

## **NORTHERN IRELAND POLICING BOARD**

### **MINUTES OF THE MEETING OF THE NORTHERN IRELAND POLICING BOARD HELD ON THURSDAY 1 APRIL 2021 AT 8.30 AM IN WATERSIDE TOWER, CLARENDON DOCK AND VIA VIDEO CONFERENCE FACILITY**

#### **PRESENT:**

- Mr Doug Garrett Chair
- Dr Tom Frawley Vice-Chair\*
- Mr Michael Atkinson\*
- (1) Mr John Blair MLA\*
- (2) Mr Tom Buchanan MLA\*
- Ms Joanne Bunting MLA\*
- (3) Mr Trevor Clarke MLA\*
- Dr Janet Gray\*
- Mr Edgar Jardine\*
- Mrs Dolores Kelly MLA\*
- (4) Mr Gerry Kelly MLA\*
- Ms Liz Kimmins MLA\*
- (5) Mr Seán Lynch MLA\*
- (6) Mr Colm McKenna\*
- (7) Mr Frank McManus\*
- Ms Carmel McKinney\*
- Mr Mike Nesbitt MLA\*
- Mr Mervyn Storey MLA\*
- Ms Deirdre Toner\*

#### **POLICE SERVICE OF NORTHERN IRELAND IN ATTENDANCE:**

- (8) Mr Simon Byrne, Chief Constable\*
- (8) Mr Mark Hamilton, Deputy Chief Constable\*
- (8) Ms Pamela McCreedy, Chief Operating Officer\*
- (8) Mr Alan Todd, Assistant Chief Constable\*
- (8) Superintendent John McCaughan, Command Secretariat\*
- (8) One PSNI Staff Member\*

#### **CUMBRIA CONSTABULARY IN ATTENDANCE:**

- (9) Mr Mark Webster, Deputy Chief Constable\*

#### **EXTERNAL LEGAL COUNSEL IN ATTENDANCE:**

- (10) Mr Martin Wolfe, Queen's Counsel

**NORTHERN IRELAND  
POLICING BOARD  
OFFICIALS IN  
ATTENDANCE:**

Mrs Amanda Stewart, Chief Executive  
Ms Aislinn McGuckin, T/Director of Police  
Administration  
Mr Adrian McNamee, Director of  
Performance\*  
Ms Jenny Passmore, Director of Resources\*  
Ms Dympna Thornton, Director of  
Partnership\*  
Three Board Officials

**NORTHERN IRELAND  
POLICING BOARD HUMAN  
RIGHTS ADVISOR IN  
ATTENDANCE:**

Mr John Wadham, Human Rights Advisor\*

\*Attended meeting by video conference facility

- (1) Part item 4 to end (Joined meeting at 8.50am)
- (2) Part item 4 to Part item 10 (Joined meeting at 8.51am and left at 11.40am)
- (3) Item 1 to Part item 10 (departed meeting at 12.30pm)
- (4) Item 1 to Part item 10 (departed meeting at 12.40pm)
- (5) Item 1 to Part item 10 (departed meeting at 12.40pm)
- (6) Part item 1 to Part item 10 (departed at 12.50pm)
- (7) Part item 1 to Part item 10 (departed at 12.45pm)
- (8) Part item 10.
- (9) Part item 10.
- (10) Item 10 only.

At the outset of the meeting the Chair advised that the public Board Meeting scheduled at 12.30pm had been cancelled because of a sitting of the Northern Ireland Assembly at midday which political representatives of the Board were due to attend. Following discussion and on a motion which was proposed by Dolores Kelly MLA and seconded by Mervyn Storey MLA, it was agreed, that the public Board Meeting would go ahead at 4pm.

The Chair noted that he recognised the significant public interest in the Public Prosecution Service's (PPS) decision not to prosecute anyone for alleged breaches of the COVID-19 Regulations at Mr Bobby Storey's funeral on 30 June 2020 and that it was the role of the Board as the appropriate

accountability body to question the Chief Constable and Deputy Chief Constable (DCC) Webster on the issues. The Chair noted that external legal counsel would be in attendance for this section of the meeting to ensure that questions asked were done so without prejudicing any future or on-going legal proceedings.

