



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of the Policing Authority

Date: 29 June 2017

Venue: Dublin Castle

Part A – Authority Meeting

Attendance

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

Secretary: Aileen Healy

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

Apologies: Noel Brett

1. Closed Session – Authority members only.

The following actions arising from the meeting of the Authority in closed session were noted:

No.	Action point	By Date	By Whom
A_023_01	The Chairperson and Committee Chairs to arrange a private meeting with the Commissioner.	31 July	Chairperson & Committee Chairs
A_023_02	Committees to set meeting dates in calendar for 2018 and to inform the Garda Síochána (GS). The Commissioner to be asked to confirm representatives at Committees in this context.	30 September	Committee Chairs and Secretary

2. Chairpersons Opening Remarks

The Chairperson drew Member's attention to a number of documents including:

- Details of the GS PALF framework
- A note on the GRECO evaluation process

The draft agenda was discussed, amended and approved. Three Members declared potential conflicts, in light of their membership of different selection boards for senior Garda and civilian appointments, the outcomes of which were for decision under Item 7.

3. Correspondence

A number of items of correspondence were noted including:

- From the Executive Director of HRPD in the GS;
- From the Chairperson to the Chair of the Civil Service Management Board.

4. Minutes and Matters arising

The minutes of the meeting on 25 May 2017 were agreed as circulated and cleared for publication.

The log of actions was noted and there was agreement to close completed items. Members expressed concern about the number of outstanding items from the Garda Síochána on the log. It was agreed that the Executive would review the log in detail with a view to identifying items for closure (e.g. overtaken by events) in advance of the proposed private meeting with the Commissioner Terms of Reference arising from an Authority decision on 23 April 2017 to undertake a focussed review of an element of governance in the GS were noted with approval by Members

No.	Action point	By Date	By Whom
A_023_03	The Executive to review the log of actions with a view to refreshing the list in the context of ongoing relevance with a view to engagement with the Commissioner to address remaining outstanding items.	ASAP	Executive
A_023_04	Executive to advise the GS of the Authority's upcoming review of certain elements of governance in the GS and to commence procurement of expertise to conduct the review.	ASAP	Executive

5. Chief Executive' Report

The Chief Executive's report was taken as read.

It was noted that work was being undertaken to develop a new format for the Chief Executive's report including to focus on KPIs and any further suggestions for content should be forwarded to the Chief Executive.

The Chief Executive updated Members on various matters relating to the Authority's remit in relation to staffing matters in the Garda Síochána (GS) including:

- Noting that, despite slow pace, progress was being made on the preparation of the GS workforce plan which in its first iteration will focus on 2017 requirements. This work is being overseen by a group including representatives from the GS, the Authority, the Department of Justice and Equality ('the Department'), the Department of Public Expenditure and Reform ('DPER') and the Public Appointments Service ('PAS') and it has been agreed that the development of a full workforce plan will be phased as follows:
 - a) A plan addressing civilian staffing requirements and identifying roles for redeployment of Gardaí in 2017 to be finalised at end June, which will allow for civilian recruitment to proceed;

- b) Further iterations of the plan, addressing 2018 requirements and roll out to later years to be prepared at the end of Quarter 3 and 4 2017 respectively; and
 - c) Further work to be undertaken in 2018 to address a range of qualitative aspects of the workforce planning.
- Noting that a range of requests for the approval of civilian staffing had been received in recent days and are being examined by the Executive and that it is likely that further information will be required from the GS to meet the Authority's requirements for rational proposals for staffing with clear coherent back-up. These will be considered for formal approval on receipt of the workforce plan;

Members expressed concern that the recruitment of the additional 500 civilian staff approved by the Government for 2017 was at risk due to the slow pace of progress. It was noted that there was little progress in filling a number of positions for which approval had been given in January and the Authority reiterated the conditions relating to the recruitment for these positions outlined in the sanctions concerned. It was also noted that, despite the Authority having indicated openness to fast-tracking approval of certain additional urgent positions, requests had not yet been received.

