



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of the Policing Authority

Date: 23 February 2017

Venue: Griffith College

Part A – Authority Meeting

Attendance

Authority: Josephine Feehily (Chairperson), Bob Collins, Vicky Conway, Pat Costello, Judith Gillespie, Valerie Judge, Maureen Lynott, Moling Ryan.

Secretary: Aileen Healy

Executive: Helen Hall (Chief Executive), Catherine Pierse, Margaret Tumelty

Apologies: Noel Brett

1. Chairpersons opening remarks

The draft agenda was discussed, amended and approved.

No conflicts of interest were declared in relation to any of the matters for discussion.

2. Correspondence

There was discussion in relation to correspondence from the Department of Justice and Equality ('the Department') in relation to the Government decision to engage an independent international expert to carry out a review into issues of culture and ethos in the Garda Síochána ('the GS'). The importance of this review not delaying work on the culture audit and other projects was emphasised. Subject to those considerations, it was agreed that the Authority would assist as required and that there would be value in exploring the approach to the review with the Department in advance of replying

A letter from the Department copying correspondence from the Secretary General of the Department to the Garda Commissioner was noted.

| No. | Action point | By Date | By Whom |
|----------|---|-----------|-------------|
| A_017_01 | The Chairperson to discuss with the Department the approach to the government decision to engage an international expert with a view to formulating a response to the Department's request. | Immediate | Chairperson |

3. Minutes and Matters arising

The minutes of the meetings on 26-27 January, 13 and 16 February 2017 were agreed and cleared for publication.

The log of actions was noted and there was agreement to close completed items.

Subject to drafting changes, the Authority approved the practice note on canvassing arising from the discussion at the January meeting and it was agreed that this would be appended to the Authority's Code of Conduct and published on the Authority's website.

| No. | Action point | By Date | By Whom |
|----------|---|-----------|-----------|
| A_017_02 | The practice note on canvassing to be appended to the Authority Code of Conduct and published on the Authority's website. | Immediate | Secretary |

4. Chief Executive' Report

The Chief Executive's report was taken as read.

It was noted that the revised GS Protected Disclosures Policy has been published including revisions to address the immediate concerns of the Authority. Members referred to the fact that the Authority's report on the GS Protected Disclosure Policy, published in November 2016 had contained a commitment that the Authority would oversee the GS review of its revised policy within one year. It was noted that, following that review, the GS protected Disclosure Policy (including the issue of what function within the GS should have responsibility for receiving protected disclosures) may be revised further. It was agreed that the Executive would liaise with the GS to get further information about the GS plans to conduct a review of the operation of the policy.

The Authority approved the continued outsourcing of and expenditure on ICT services to the Department under a Service Level Agreement ('SLA').

The following recent correspondence from the Department was noted:

- Details of a scheme for grant aid in respect of community CCTV schemes; and
- A request for comment on a Value for Money ('VFM') review on prisoner escort services.

| No. | Action point | By Date | By Whom |
|----------|--|---------------|-------------------------------------|
| A_017_03 | The Executive would interact with the GS to progress the review of the operation of the GS Protected Disclosure policy and practice. | Not specified | Head of Legal, Research and Policy. |
| A_017_04 | The Chief Executive to respond to the Department on correspondence relating to grant aid in respect of community CCTV schemes, noting that the Authority is not taking a view on the proposed scheme due to the late timeframe and the | Immediate | The Chief Executive |

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|-----------------|---|---------------|---------------------|
| | fact that the Authority has no role in overseeing any such scheme for grant aid. | | |
| A_017_05 | The Chief Executive to consider and respond to the Department's request for a submission in relation to the VFM review on prisoner escort services. | Not specified | The Chief Executive |

5. Committee updates

Audit and Risk Committee

The Chair of the Audit and Risk Committee noted that the contract with Crowleys DFK for the provision of internal audit services has been signed and that the Internal auditor has met with the Committee and the senior management team as part of their preparation of an Internal Audit Plan for the Committee's approval.

An early draft of the significant risks document was considered by the Committee and suggestions on content, presentation and content will inform a later draft which will be considered by the Committee at its next meeting. It is recognised that risk has and will continue to be addressed as a primary concern in the context of all Authority discussions. It was agreed that, in future, the update from this Committee would be taken under a standing agenda item on Audit, Governance and Risk.