## **1. APOLOGIES**

No apologies were received.

The Board agreed the Agenda for the meeting.

No one declared any items they wished to raise under 'Any Other Business'.

## **2. CONFLICTS OF INTEREST**

Mr Gerry Kelly MLA and Mr Seán Lynch MLA declared an interest as attendees at to the funeral of Mr Bobby Storey in June 2020 which would be discussed during the course of the meeting.

## **3. DRAFT MINUTES OF THE MEETING HELD ON 4 MARCH 2021**

It was **RESOLVED:-**

- That the minutes of the Board meeting held on 4 March 2021 be approved.

## **4 BOARD ACTION LOG**

Updates as detailed within the Action Log from the Board meeting held on **4 March 2021** were noted in addition to the following verbal updates provided

by the Chief Executive and the additional information included at agenda items 4.1, 4.2 and 4.3:

#### **Action Point 1**

The PSNI Chief Operating Officer (COO) had been asked to review the PSNI's response to the anonymised whistleblowing complaint that had been received from a PSNI third party contractor and further information would be made available to the Board once the review was completed.

#### **Action Point 2**

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) 'Leading Lights' Report published in 2019 had been provided to Members and included information on both the Police National Assessment Course (PNAC) and Strategic Command Course (SCC). The Chief Executive further noted that she had asked the PSNI to provide information on the selection of officers to complete the PNAC and SCC and further information would be made available to the Board when received.

Members discussed the HMICFRS Report and noted that some issues about the appointment of Chief Officers had previously been discussed by the Resources Committee, and the Chief Executive noted that it had been proposed that the PSNI would provide a briefing on selection of officers for the PNAC and SCC to the Resources Committee which all Members would be invited to attend.

Updates as detailed within the Action Log from the Board meeting held on **4 February 2021** were noted in addition to the following verbal updates provided by the Chief Executive:

#### **Action Point 1**

The Chief Executive noted that correspondence dated 8 March 2021 had been received from DCC Hamilton noted that the Terms of Reference for the

Operation Yurta Lessons Learned review to be completed by Senior Counsel had been updated following the Board's feedback and that Counsel's Lessons Learned Report would be available in June 2021. The correspondence also detailed PSNI's own early lessons learned.

Updates as detailed within the Action Log from the Board meeting held on **5 November 2020** were noted in addition to the following verbal updates provided by the Chief Executive:

#### **Action Point 1**

Correspondence dated 29 March 2021 had been received from DCC Hamilton which was enclosed with the Chair's Report at agenda item 5 which provided an update on DCC Hamilton's meeting with Operation Kenova Senior Investigating Officer Mr Jon Butcher and Operation Kenova's governance arrangements. The correspondence also noted that the PSNI COO would be undertaking a deep dive assurance exercise and would provide a report on completion.

The Vice-Chair provided an update on his engagement with DCC Hamilton about the actions that PSNI were taking in relation Operation Kenova's governance arrangements.

Updates as detailed within the Action Log from the Board meeting held on **4 June 2020** were noted in addition to the following verbal updates provided by the Chief Executive:

#### **Action Point 7**

It was agreed that the action may be closed following development and changes to the Chief Constable's Report to the Board

## **5. CHAIRPERSON'S BUSINESS**

The Chair presented a report which advised Members of:

- The Chair's engagements, including meetings held by teleconference and video conference facilities during the period between 4 March 2021 and 1 April 2021.
- A list of correspondence received by the Chair during the period between 1 and 28 March 2021.
- A list of correspondence issued by the Chair during the period between 1 March and 26 March 2021.

The Chair noted that he had met with representatives from African and Caribbean Support NI (ACSNi) during March 2021 and provided an overview of the issues discussed including the policing of Black Lives Matter protests and ethnic diversity among Board Members. The Chair noted that he had agreed with the ACSNi representatives to pass their feedback onto the Department of Justice who were responsible for the appointment of Independent Board Members.