The following were noted:

- the Chairperson and Chief Executive had presented at the Phase 3 training for Garda recruits and would continue to engage with this training for all these Phase 3 groups over the rest of the year over which time the Authority's contribution to the training programme would be refined and in due course will become an Executive function;
- work to carry out a review of the MAT and FCN issues in the GS would commence in the coming weeks once vetting and security clearance was complete;
- arrangements and the draft agenda for a meeting with the Chairs of JPCs and Local Authority Chief Executives on 5 July and ongoing attendance by the Executive at JPC meetings; and
- Terms of Reference for Commissions of Investigations on which the Authority has previously been consulted.

6. Committee Updates

Code of Ethics Committee

The Committee chair updated Members regarding the last meeting of the Committee. Members noted with concern that the GS plan for embedding the Code of Ethics and details of training sessions which the Authority will support were still awaited. Concern was also expressed that, while accepting the need for training material to support training in the roll-out of the Code, there was a risk that some of the documentation seen by the Committee might cause confusion. Members reconfirmed that it was critical that there not be any dilution of the Code that was established by the Authority under s. 17 of the Act. It was noted that the Chief Executive had written to the Commissioner to clarify the Authority's concerns in relation to these matters and clearly setting out the Authority's requirements in relation to the roll out of the Code. A commitment was made to support the roll out of the Code by making Members of the Authority and the Executive available to attend and support training sessions on receipt of the schedule.

The resignation of Dr. Vicky Conway from the Code of Ethics Committee was noted with appreciation of her immense personal contribution to the work of the development of the Code.

Organisational Development Committee

The Committee Chair reported on issues discussed at 2 Committee meetings held in the past month, including:

- A meeting with representatives of DPER, which included engagement in relation to the Authority's quarterly report on progress in implementing the Garda Inspectorate Report '*Changing Policing in Ireland*' with particular regard to DPER's role in funding reform initiatives, noting the importance of clear, coherent and evidence-based business cases to support requests for funding;
- Indicative results from the 'census' to identify Garda assigned to positions which suitable for redeployment, noting a potential 2,055 such positions;
- The rollout of the functional model, noting the positive response to the pilot and urging the GS to retain pace on this project and commence sequencing of the national roll-out; and
- Civilianisation and redeployment of Gardaí to front-line duties, again noting the slow pace of progress.

Members welcomed the recent receipt of the draft census report entitled '*Report on Organisational Deployment Survey*' which will now be examined in detail by the Committee. The importance of specific actions being agreed by the GS to implement the redeployments identified in conjunction with the Workforce plan was emphasised.

Policing Strategy and Performance Committee

The Chair of the Committee updated members on the last meeting which was on the theme of organised crime and noted that the next meeting will be on the theme of victims.

It was noted that the information in relation to hate-crime is to be confirmed by the GS and concern was also raised in relation to falling detections. The Committee has been asking for some time for a corrective action strategy in relation to falling detections which will address training, capacity, equipment and supervision. Increases in assaults are also worrying and the area of crimes against the person will be a focus for the committee in 2018. It was also noted that crimes across a range of categories as reported are disproportionately high in the Eastern region.

Arrangements for a workshop in relation to the 2018 policing plan in September were discussed.

7. Policing Priorities

Members endorsed the proposed draft priorities for the purpose of supporting a discussion with the JPC chairs which will inform a further iteration of the document.

8. Garda Appointments

Members first discussed the establishment of a panel of candidates for appointment to the rank of Chief Superintendent in the Garda Síochána. It was decided that a panel of 15 candidates would be established in light of the likely number of positions to be filled, having regard to the Commissioner's latest monthly return on expected vacancies to end June 2018 and to allow contingency in the event of further vacancies

arising over the life of the panel, which will expire twelve months from establishment. It was noted that there is no guarantee that all candidates put on the panel would be appointed when the panel expires on 29 June 2018.

