Human Rights Advisor
5 Board Officials

(1) Present for Item 6.1 only

(2) Present from Item 6.2 only

*Attended via video conferencing

1. APOLOGIES

No apologies were received.

The Committee agreed the agenda for the meeting.

The Chair asked Members to advise of any items they wished to raise at Item 9 under “Any Other Business”. A Member asked to discuss the recent correspondence from the Scottish Policing Authority regarding a data sharing project at item 9.

2. CONFLICTS OF INTEREST

No conflicts of interest were declared.

3. MINUTES OF THE PREVIOUS MEETING

The Committee considered the draft minutes of the Performance Committee meeting held on 12 October 2023.

It was **RESOLVED:-**

That Minutes of the Performance Committee meeting on 12 October 2023 were agreed with the caveat that Officials to amend 12th 2023 October minutes to add the wording of the additional text to the draft NCA MOU. **(AP1)**

4. UPDATE ON ACTION LOG

The Director of Performance provided an update on the actions listed on the Action Log. Members noted the remaining current open actions and expected timeframes for these to be brought back to the Performance Committee.

NOTED.

The Director provided an update on AP11 from the meeting held on 8 June 2023 in respect of officials to write to ACC McEwan regarding the TACT,

section 41 arrests versus PACE arrests, requesting the current PSNI policy. A response was received from PSNI and the Human Rights Advisor commented that he would follow up for further clarification on the letter with the Chief Constable.

The Director provided an update from PSNI on AP1 from the meeting held on 14 September 2023 that Officials to follow up with PSNI on the use of scanning equipment in custody and surplus Capital Budget. Response received from PSNI clarifying that there are no current plans to utilise any capital budget this year to purchase scanning equipment. Members were content with the response and this action is now closed.

The Director provided an update on AP3 from the meeting held on 14 September 2023 in relation to the Taser T10 model. A response was received from the PSNI providing an update on trials, ongoing discussions, an offer from Axon and no further trials planned. Members requested that further information be provided by PSNI in relation to long term plans for replacing the current Taser and to be kept informed of any future pilots.

The Director provided an update on AP4 from the meeting held on 14 September 2023 in relation to the definition of a National Security Attack. A response was received from Jonathan Hall and considered by Members. Members were content to close this action.

The Director provided an update on AP5 from the meeting held on 14 September 2023 that Officials obtain a progress report in the area of Firearms Licencing from PSNI. A response was received from PSNI updating Members on new applications, service queries, staffing, the critical incident and engagement with Stakeholders. Members were content with the update and closed this action.

The Director provided an update on AP6 from the meeting held on 14 September 2023 that Officials follow up with PSNI in relation to delay in Code of Ethics. Members were informed that this issue was raised at a recent meeting with T/ACC Henderson on 18th October. PSNI agreed to provide the Committee with a written update.

The Director provided an update on AP7 from the meeting held on 14 September 2023 in relation to the PSNI's Integrity Board and the sexual misconduct review. A response was received from PSNI with an update on both issues and Members were content with the response.

The Director provided an update on AP8 from the meeting held on 14 September 2023 requesting further information from PSNI in relation to a geographical breakdown of shoplifting. Correspondence issued to PSNI and the Board is currently awaiting a response.

The Director provided an update on AP11 from the meeting held on 14 September 2023 in relation to further Spit and Bite Guard usage. Correspondence issued to T/ACC Jones on 20th September and a response has just come into the Board and will be tabled at the December Committee meeting.

The Director provided an update on AP12 from the meeting held on 14 September 2023 in relation to updating the current MOU with the NCA. The MOU with tracked changes issued to NCA on 16th October 2023 and it is currently with NCA legal for comments.

The Director provided an update on AP2 from the meeting held on 12 October 2023 that the Chair writes to PSNI regarding the recent delays to response time to Committee Correspondence. A response was received from PSNI with an apology and most outstanding information has been provided. Members were content with the response.