Members discussed the South Armagh Policing Review Report and the Chief Constable's correspondence of 15 March 2021 which advised that the Report was delayed, and Members agreed to discuss it with the Chief Constable later in the meeting.

The Chair further noted that in correspondence dated 26 March 2021 the Minister of Justice had sought the Board's views on the proposed appointment of Sir John Gillen as the Independent Assessor of PSNI Recruitment Vetting with effect from 1 May 2021. Following discussion, it was **RESOLVED** that

- The Board endorsed the appointment of Sir John Gillen as the Independent Assessor of PSNI Recruitment Vetting with effect from 1 May 2021 and it was agreed that the Board's endorsement of the

appointment would be confirmed to the Minister of Justice in writing.

**(AP1)**

## **6. CHIEF EXECUTIVE'S REPORT**

Members noted a report and related verbal overview provided by the Board's Chief Executive. Some issues addressed included an update on the move to new accommodation in James House in January 2022. The Chief Executive noted that the accommodation move needed to be appropriately resourced by staff while maintaining 'business as usual' activity and noted that the Board would receive further updates at future meetings. The Chief Executive further noted that she had responded to recent correspondence received from the Justice Committee setting out the Board's view that the Injury On Duty (IOD) and Ill Health Retirement (IHR) processes should not be separated.

The Director of Partnership provided an overview of the Annual Committee Effectiveness Review process noting that all Members would be asked to complete an online survey about each committee they were a member of before the April 2021 committee meetings to inform discussion at the April 2021 committee meetings.

The T/ Director of Police Administration provided an update on the ongoing work of the IOD Steering Committee and engagement with DoJ Officials about the IOD and IHR processes noting that a Miscellaneous Bill was being proposed by the Minister of Justice which would include a proposed provision for some work of the Board and its Committees to be delegated to Officials to provide for greater efficacy and efficiency, to include for example in relation to IOD and IHR matters. The Chief Executive noted that this proposal was in its infancy with wording not yet agreed but envisaged it would be a general power of delegation, broadly across Committee matters and further information on the consequences of a proposed change to the Statutory Rule delegating actions to officials on behalf of the Board. **(AP2)**

In response to a question from a Member about correspondence from T/Assistant Chief Constable (ACC) Roberts (National Police Chief Council Firearms Lead) about an outstanding recommendation from the Report of the Independent Commission on Policing in Northern Ireland (referred to as the Patten Report), the Chief Executive agreed to report to Members on all outstanding recommendations from the Patten Report and why a six monthly report is received in relation to only one outstanding recommendation. **(AP3)**

The Chief Executive noted that a recent decision of the Pensions Ombudsman was upheld on appeal and acknowledged the work undertaken by the T/Director of Police Administration in relation to the matter.

## **7. COMMITTEE REPORTS**

### **7.1 Performance Committee 11 March 2021**

The Board noted the Performance Committee Chair's Report and draft minutes of the meeting held on 11 March 2021 and the Committee Chair also provided a verbal update on matters considered at the meeting including a Legacy update from T/ACC Roberts.

### **7.2 Partnership Committee 18 March 2021**

The Board noted the Partnership Committee Chair's Report and draft minutes of the meeting held on 18 March 2021 and the Committee Chair also provided a verbal update on matters considered at the meeting including a police uniform and corporate branding and attendance by DCC Hamilton and Mr Ryan Feeney, Director of Strategic Communications and Engagement who briefed the Committee on the PSNI's Strategic Communications and Engagement Strategy.



In response to a Member's question about the proposed research to be conducted by an external panel on Policing with the Community, the Committee Chair noted that matter was due to be referred back to the Committee for further discussion.

### **7.3 Resources Committee 24 March 2021**

The Board noted the Resources Committee Chair's Report and draft minutes of the meeting held on 24 March 2021 and the Committee Chair also provided a verbal update on matters considered at the meeting including a briefing from Brian Quinn, Pensions Advisor and Michael Burton, Chair of the Police Pension Board on the remedy to address the McCloud judgement.