The report of the selection board and the order of merit for the Chief Superintendent selection competition were then circulated and considered by Members. The panel of candidates for appointment to the rank of Chief Superintendent was established in accordance with the regulations in the order of merit determined by the selection board and the Chairperson signed the formal establishment order. The confidentiality of the panel was emphasised and it was agreed that their results will be notified to candidates only.

It was noted that there are a number of Chief Superintendent positions to be immediately filled and the Executive was requested to commence the clearance process. Members noted that the Garda Commissioner had not yet informed the Authority of the assignments given to its previous appointees to Assistant Commissioner.

Members noted that selection competition for appointment to the rank of Superintendent is currently underway. It was agreed that the same approach would be taken in determining the size of the panel for Superintendent, namely to have regard to the information provided by the Commissioner on expected vacancies over the life of the panel and to provide for appropriate contingency, and an indicative number was agreed.

Members considered and agreed proposed amendments to the clearance process for candidates under consideration for appointment in order for the Authority to satisfy itself regarding the requirement of the regulations.

The reports of the Public Appointment Service ('PAS') in relation to TLAC recruitment competitions undertaken by PAS for the positions of a) Executive Director – Strategy and Transformation and b) Chief Medical Officer in the GS were circulated and considered by Members and both appointments were made.

The Authority considered and approved a request by the GS for the approval of a Principal Officer for the position of Administrator in the Garda College in Templemore. It was noted that this position was recommended by the Interim Audit report on the Financial Procedures in the Garda College. The consent of the Minister for Justice and Equality and the Minister for Public Expenditure and Reform will now be sought for this position.

Members discussed the recruitment for civil service positions in the GS for which the Authority has an appointment function i.e. at Principal Officer level and above in the context of the need to be satisfied that candidates have the appropriate skills and experience for the roles concerned. They reiterated their request that the arrangements for recruitment for these positions be submitted by the GS for Authority sign-off in advance of such competitions being advertised.

No.	Action point	By Date	By Whom
A_023_05	The Executive to notify the outcome of the selection competition for appointment to the rank of Chief Superintendent to all candidates at the final stage of the process and notify the Commissioner and the Minister for Justice and Equality of the establishment of a panel.	Immediate	Executive

No.	Action point	By Date	By Whom
A_023_06	The Executive to commence the clearance process for candidates on the Chief Superintendent panel and to bring the outcome of that process back to the Authority for consideration to inform their decision regarding appointment.	Immediate	Executive
A_023_07	The Executive to inform the candidates appointed to the Executive Director and CMO positions and the Garda Síochána of these appointment.	Immediate	Executive
A_023_08	The Executive to seek the consent of the Minister for Justice and Equality and the Minister for Public Expenditure and Reform for its approval of a Principal Officer position in the GS.	Immediate	Executive
A_023_09	The Executive to convey to the GS, the necessity of consulting with the Authority in relation to the framing of job specifications, competencies and arrangements for the recruitment of candidate for positions where the Authority has a statutory appointment function.	Immediate	Executive
A_023_10	The Executive to ask the Commissioner to advise the Authority of the assignments given to senior Garda members appointed by the Authority.	Immediate	Executive

9. Request for consent under Section 14 of the Garda Síochána Act 2005.

This matter was considered by the Members and there was agreement to consent to the request.

No.	Action point	By Date	By Whom
A_023_11	The Executive to convey the consent of the Authority under s. 14 of the Garda Act 2005 to the Commissioner.	Immediate	Executive
A_023_12	The detailed reasons for the decision to be recorded in a confidential minute not for publication in light of data protection concerns.	27 July	Executive

10. Audit, Governance and Risk

The Chair of the Audit and Risk Committee provided an update to members on the first meeting of the group of Chairs of Audit and Risk Committees in the Justice sector established by the Department.