The Director provided an update on AP3 from the meeting held on 12 October 2023 that Officials to write to PSNI requesting a response to the Annual report of the Independent Reviewer of the Justice and Security (Northern Ireland) Act 2007 and Officials to invite PSNI to future meeting to discuss issues in the report. PSNI provided a detailed response to the recommendations and Members agreed that this should be placed on as a future agenda item for the Committee.

The Director provided an update on AP5 from the meeting held on 12 October 2023 that Officials to write to the Departments of Justice and Health enquiring of the merits of carrying out a prevalence study in relation to violence experienced by Women and Girls similar to the ongoing study in Ireland. The Chair has recently written to the Departments regarding any plans for similar research and is currently awaiting a response.

4.1 Accompanying Correspondence

Members discussed the correspondence received from the PSNI in relation to:

- AP 11 June 2023 – TACT versus PACE arrests;
- AP 1 September 2023 – use of Scanning equipment in custody and surplus budget;
- AP 3 September 2023 – T10 CED device and if trials are planned in the UK or NI.
- AP 4 September 2023 – Follow up with PSNI and Jonathan hall (KC) on the definition of a National Security Attack.
- AP 5 September 2023 – Firearms Licencing – members requested that Officials obtain a progress report in this area of work from PSNI.
- AP 7 September 2023 – Follow up on Integrity Board and \sexual Misconduct Review.

- AP 2 October 2023 – delays to response time to Committee correspondence.
- AP 3 October 2023 – Follow up with PSNI requesting a response to the annual report of the Independent Reviewer of the Justice and Security Act (Northern Ireland) 2007 and Officials to invite PSNI to future meeting to discuss issues in the report;

Following discussion it was:-

AGREED

The Human Rights Advisor would follow up for further clarification with the Chief Constable on TACT/PACE arrests. **(AP2)**

And

Officials to respond to the correspondence from T/ACC Jones on T10 CED device seeking information on PSNI's long term plans and to keep Board informed on future decisions on pilots or introduction of the devices. **(AP3)**

5. CHAIRPERSON'S BUSINESS

The Chair confirmed that there were no items of business.

6. ITEMS FOR COMMITTEE BUSINESS

6.1 Policing Plan Measure 1.2.2 – Organised Crime Gangs

The PPM Manager asked Members to note that the briefing paper highlights the baseline data and draft impacts for this Measure which are on page 5. This section serves as a summary of the key data provided in the PSNI's report card to assist Members in the scrutiny of this area.

The PPM Manager outlined to Members that this is the first report card with the new classifications of minor, moderate and major as agreed by the Policing Plan Review Working Group and therefore Board officials are unable to provide an assessment to determine if the number of OCGs disrupted has increased or decreased in these categories. Members may wish to ask the PSNI for more clarity on how the new classifications work in practice and how different are they to the previous method of classifying disruptions.

The PPM Manager informed Members that the 'Overview of activity against Organised Crime Groups' section which highlights 184 criminal justice outcomes compared to 112 in 2022 (which is a 64% increase) with the reason being 'due to better data capture' and also the 'Paramilitary Crime Taskforce Performance,' section which highlights 73 criminal justice outcomes compared to 39 in the same period in 2022 (which is an 87% increase) and again the reason being 'due to better data capture'. Members may wish to clarify what constitutes a criminal justice outcome and what has improved the capture of data.

The PPM Manager asked Members to note that all key issues have been identified on page 3 which can be asked of PSNI officials in attendance today. Members should also be aware that the Director General of the NCA Graeme Biggar will attend the Board meeting on 7 December 2023 to discuss the NCA's biannual Q1 and Q2 report.

The Chairperson welcomed the PSNI to the meeting. He invited them to brief Members on the work relating to Policing Plan Measure 1.2.2 Organised Crime Gangs.