### **7.4 Audit and Risk Assurance Committee 25 March 2021**

The Board noted the Audit and Risk Assurance Committee (ARAC) Chair's Report and draft minutes of the meeting held on 25 March 2021 and the ARAC Chair updated Members on matters considered at the meeting including the Board's Corporate Risk Register, and the Strategy for the External Audit of the Board's Annual Report and Accounts for the period ending 31 March 2021. The ARAC Chair also updated Members on the ARAC's meeting with the PSNI ARAC on 18 March 2021 during which the risk interdependencies of both organisations was discussed.

## **8. BOARD BUSINESS**

### **8.1 PSNI Resource Plan 2021-22**

The Director of Resources presented a paper which asked the Board, on the recommendation of the Resources Committee, to approve the PSNI's proposed 2021-22 Resource Plan on the basis of the indicative budget

received from the DoJ. The Director of Resources provided an overview of the key assumptions and risks as were detailed within the paper. Members acknowledged the £23 million deficit in the indicative budget and noted that at the Resources Committee the PSNI had indicated that the shortfall can be addressed through non-pay areas. Following discussion, it was **RESOLVED** that:

- The PSNI's proposed 2021-22 Resource Plan be approved, and Officials agreed to advise PSNI of the Board's decision. **(AP4)**

## **8.2 NIPB Submission to Police Remuneration Review Body 2021-22**

The Director of Resources presented a paper which asked the Board, on the recommendation of the Resources Committee, to approve the Board's position in relation to a number of issues to be included in the submission to the Police Review Remuneration Body (PRRB) noting that the Board's response was due to be submitted to the DoJ by 14 April 2021 followed by an oral evidence session attended by the Chief Executive and Director of Resources in May 2021.

The Director of Resources provided an overview of the issues to be included in the PRRB Submission including the Board's position that the PSNI's Competence Related Threshold Payment (CRTP) should be phased out and any proposed replacement allowance should not cost any more than the current scheme. The Director of Resources further noted that in the Minister of Justice's submission to PRRB she had asked that PRRB to consider ACCs overall remuneration package including allowances.

The Director of Resources further noted that work that was being undertaken to understand the barriers relating to ACC Recruitment before a recruitment competition for ACCs was launched later in 2021. It was **RESOLVED** that:

- The Board's position in relation to the issues to be included in the submission to the Police Review Remuneration Body be approved and Officials agreed to prepare and deliver the submission to Police Review Remuneration Body by 14 April 2021. **(AP5)**

### **8.3 Independent Community Observer Report 2020-21**

The Director of Partnership presented a paper which asked the Board, on the recommendation of the Partnership Committee, to approve the publication of the Independent Community Observer (ICO) Report 2020-21. The Director of Partnership noted that ICOs were volunteers who provided community oversight and report to the Board on the PSNI processes for the recruitment of police constables as detailed in Regulation 10 Police (Recruitment) (NI) Regulations) 2001. ICOs undertake unannounced visits to observe police recruitment Assessment Centres operated by PSNI's Recruitment Partner. It was **RESOLVED** that:

- The Independent Community Observer Report 2020-21 be approved and published on the Board's website. **(AP6)**

### **8.4 Review of the Policing Plan 2020-2025**

The Director of Performance presented a paper which asked the Board, on the recommendation of the Policing Plan Review Working Group (PPRWG), to approve amendments to the proposed 2021-22 Annual Policing Performance Plan Measures as detailed within the paper and appended at Appendix A.

The Board Vice-Chair provided an overview of the work undertaken by the PPRWG noting that it had been agreed that the Indicators and Outcomes which had been subject to public consultation should remain unchanged but that the PPRWG were recommending changes to the wording of the

Measures detailed within the proposed 2021-22 Annual Policing Performance Plan's three Outcomes.