The self-assessment questionnaire which is to be completed as part of the Authority effectiveness review has been approved by the Committee and will be circulated for completion in the coming days. It was requested that completed questionnaires be returned to the Secretary in confidence as soon as possible and that the responses would inform a number of themes to be discussed in a workshop as part of the effectiveness review. Arrangements for conducting the review and workshop in March, with an external facilitator, were discussed. The importance of the review as an opportunity for honest feedback to inform an assessment of performance in the context of the proper framework was emphasised and it was agreed that the senior management team would provide input to the process by completing the questionnaire.

| No. | Action point | By Date | By Whom |
|-----------------|---|----------|-----------|
| A_017_06 | The Secretary to issue the self-assessment questionnaire to Members and the management team for early completion and to assemble responses for the facilitator to develop themes for discussion as part of the effectiveness review in March. | 23 March | Secretary |

Ethics Committee

This Chair of the Committee reported constructive engagement with the GS representatives in relation to embedding the Code of Ethics. The GS is to bring a draft plan for embedding the Code to the March Committee meeting. Amendments have already been made to Sergeant, Inspector and recruit training to reflect the language and standards of the code.

Garda Appointments Quality Assurance and Selection Governance Committee

The Committee is due to meet on 7 March to consider and finalise arrangements for a competition for Chief Superintendent.

Garda Organisation Development Committee

The Chair of the Committee updated the Authority on engagement with the GS in relation to civilianisation and the introduction of the divisional model in four areas. It was noted that the GS intend to undertake a census of how/where all Garda resources were deployed on a single day to establish a baseline, so that when positions are identified as suitable to be filled by civilians, progress in the redeployment of sworn members to front-line policing roles can be monitored. Concern was expressed in relation to the ability to undertake the level of training that will be required to support the implementation and roll out of a wide range of projects under the MRP and the consequent need for prioritisation and identification of alternative training delivery, particularly in light of the Garda College operating at full capacity.

The Department's response to the first quarterly report on 'Changing Policing in Ireland' was discussed. There was agreement of the need for the Authority to be part of the engagement between the GS and the Department in relation to resources in order to promote clear understanding of progress.

Policing Strategy and Performance Committee

The Chair of the Committee updated the Authority on the full year end assessment of performance against the 2016 Policing Plan received from the GS, expressing some concern at the variation between reported monthly progress over the year and the year-end position. There was discussion on how the year end achievements would be presented.

It is expected that progress against the 2017 Policing Plan will be easier to measure and will provide for a better measure of performance against more realistic targets. The need for an early warning system to focus the Committee's attention on actions where targets are not being met was emphasised.

The late receipt of papers from the GS for meetings was once again noted and the need for consistent reporting to facilitate update of outcomes month by month was emphasised.

The Chair outlined the Committee's proposed work plan for 2017 which will cover each element of the Policing Plan over the course of the year. This will be communicated to the GS, noting that it may be subject to change, to assist with preparation for timely engagement on these issues.

| No. | Action point | By Date | By Whom |
|-----------------|---|----------------|----------------|
| A_017_07 | The Policing Strategy and Performance Committee work plan for 2017 to be shared with the GS team. | Immediate | The Executive |

6. Corporate Governance

The Secretary gave a presentation on the revised Code of Practice for the Governance of State Bodies, with particular reference to the collective responsibility of Authority Members for the range of governance

matters addressed in the Code. The importance of familiarisation with the code in conjunction with the Authority's statutory framework was emphasised.

Notwithstanding the early stage of establishment of the Authority and the recognition that not all aspects of the Code of Practice are applicable, the importance of reflecting on the full governance framework in the context of assessing the performance of the Authority in upcoming effectiveness review was noted.

The item on consideration of risk was taken with the update from the Audit and Risk Committee.

There was an initial discussion on the process for dealing with complaints and the discussion was deferred to a future meeting when all Members are present. The format of the summary report on complaints received in 2016 was discussed and the contents noted.

| No. | Action point | By Date | By Whom |
|----------|---|----------|---------------|
| A_017_08 | The process for dealing with complaints to be tabled for a future meeting in conjunction with a discussion on the relevant text of the Authority's Standing Orders. | 23 March | The Authority |

7. Appointment of Chairperson of the Garda Síochána Audit Committee

The approach to appointments to the GS Audit Committee was noted. The Authority appointed Dr. Cyril Sullivan to the Committee and designated him as Chair of the Committee with effect from 1 May 2017 in accordance with section 44 of the Garda Síochána Act 2005.