The PSNI presented information through their report card and provided a statistical commentary of their performance against Measure 1.2.2 Organised Crime Gangs and discussed with Members the work carried out on a number of key areas including:

- The PSNI informed Members that a huge amount of work has been done at a strategic level with the NPCC lead Steve Jupp to review their effectiveness as an organised crime unit;
- It was highlighted to Members that Operation Conexus is a local based approach preventing harm and trauma by paramilitary activity in local communities. PSNI informed Members that the primary threat in this area is drugs and there are challenges in terms of capacity in local policing however, PSNI are working better across different communities which in turn has seen an increase in arrests and drug seizures. The effectiveness is shown in the results of the report card;
- The PSNI referred to their working relationship with the NCA. They discussed with Members the positive communication and a good appetite to work together as partners;
- The PSNI stated in terms of the headlines they are investigating 58 OCGs and have moved to the NCA model of minor, moderate and major disruptions of which 193 disruptions were achieved in the reporting period. There was also more arrests and drug seizures than ever before;
- A brief update was provided on modern slavery and human trafficking. The PSNI informed Members that the key focus in this area is to educate and engage with multi agency groups. Building relationships within local communities is paramount to success;
- The PSNI also provided Members with a presentation on the new APMIS system and how this allows them to strategically prioritize their resources.

Members engaged in discussion with PSNI and sought clarity on a number of issues including: -

- A Member expressed their view that there is a need for Operation Conexus to be included in every aspect of policing;
- A Member referred to challenges at interface level between the NCA and PSNI and how these can be addressed;
- An explanation was sought on the six paramilitary organisations prioritised by the Paramilitary Crime Task Force (PCTF). Namely whether the INLA were the only republican group involved in organised crime and also if PSNI could confirm which group is operating out of the West Winds estate?
- A Member referred to drugs cash seizures and the figure of over £600,000 and what portion of this is in circulation and is it increasing or decreasing?
- Further clarity was sought by a Member in relation to whether this activity demonstrates reporting real progress made in combating Organised Crime Gangs and queried who the key players are?
- A Member queried whether the street value of drugs is dropping and why drugs do not form part of the public health strategy and what are the blockages to this?
- In respect of modern slavery and human trafficking, a Member queried if the Common Travel Area plays a part in tackling this;
- A Member queried how HMRC are able to intercept post?
- A Member sought further clarity on Operation Dealbreaker and whether the decrease in the number of searches is a resource issue?
- A Member queried the significant reported increase in account freezing orders and an update on the success of the 'Ending the harm' campaign;
- A Member queried reports of human trafficking involving fishermen in Strangford and people from the Philippines;
- A Member referred to the recent incident involving masked men in our courts while the number of major and moderate disruptions are relatively low and whether we need to work more closely with the NCA;

The PSNI provided the following responses:-

- With regards to the relationship between the PSNI and the NCA the PSNI advised that this is a work in progress with positive steps made. The NCA have dropped their financial thresholds and are taking leads in investigations with support from the PSNI. However, there is a need for NCA to get more involved locally and better understand the demographics within NI. The PSNI confirmed they would welcome the Board's help in building a better relationship with NCA;
- In relation to republican paramilitary groups, the PSNI confirmed that the INLA are a priority group for the PCTF but the other republican groups are also investigated through PSNI's Terrorism Investigation Unit (TIU);
- 40% of mapped OCGs have linked to paramilitaries. In terms of cash seizures, these vary across groupings.
- With regards to who the key OCGs are, the PSNI informed Members that in the past there has been Chinese and Romanian gangs but it's a much wider issue in terms of tackling the whole ecosystem. They have also seen an increase in Russian activity.
- In terms of demonstrating success, the data held on the APMIS system shows increased levels of disruptions (arrests and searches). As the APMIS systems grows they will be able to demonstrate this work and successes more;
- Street value of drugs will fluctuate according with availability and demand, some will be as a result of local interventions, international actions and even societal and environmental factors;
- In relation to a public health approach to tackling crime the PSNI referred to the fact there is no ministerial sign off to push through any such strategy. Resourcing is also an issue;
- The PSNI informed members that under Operation Fusion multi agency policing operations are conducted at ports and across road networks targeting the movement of illegal commodities throughout the common travel area.