Members discussed the PPRWG recommendations noting that the minutes of the PPRWG meeting held on 8 March 2021 had not yet been approved by the PPRWG, amendments to the Outcome 3 Measures were not agreed by the PPRWG and a discussion paper had been prepared in relation to the Outcome 3 Measures. It was proposed that an Outcome 3 Working Group be established to undertake further work in relation to the Measures detailed under Outcome 3. It was proposed that the Outcome 3 Working Group would be chaired by Edgar Jardine and the draft Terms of Reference was enclosed for approval. It was **RESOLVED** that:

- The changes to Outcome 1, 2 and 3 Measures of the 2021-22 Annual Policing Performance Plan be approved.
- An Outcome 3 Working Group be established, chaired by Edgar Jardine, to progress development work relating to the new Outcome 3 Measures of the 2021-22 Annual Policing Performance Plan be approved.
- The Outcome 3 Working Group draft Terms of Reference be approved.

## **8.5 PCSP Removal Policy Update**

The Director of Partnership presented a paper which asked the Board, on the recommendation of the Partnership Committee, to approve the draft guidance on Managing a Breach of the Policing and Community Safety Partnership (PCSPs) Code of Conduct which would be issued to PCSP Members as part of the PCSP Handbook with the PCSP Removal Policy. It was **RESOLVED** that:

- The draft guidance on Managing a Breach of the Policing and Community Safety Partnership (PCSPs) Code of Conduct be approved

and both the guidance and PCSP Removal Policy and both documents be approved for publication on the Board's website. **(AP7)**

## **8.6 Board Response to the National Crime Agency (NCA) draft Annual Plan 2021/2022**

The Director of Performance presented an overview of the paper noting that the Board were asked to approve the Board's Response to the NCA's draft Annual Plan via written procedure on Friday 26 March 2021. The Board had approved the Response which had been issued to the NCA on 26 March 2021 and were asked to ratify the decision. It was **RESOLVED** that:

- The decision taking by way of written correspondence on Friday 26 March 2021 to approve the Board's response to the National Crime Agency's draft Annual Plan be approved.

## **9. KEY ISSUES OF PUBLIC INTEREST**

The Board noted a paper which detailed recent issues of public interest which were relevant to the Board's areas of work.

## **10. PRIVATE SESSION WITH THE CHIEF CONSTABLE INCLUDING CHIEF CONSTABLE'S REPORT**

The Chair welcomed the Chief Constable, DCC Mark Hamilton, ACC Todd, Mrs Pamela McCreedy, COO and Cumbria Constabulary DCC Mark Webster to the meeting. The Chair further noted that Mr Martin Wolfe Q.C. was in attendance at the meeting to assist the Chair in ensuring that questions put to the Chief Constable were done so without potentially prejudicing any future legal proceedings.

The Chief Constable made introductory remarks and acknowledged the public anger following the decision of the PPS not to prosecute individuals for alleged breaches of the COVID-19 Regulations when attending the funeral of Mr Bobby Storey in June 2020 and noted that DCC Webster had joined the meeting as he was the Senior Investigating Officer (SIO) into alleged breaches of COVID-19 Regulations at the funeral. The Chief Constable noted the high profile funeral was a sensitive event, and that in April 2020 the PSNI had developed a Framework to ensure consistency of approach in policing events during the period of the COVID-19 pandemic, however noted that during a period in question the COVID-19 Regulations were impractical and incapable of enforcement. The Chief Constable advised that the PSNI's approach to COVID-19 was in accordance with the National 4E's (Engage, Explain, Encourage, Enforce) Principle. The Chief Constable further provided an overview of the communication between the funeral organisers and PSNI officers in the lead up to the funeral. During the meeting, Members took the opportunity to discuss a number of issues with the Chief Constable including:

- The PSNI's approach to policing the funeral of Mr Storey in comparison to other events during the COVID-19 pandemic period. The Chief Constable noted that the PSNI had followed the 4E's Principle when policing the funeral.
- The PSNI's working assumption was that any more than 30 persons in attendance at the funeral was likely to be a breach of the COVID-19 Regulations.
- The PSNI's communications with the funeral organisers in advance of the funeral. The Chief Constable noted that the engagement with the funeral organisers was in accordance with National Policing Practice across the UK whereby police engage with event organisers to understand how an event would be staged and managed.
- The PSNI's view of the details within the Event Plan received from Sinn Fein, knowledge of the security company that provided Stewards along

the funeral procession route, and knowledge of postings on social media about the funeral.