Members discussed the draft Risk Register including the Authority’s risk appetite which has been prepared with the input of the Committee and circulated to Members in advance of the last Authority meeting. The proposed arrangements for ongoing monitoring of risks were outlined, namely:

- Items ranked as high risk and new emerging risks will be reviewed by the Authority each month;
- The Audit and Risk Committee will review the risk register on a quarterly basis; and
- The Senior Management Team of the Authority will review the risk register on an ongoing basis as a standing agenda item at management meetings. The SMT will also make arrangements to embed risk management in the day to day operations of the Authority.

The Risk Register was formally adopted, subject to minor drafting changes, as a dynamic document and will be adjusted in light of changing circumstances and formally reviewed in full by the Authority on an annual basis.

It was noted that the draft Customer Charter and Customer Action Plan had been circulated for Members consideration and feedback in advance of discussion with a view to adoption at the next meeting. The document has been prepared in accordance with the requirements of the Code of Practice for the Governance of State Bodies and guidance issued by DPER.

No.	Action point	By Date	By Whom
A_023_13	An update on items which are ranked as high risk on the risk register in addition to new risks which emerge to be considered by the Authority as a standing item at monthly meetings.	27 July	Authority
A_023_14	Members to provide feedback on the Customer Charter and Action Plan to the Secretary in the next 2 weeks and a further draft to be discussed at the July meeting with a view to its adoption.	27 July	Authority

11. Other Business

The Chairperson and Chief Executive have been invited to meet with the Commission on the Future of Policing on 13 July. Dr. Conway provided a brief overview of the work of the Commission.

12. Preparation for meeting with the Garda Commissioner

Members discussed the agenda for the meeting and agreed the matters to be discussed with the Garda Commissioner and the lead questioners.

Part B – Authority Meeting with the Garda Commissioner in private

Attendance

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), Eugene Corcoran (Assistant Commissioner) Dr. Gurchand Singh (Head of Garda Analyst Service), Aidan Glacken (Chief Superintendent), Mark Curran (Chief Superintendent), John Keegan (Superintendent).

13. Interim Audit Report on financial procedures in the Garda College and related matters.

The Chairperson thanked the Commissioner for the second interim internal audit report in relation to the Garda College, noting that it has been referred to GSOC, and requested an update on this and other audit work ongoing in relation to the matter. The Commissioner confirmed that

- the second report was being considered by GSOC;
- the internal audit of the Garda College was ongoing with some issues arising from the first interim report being examined in more depth and that any findings arising would be identified as it continued;
- more resources would be devoted to the internal audit service; and
- the Comptroller and Auditor General’s office had visited the College to undertake some audit work.

14. Other Business

The GS briefed the Authority in relation to their role and preparedness as part of a multi-agency response in the event of a major emergency.

The Commissioner informed the Authority that all members of the organisation had been emailed that day in relation to the Code of Ethics, attaching a copy of the code and there was a brief discussion in relation to the embedding of the code. The Authority confirmed availability of members and staff to support the roll-out events as soon as a schedule is made available.

The Authority informed the Commissioner that a contract has been signed with a professional service firm to carry out a piece of work in relation to the MAT and FCN matters and requested that the Commissioner meet with the contractors at the commencement of the process.

The Commissioner updated members in relation to resource matters and financial priorities and the impact of limited resources, in particular overtime, on operational decision-making. This information was noted and the necessity for the Authority to be more included by them to support its understanding of Garda resources was emphasised, particularly in light of the necessity to provide a view to the Minister on GS resources for 2018 in the context of the upcoming Estimates process. The difficulty in forming such a view in the absence of detailed information on inputs or involvement in the process together with the GS and the Department was stressed.