- In relation to intercepting post, the PSNI referred to the customs and excise management act which enables HMRC to intercept in relation to telecommunications and postal services. PSNI do face push back from HMRC and would welcome assistance with this;
- The reported increase in Account Freezing Orders is due to the law only coming into effect last year which was why the figure was previously Zero;
- The PSNI informed Members that Operation Dealbreaker is still ongoing with the Organised Crime Task Force continuing to be an important strategic forum in the fight against crime. However, there are some resourcing issues resulting in reduced search capability;
- In relation to Freezing Orders, the PSNI informed Members that whilst this freezes assets it does not allow them to seize assets at this time. Freezing Orders relate to key individuals within the OCGs; and
- In relation to human trafficking many foreign nationals do not realise they are being exploited and perhaps a public awareness campaign is required.

The Chairperson thanked the PSNI for their attendance and briefing and they left.

6.2 OPONI Annual Reports 2022-23

A Board Official informed Members that this paper is an update from the paper provided to Members on 12 October Committee. It is an overview of the key issues from the Police Ombudsman's Annual Report 2022/23.

The Board Official stated that following analysis of the information contained within PONI's Annual Report, Officials have identified several key issues that Members may wish to ask or explore further with OPONI. These include:

- One of the key issues to note is that complaints received during 2022/23 were increased by 8%, the highest number of complaints received since 2015/16.
- Criminal investigations were the most common situations giving rise to complaints during 2022/23 and accounted for 32% of all complaints received.
- Members are reminded that 7 of the 11 police districts recorded an increase in complaints with Fermanagh & Omagh (G District) receiving 179 complaints which is an increase of 49% and Antrim & Newtownabbey (L District) had the largest decrease of 12%.
- The number of allegations received during 2022/23 was 5,185 which is similar to the amount received the previous year. The most frequent allegations are Failure in Duty followed by Oppressive Behaviour, not involving assault or serious sexual assault. However, members are asked to note that there were 37 allegations of sexual assault.
- The number of complaints made to the Police Ombudsman's office connected to the period known as 'the troubles' were considered by the Historical Investigations Directorate. There was a reduction from 46 received in 2021/22 to 17 received during 2022/23.
- Complaints relating to parades or demonstrations during 2022/23 were 12, these figures fluctuate year on year.
- The number of complaints closed during 2022/23 was 3,310, an increase of 7% from the previous year and the highest amount of complaints closed by the office in the last five years. 19% were closed following initial assessment, 26% were closed following initial enquiries, 7% of closures were informally resolved and 47% were fully investigated.
- The Police Ombudsman made 183 recommendations to the PSNI PSD that an officer or staff member should receive either discipline or performance action. 118 were recommendations

regarding performance, 48 recommended a misconduct meeting and 17 recommended a misconduct hearing. Not all recommendations were accepted by the PSNI.

- 49 policy recommendations were made and a response is awaiting regarding 42 of those recommendations.
- To date in 2023, the Board has received 21 Regulation 20 reports. These are shared with all Board Members via decision time and any significant issues are raised by Board officials. The Board has not identified any significant issues regarding the reports and asks members to note the Police Ombudsman's comment which is in page 12 of the paper.
- Members are reminded that officials from the Police Ombudsman's Office will be in attendance at today's committee to discuss.

The Chair welcomed the Police Ombudsman's Chief Executive, Paul Holmes, and his colleagues to the meeting and invited him to brief Members.

Members engaged in discussion with Ombudsman Officials and sought clarity on a number of issues including: -

- The Annual statistical Bulletin 2022/23 shows record highs of complaints in the last five years with an increase of 8% in 2022/23;
- Members would welcome further information on the number of recommendations made to PPS and PSNI and the number of these that are acted on;
- With regards to information presented in table 17: Allegations regarding the use of police equipment what does the term 'other' refer to?
- Table 24: Rank of Officer in the PSNI complained about, 2017/18 to 2021/22 – Why does the breakdown in rank stop at Inspector?
- The Annual Statistical Bulletin 2021/22 shows the largest proportional increase in complaints by police districts was in Fermanagh and Omagh where the number of complaints increased by 49%. Have specific

stations/units been identified in this increase and what steps have been taken to address this?

- Members would welcome more information on the 183 occasions the Ombudsman recommended that a police officer should receive a discipline or performance action.
- Members would welcome an update on Spit & Bite Guards.