- The SIO's investigation strategy which considered the public interest in the event and focussed on the political representatives who had attended the funeral and that DCC Webster had worked with a team of PSNI officers during his investigation.
- The impact that the policing approach to the funeral had on public confidence in policing.

The Chief Constable noted that he would cooperate with any third party review of the PSNI's actions and approach to policing the funeral.

The Chair thanked the Chief Constable, DCC Webster and ACC Todd for answering the Board's questions about the policing approach to the funeral. DCC Webster left the meeting and Board Members discussed a number of other issues with the Chief Constable including:

- The timeliness of the provision of requested information to the Board and Committees and the Chief Constable's views on the reasons for the delay in providing information. DCC Hamilton noted that the PSNI's Service Executive Team undertook its responsibilities to the Board diligently and endeavoured to provide information in an efficient manner but acknowledged that further work was needed that the Executive Support Team's capacity had been increased to assist with this.
- The PSNI's Community Relations Taskforce Independent Advisory Group (IAG) role alongside the Board's Partnership Committee. The Chief Constable noted that the T/ACC Singleton would attend a future Partnership Committee meeting to provide an update but the IAG provided an opportunity to invite public scrutiny and engagement on a number of issues including the PSNI's use of force and the Code of Ethics.

- The PSNI's 2021-22 financial position. The COO noted that while unconfirmed, the Northern Ireland Executive may have agreed to provide a further £10 million to the PSNI for 2021-22 which would be used to prioritise recruitment and savings would be made in non-pay areas.
- The specific business areas of the PSNI that may be impacted if headcount was reduced. The Chief Constable noted his commitment to the Neighbourhood Policing Team for 2021-22 but that other areas including Detectives, Public Order capability and Roads Policing may be impacted as a result of a reduction in headcount.
- What protocols were in place to prevent cyber-attacks given the increased rollout of remote working as a result of the impact of the COVID-19 pandemic. The Chief Constable provided an overview the PSNI's IT systems noting that the level of security was higher than other UK police services.
- The possible rescinding of fines given out at Black Lives Matter protests. The Chief Constable noted that in accordance with legal advice the PSNI's position was that the fines could not be rescinded by the PSNI and the only remedy was either to contest the fine in Court or if the PPS withdrew the Prosecution.
- The PSNI's planning for the upcoming Easter weekend and Easter commemoration events; ACC Todd noted that the public message remained that attendance at any public event may be a breach of the COVID-19 Regulations.
- The Board noted that they condemned the recent attacks on PSNI officers in Derry/ Londonderry.
- A number of political Board Members raised issues outside specific Board related business and the PSNI undertook to revert to these Members directly in respect of these issues.

The Chair thanked the Chief Constable, DCC Hamilton, ACC Todd and the COO for attending the meeting.



Members discussed the policing approach to the funeral of Mr Storey in June 2020 and the impact on public confidence in policing and it was agreed that HMICFRS should be asked to undertake a review of the PSNI's actions and report to the Board. **(AP8)** The Chair noted that the DoJ's approval was also needed for HMICFRS to undertake a review and Officials would engage with the DoJ to obtain the necessary approval. The Board further noted that the Police Ombudsman was also considering whether they should undertake a review but their decision was not yet known. Following discussion, it was agreed that,

- The Policing Board request that the Minister of Justice commission HMICFRS to undertake a thematic inspection into the PSNI's handling of the policing of the funeral of Mr Bobby Storey - its operational decision making, application of the law in the context of the COVID-19 regulations, and review the PSNI's policy and procedures around police engagement with event organisers and others, and consistency of approach given the findings of the PPS statement of 30 March 2021.

## **11. QUESTIONS FOR THE CHIEF CONSTABLE**

### **11.1 Issues Arising from Committees**

There were no issues arising from recent Committee meetings for the Board's attention.

### **11.2 Committee Written Questions and Responses**

The Board noted the responses provided by the Chief Constable to two questions received from the Performance Committee.

### **11.3 Individual Members' Written Questions and Responses**

The Board noted the responses provided by the Chief Constable to Members individual questions.