The Chairperson conveyed Authority Members' concerns regarding delays in receiving information from the GS and the significant number of outstanding actions on the actions log. The Commissioner highlighted certain concerns about the flow of material between the GS and the Authority and also about governance matters which she had recently shared with the GS Audit Committee. The Authority shared the Commissioner's disquiet regarding governance of the GS and the impact on policing performance. Accordingly, in light of the Commissioner's unavailability for the scheduled July meeting with the Authority it was proposed to the Commissioner that an urgent meeting be convened between the Commissioner and Committee Chairs or other available Authority members to discuss these and other matters in greater detail in advance of the September Authority meeting.

No.	Action point	By Date	By Whom
A_023_15	The GS to provide a schedule of regional events to support the roll-out of the Code of Ethics and the Authority to arrange attendance.	ASAP	GS & Executive
A_023_16	The Commissioner to attend a meeting with the professional services firm carrying out work on the Authority's behalf on MAT and FCN matters.	10 July	GS & Executive
A_023_17	Meeting between the Commissioner and the Authority to be arranged for July 2017.	ASAP	GS & Executive

Part C – Authority Meeting with the Garda Síochána in public

Attendance

Authority and Executive: As above

Garda Síochána: Nóirín O’Sullivan (Garda Commissioner), Dónall Ó Cualáin (Deputy Commissioner), Joseph Nugent (Chief Administrative Officer), Eugene Corcoran (Assistant Commissioner), Dr. Gurchand Singh (Head of Analyst Service), Aidan Glacken (Chief Superintendent), Mark Curran (Chief Superintendent), John Keegan (Superintendent).

This meeting with the Garda Commissioner and her team was held in public. In accordance with the Authority’s Standing Orders, the official record of the meeting is the recording which is available to view at:

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

The following matters were discussed during the meeting:

Agenda Item	The principal matters discussed included:
Measures taken by the GS to implement recommendations of the Garda Inspectorate Report ‘Changing Policing in Ireland’ (‘CPI’)	<ul style="list-style-type: none"> • The Commissioner’s priorities for implementing the recommendations of CPI; • The need for rapid progress on the reform agenda; • The GS vision for the role of civilians and the pace and progress of civilianisation; • Aspects of reform being personally led by the Commissioner; • The management and governance of those recommendations of CPI which are not addressed in the Modernisation and Reform Programme (‘MRP’).
Policing preparedness and major event planning	<ul style="list-style-type: none"> • Update on 2017 Policing Plan on GS preparedness for major emergencies, for example in the wake of the Grenfell fire in London • The role of the Code of Ethics in management of major incidents and emergencies.
Data Quality issues in the GS	<ul style="list-style-type: none"> • Interim report on MAT and FCN and ; • Expected final report on Homicide data; • Issues surrounding the CSO postponement of the publication of the crime statistics • How learning from issues relating to data quality in the GS will be addressed
The Commissioners Monthly report to the Authority	<ul style="list-style-type: none"> • Strategy to address falling detections which are consistently off target • Progress on embedding the Code of Ethics; • Crime trends, in particular increases in the Eastern region • Timeline for establishing the Cybercrime Unit

Actions arising from the meeting held in public:

No.	Action point	By Date	By Whom
A_023_18	GS to provide data on training exercises including learning arising and how this is shared in planning for major emergencies.	ASAP	GS

No.	Action point	By Date	By Whom
A_023_19	GS to provide the job description for the proposed position of Executive Director with responsibility for data.	ASAP	GS
A_023_20	GS to provide their strategy for addressing falling detection rates in advance of the July Authority meeting.	20 July	GS
A_023_21	GS to provide the report on Homicides in advance of the July Authority meeting.	20 July	GS
A_023_22	GS to provide their plan (to include timelines) for embedding the Code of Ethics for the next Committee meeting.	13 July	GS
A_023_23	GS to provide information on the factors leading to increases in and the actions to manage crime emergencies in the Eastern Region in advance of the July Authority meeting .	20 July	GS
A_023_24	GS to provide the final report on FCN/MAT to include evaluation and analysis of the findings.	31 July 2017	GS