The Ombudsman Official provided the following responses:-

- OPONI acknowledge that the number of complaints received against police officers has increased however, they advise there is a suite of reasons for the increase mainly that there are more complaints but of a less serious matter. Investigations have been expedited due to better working relationship with PPS meaning a quicker process. Overall, performance in this area has increased due to better efficiency;
- OPONI would welcome developing an oversight recommendation with the Board in order to assist with traction and ensure recommendations are acted on.
- The Ombudsman Official acknowledged the information obtained in 'other' column is not entirely relevant and will revisit this table.
- In relation to breakdown in rank the Ombudsman Official advised Data Protection laws and Human Rights limits them in terms of what information they can publish on individual Police Officers.
- In respect of the increase in complaints in the Fermanagh & Omagh district the Ombudsman Official advised that this can be attributable to one person in a particular location making a number of complaints. All complaints made by this person have not identified any misconduct against any police officer.
- The Ombudsman Official agreed to provide more information in regards to the number of recommendations for a discipline or performance action to PSNI. However, it was noted that this is a complicated process and OPONI do not follow up on recommendations actioned as this is where their remit ends.

- The Ombudsman Official confirmed that OPONI are notified of all use of Spit and Bite Guards on children under 18. An investigation is not opened unless OPONI have any concerns in relation to the use which can be viewed on Body Worn Video. The Ombudsman Official confirmed that there is no report due on Spit and Bite Guards.

Following discussion it was:-

AGREED

Officials to follow up with OPONI Officials to request a further breakdown of the 50 complaints at Inspector and above rank listed on Table 24 (Page 36) of the OPONI Annual Statistical Bulletin. **(AP4)**

Officials to follow up with PSNI seeking further breakdown on the 183 Recommendations made to the Chief Constable by OPONI during 22/23 seeking information on how many were implemented and of those not implemented, what are the reasons for this. **(AP5)**

6.3 Human Rights Advisor Update Report October 2023

The Human Rights Advisor provided Members with an overview of areas within his current work programme in October 2023 including, continuing to draft the Five Year Review and Human Rights Annual Report and scoping and drafting the Children and Young People and Policing Report.

The Human Rights Advisor updated Members on his attendance at a range of meetings over the last four weeks. He also informed Members of his November work plan including, drafting the Five Year Review and Human Rights Annual Report, Drafting the Children and Young Persons Report,

Board and Performance Committee and assisting with preparation of other reports and meetings with PSNI officers and others.

The Director of Performance informed Members that the draft timeline for the appointment of a new Human Rights Advisor was outlined at Annex A in the paper.

6.4 Appropriate Adult Scheme

The Director of Performance reminded Members about correspondence received from DoJ Permanent Secretary on the 12th September 2023 in relation to “Follow up on the Human Rights Report and Update on the NI Appropriate Adult Scheme”.

The Director of Performance recalled to Members that at its meeting on 5th October 2023, Members expressed concern with the issues raised in this letter regarding the Appropriate Adult Scheme and requested the Performance Committee to consider it in more depth. Therefore, this paper provides Members with more information in relation to this Scheme.

The Director of Performance stated that the Committee is today asked to discuss the issues that are identified within the paper in relation to the NI Appropriate Adult Scheme and for Officials to recommend a Board position to respond to the Department.

Members discussed the proposal from DoJ and made the following points:

- Both in principle and practice it is not appropriate for NIPB or PSNI to administer this scheme;
- NIPB and PSNI need to maintain its independence from this scheme;
- The current PACE Codes set out that NIPB and PSNI should not administer this scheme and they would need to be changed to allow this to happen;

- This would mean the Board becoming a service provider and this is not in its remit;
- It would give rise to a potential conflict of interest with the Board Human Rights responsibilities; and
- The Department fail to provide any reason or rationale for making a change to the administration of the programme at this stage.

Following discussion it was:-

AGREED

Officials to prepare a response from the Board Chair to the DoJ Permanent Secretary's letter on the Appropriate Adult Scheme dated 12 September 2023 to include members views on this issue. **(AP6)**

6.5 Harbour Police Remit

A Board Official presented Members with a paper in relation to Belfast Harbour Police to seek Members' views to inform a Board response to the DOJ's proposal for legislation to enable Belfast Harbour Police to operate outside of their jurisdiction in limited and specific circumstances, considering oversight and accountability issues.