8. Appointments

The request to appoint a Principal Officer, Head of Internal Audit in the Garda Síochána was considered and the appointment made, subject to the consent of the Minister for Justice and Equality and the Minister for Public Expenditure and Reform in relation to the impact of this appointment on the civilian grade mix under the ECF.

9. Approach to development of the 2018 Policing Priorities

The proposed approach to preparation of the 2018 Policing Priorities was discussed and it was agreed that this would be based on a review of the 2017 priorities and would involve consultation with a range of external stakeholders, including publication online and general invitations for submissions. Arrangements for preparation of the 2018 Policing Plan were also discussed.

10. Preparation for meeting with the Garda Commissioner

Members discussed the agenda for the meeting and the matters to be discussed with the Garda Commissioner and her team. It was noted that it was necessary for the Authority to be mindful of matters that could conflict with the work of the Tribunal of Inquiry. Notwithstanding that there may be a public expectation that these matters should be explored, focus should be on items under the Authority's remit.

Part B – Authority Meeting with the Garda Síochána (in Private)

Attendance: (In Private Session)

Authority and Executive: As above

Garda Síochána: Nóirín O’Sullivan (Garda Commissioner), Dónall Ó Cualáin (Deputy Commissioner), John Twomey (Deputy Commissioner), Joseph Nugent (Chief Administrative Officer), John Barrett (Executive Director HRPD), Eugene Corcoran (Assistant Commissioner), John O’Driscoll (Assistant Commissioner), Gurchand Singh (Head of Garda Analysis Service), Andrew McLindon (Director of Communications), John Keegan (Superintendent).

1. Questions from Members

This item was taken in conjunction with Agenda Item 4 in public session.

2. Commissioner’s Report to the Authority.

The Commissioner’s report was taken as read and there was discussion of the following matters arising from Authority Members questions:

- *Technology.* There was a discussion about the extent to which Garda stations have access to networked services and plans to roll out full access across the country so as to provide access to new applications and improve efficiency and productivity. The GS confirmed that all stations will be online by end Quarter 1 2018. It was agreed that the Executive would engage directly with the GS team in regard monitoring progress on the ICT strategy.
- *Crime Trends.* The data on crime trends was noted, with particular regard to fatal traffic collisions. There was a discussion on the impact of the recent information campaign on the reporting of sexual offences and on the importance of public awareness of the various initiatives that are in operation and to encourage victims to come forward. The upcoming launch of the Child Freephone line was welcomed by the Authority.

| No. | Action point | By Date | By Whom |
|----------|--|-----------|--------------------------|
| A_017_09 | The Executive to engage with the GS to monitor progress on the ICT Strategy. | Immediate | The Executive and the GS |

3. Status of work on identification of Garda posts for re-deployment with replacement by suitably qualified civilians.

There was a discussion in relation to the census of the activity of all Garda members on a given date which is being undertaken by the GS to establish detailed baseline data to assist in identification of posts which are suitable for civilianisation. This will inform a detailed plan to implement the government decision in relation to redeployment of Garda members and replacement with suitably qualified civilians. The Authority emphasised the need for a determined approach to this matter, which will ensure that civilian

resources are effectively deployed all across the organisation to roles which do not require policing powers. The importance of managing this change appropriately and ensuring that staff with the required skills are put in place was noted. The Authority reiterated the importance of progressing this work quickly in the context of the Department's recent correspondence which emphasised the priority nature of this work.

Part C – Authority Meeting with the Garda Síochána

Attendance (in public session)

Authority and Executive: As above

Garda Síochána: As above

This meeting with the Garda Commissioner and her team was held in public and the recording is available to view at:

<http://www.policingauthority.ie/website/PA/PolicingAuthorityWeb.nsf/page/Meetings-en>

Actions arising from the meeting held in public:

| No. | Action point | By Date | By Whom |
|----------|--|---------------|---------|
| A_017_10 | The GS to provide details of the number of fully trained child interviewers. | 23 March 2017 | The GS |
| A_017_11 | The Internal Audit report on breathalyser discrepancies to be provided for further discussion when finalised. | ASAP | The GS |
| A_017_12 | The GS to provide details of the PUBLISH scheme which is being put in place with the Department for publication of a range of data. | ASAP | The GS |
| A_017_13 | The GS, in consultation with the Authority, to make arrangements for inclusion of input from the Authority in Garda training courses including foundation training | ASAP | The GS |