## **12. COMMUNICATION ISSUES**

The Board agreed that the Chair would make a statement confirming the Terms of Reference for the HMICFRS review in the public session of the Board.

## **13. ANY OTHER BUSINESS**

No other business was conducted.

## **14. DATE OF NEXT MEETING**

The next Board meeting would be held on Thursday 29 April 2021 at 12pm when the Police Ombudsman would attend and the next Board Meeting with the Chief Constable would be on Thursday 6 May 2021 at 9.30am.

The meeting closed at 1.16pm.

*The private meeting closed and the Board moved into public session at 4:00pm which was held by a video conference facility and livestreamed. A verbatim recording of the Board meeting in public is available on the Board's YouTube page @nipolicingboard*

## **Corporate Services**

**Date:** April 2021

**Chair**

## Item 8.4 Review of the Policing Plan 2020-2025

Recommendations of Policing Plan Working Group approved by the Board

**Table 1: Recommendations for Outcome One**

<b>OUTCOME ONE: WE HAVE A SAFE COMMUNITY</b>	
<b>Indicator 1.1 Fewer repeat victims of crime.</b>	
<b>MEASURE</b>	<b>RECOMMENDATION</b>
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 2020/21.	Amend and updated date to 2021/22.
<b>Indicator 1.2 Fewer repeat offenders of crime.</b>	
<b>MEASURE</b>	<b>RECOMMENDATION</b>
1.2.1 Repeat offending rate and report on initiatives to reduce repeat offenders with a focus on Domestic Abuse in 2020/21.	Amend and updated date to 2021/22.
1.2.2 Repeat offending of Organised Crime Groups (OCGs) and paramilitary organisations.	Amend to: Through frustration, disruption and dismantling activity, reduce the capacity and capability of Organised Crime Groups (OCGs) and paramilitary organisations to engage in criminal activity.
<b>Indicator 1.3 People in all communities feel safe.</b>	
<b>MEASURE</b>	<b>RECOMMENDATION</b>
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.	Remain unchanged.
1.3.2 Rate of places repeatedly victimised.	Remain unchanged.
<b>Indicator 1.4 Crime rates and trends showcase an effective police response.</b>	
<b>MEASURE</b>	<b>RECOMMENDATION</b>
1.4.1 Benchmark PSNI crime rates against previous PSNI levels and other most similar police services.	Remain unchanged.

**Table 2: Recommendations for Outcome Two**

<b>OUTCOME TWO: WE HAVE CONFIDENCE IN POLICING</b>	
<b>Indicator 2.1 The level of public confidence in policing.</b>	
<b>MEASURE</b>	<b>RECOMMENDATION</b>
2.1.1 The number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused.	Remain unchanged.
<b>Indicator 2.2 The level of satisfaction with the service received.</b>	
<b>MEASURE</b>	<b>RECOMMENDATION</b>
2.2.1 Number of victims who are satisfied with the service they have received.	Amend to Number of victims and service users who are satisfied with the service they have received.
<b>Indicator 2.3 The representativeness of the police service.</b>	
<b>MEASURE</b>	<b>RECOMMENDATION</b>
2.3.1 Improve representativeness of the service across ranks, grades and departments by gender and community and socio-economic background.	Remain unchanged but clarified and agreed the reporting should restrict socio-economic background solely to the PSNI recruitment process stage.
<b>Indicator 2.4 Crime rates and trends showcase an effective police response.</b>	
<b>MEASURE</b>	<b>RECOMMENDATION</b>
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 2020/21.	Amend and updated date to 2021/22.

OUTCOME THREE: 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	RECOMMENDATION
M3.1.1: In collaboration with the community deliver on the commitments outlined in the Local Policing Review.	No change.
MEASURE	RECOMMENDATION
M3.1.2 Identify and report on the Neighbourhood Policing Team (NPT) initiatives to address local problems and tackle local issues, including through co-designed solutions, in line with Neighbourhood Policing Guidelines.	Additional new Measure recommended to be included in Annual Policing Plan
MEASURE	RECOMMENDATION
M3.1.3 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.	Additional new Measure recommended to be included in Annual Policing Plan