A Board Official reminded Members that clarity was sought from DoJ back in September 2021 on the extent of policing activity in the Harbour Estate that required such a power and, assurances that the oversight and accountability mechanisms that would be required through the Police Ombudsman and the Policing Board. Assurances were provided to the Board on these points in November 2021 following discussions with the BHP.

A Board official referred Members to the Memorandum of Understanding advising that a new MoU would expand on the agreements between the PSNI and Belfast Harbour Police recognising the limitations of the port police.

Members were requested to consider the information contained within this paper and discuss and agree a formal response from the Board to DoJ Policy Document.

Members discussed the paper at Annex A and considered if any further amendments were required. Members commented as follows:

- Members are generally supportive of the extension of the legislation;
- Members requested exploration of the possibility of PSNI charging for additional policing services provided to BHP;
- Members requested sight of any new Memorandum of Understanding (MOU) between PSNI and BHP following any extension of the legislation;
- That consideration is given to CJINI inspecting the Harbour Police following any extension of the legislation; and
- Add additional text to paragraph 21 of the DoJ's Policy Paper to include "arising from a crime committed within its jurisdiction of the Harbour Estate".

Following discussion it was:-

AGREED

Officials to compile a draft board position on the request from DoJ in relation to the remit of the Harbour Police for the December Board meeting and seek further information from DoJ. **(AP7)**

6.6 Draft Policing Plan Community Survey 2023

The Director of Performance informed Members that Measure 3.1.3 of the Policing Plan aims to 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. In 2022, the Board carried out a pilot Community Survey that focused on eight specific areas in terms of deprivation and victims to test the questions and analysis of the answers provided. Having taken the learning from this pilot, Officials in 2023 carried out an expanded Community Survey across Northern Ireland during April to June receiving 269 responses. Officials had now analysed these responses and have produced a Community Survey Report. The Director of Performance highlighted the main findings of the analysis of the Community Survey to Members.

Following discussion it was:-

AGREED

To recommend the survey to the Board for publication on the Board's website.

6.7 Stalking Protection Orders and Toolkit

The Director of Performance informed Members that The Stalking Act (Northern Ireland) 2022 came into effect in April 2022 and created a specific offence of stalking and a further offence of threatening and abusive behaviour. Members recently examined the PSNI Violence against Women & Girls Action Plan. Objective 2 of the Action Plan relates to stalking legislation and states the PSNI will design and implement learning plans to deliver to all officers and front line staff specialist training on online and physical stalking in line with legislative changes. This is in response to findings that Women & Girls make up 65.6% of victims of stalking and harassment. Since the introduction of this legislation, 230 alleged stalkers have been arrested.

The Director of Performance stated that as part of its awareness raising campaign the PSNI has developed a Talking about Stalking Toolkit and it is shared with the Committee today to note.

7. QUESTIONS FOR THE CHIEF CONSTABLE

7.1 Members identified the following question to ask the Chief Constable:

Could the Chief Constable update Members on the current situation regarding the ongoing review of the Code of Ethics and when the PSNI intend to bring a draft forward for discussion at the Performance Committee?

7.2 Members noted the responses from PSNI that had been provided to the previous Chief Constable questions.

8. COMMUNICATION ISSUES

No communication issues were identified.

9. ANY OTHER BUSINESS

A Member highlighted the recent correspondence contained within the Chair's Report to the November Board meeting relating to a project with the Scottish Policing Authority collating comparative data on similar police forces in England and Wales and a request for the PSNI to join this. The Member encouraged the Board to participate in this project and to bring information on it back to the Performance Committee. The Director agreed to keep the Member informed on developments with this project.

10. DATE OF NEXT MEETING

It was agreed that the next Performance Committee meeting would take place on **Thursday 14th December 2023** at **9:30am**

Meeting closed at 1:15pm.

PERFORMANCE DIRECTORATE

9th November 2023

Chairperson