



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of the Policing Authority

Date: 28 September 2023

Venue: 90 North King Street Dublin 7

Part A – Authority Meeting

Attendance

Authority: Bob Collins (Chairperson), Elaine Byrne, Deborah Donnelly, Paul Mageean (items 1-11), Moling Ryan, Donal de Buitléir, Anthony Harbinson (items 5-19), Jane Mulcahy (items 5-19), Valerie Judge (items 5-19).

Secretary: Aoife Clabby

Staff of the Authority: Helen Hall (Chief Executive), Margaret Tumelty, Mark Nother (items 8-10), Karen Shelly (items 8-10)

1. Meeting of Members in Private

The Authority did not exercise its option to have a meeting in private.

2. Chairperson's Opening Remarks

At the outset of the meeting, the Chairperson expressed condolences to the Chief Executive and her family on the death of her father. The meeting agenda was approved as drafted.

3. Consent Agenda Items

3.1. Minutes of Meeting and Matters Arising

The minutes of the meetings held on 6 July, 27 July, 24 August and 8 September were approved and cleared for publication. Members noted a number of pieces of correspondence including a letter from the Chairperson to the Secretary General of the Department of Justice on the proposed categorisation of the Policing and Community Safety Authority (PCSA). The Chairperson apprised Members of subsequent engagements that had taken place with Department officials on the matter. Members expressed a number of concerns in relation to the proposed categorisation, in the context of the new oversight framework, as contained in the Policing, Security and Community Safety Bill, and having regard to the experience of the Authority in the oversight of the Garda Síochána since its inception. Following discussion, it was agreed that the Chairperson would write to the Minister for Justice and the Minister for Public Expenditure, National Development Plan Delivery and Reform, to convey the Authority's views and concerns on the matter.

Members also noted the receipt of a report of miscarriage of justice, pursuant to Section 9 of the Criminal Procedure Act, 1993, from the Commissioner's office.

The Chairperson updated Members in relation to a recent engagement with the Commissioner on a number of matters, including in relation to:

- His letter to the Commissioner asking again that he review the decision to decline to make available to the Authority the advice of the Independent Human Rights Legal Adviser provided to the Garda Síochána regarding the use of anti-spit guards/hoods. Members noted that the letter had also conveyed the Authority’s view of the unacceptability, within the context of the relevant statutory provisions, of the conditions under which it had been suggested that limited access might be made available. The letter further asked that if the Commissioner did not find it possible to make the advice available, the communication might be regarded as a formal request under Section 41(a)(2). The Chairperson advised that he would speak again to the Commissioner on the matter.
- The roll-out of the Roster and Duty Management System and the positive impact on capacity to assess available resources for deployment.
- The recent data breach in the PSNI and whether there might be the risk of a possible similar event occurring in the Garda Síochána. Members noted that the Commissioner had been reassuring in his response.
- Roads policing and the Garda Síochána response in an interagency context, in light of the increasing number of roads fatalities in the current year.
- On-going industrial relations issues with the Garda Representative Association (GRA).

The Chairperson sought Members’ views on correspondence received from a number of Assistant Commissioners and the Authority agreed on the proposed approach to a response.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
A_127_01	Issue correspondence to Ministers for Justice & PENDING conveying Authority concerns regarding categorisation of PCSA Board.	ASAP	Chairperson
A_127_02	Issue correspondence to Assistant Commissioners in response to matters raised.	ASAP	Chairperson.

3.2. Policing Authority and Garda Síochána Actions Logs

The Log of Actions was noted and proposals to close specified actions were approved. Members discussed a number of the responses received to requests for information from the Garda Síochána, including:

- The provision of a preliminary report on the investigation into the matters related to the collapse of a court case in Northern Ireland, which had been originally requested by the Authority in July 2018. Members noted the developments outlined by the Garda Síochána in both investigative and interviewing practices in the intervening time. Members also considered the extent to which adverse judgements were being monitored by the Garda organisation on an ongoing basis.
- An overview of cases under active review by the Serious Crime Review Team and their status. While welcoming and noting the information provided, the Authority agreed that it would be helpful to have a fuller understanding of the extent to which any lessons learned from the reviews being undertaken were reflected in the current practices of investigating serious crime. It was agreed that the matter would be given initial consideration at Executive level.
- The feasibility of engaging with the Garda Síochána on its Public Attitudes Survey, further to the Authority’s functions under section 27(2). The Chairperson advised that he had discussed the

matter with the Commissioner in the context of the current arrangements in place whereby analysis of the survey findings is conducted internally, rather than being undertaken by the independent survey company. He agreed to engage further with the Commissioner during October on this matter.

- The Garda Inspectorate report on custody and progress on recommendations made. The Chief Executive advised that the matter had been raised at a recent governance meeting with the Department of Justice, in the context the Department’s relatively recent practice of engaging with the Garda Síochána on developing implementation plans for Inspectorate recommendations. Members noted that this practice had the effect of causing significant delays to the Authority’s ability to carry out its statutory role in overseeing the Garda Síochána’s actual implementation of the recommendations. Members further noted that, in this instance, the Inspectorate report had been published in February 2022 and the implementation plan was still under development.

No.	Action point	By Date	By Whom
A_127_03	Engage with GS on extent to which lessons learned through reviews of serious crime cases are being reflected in operational practice.	ASAP	Chief Executive

4. Chief Executive’s Report

The Chief Executive’s report was taken as read and further updates were provided to Members on a number of matters in the context of the report, including in relation to appointments in the Garda Síochána. Members were advised that the competition being run by the Public Appointments Service, for appointment to the rank of Deputy Commissioner competition was scheduled to be advertised on 29 September, subject to the receipt of Ministerial approval. The Chief Executive also advised that work to develop a new competency framework for the senior ranks in the Garda Síochána was at an advanced stage and that a series of draft competencies were being presented to the Garda Appointments Quality Assurance and Selection Governance Committee in October. Members noted that applications for the position of Chief Corporate Officer in the Garda Síochána had closed on 21 September and that Donal de Buitleir would be participating as the Authority representative on the Selection Board.

Members considered and approved the draft Terms of Reference for the ‘*Review of the Garda Síochána’s implementation of the recommendations of September 2022 report by Mr Derek Penman to the Policing Authority on the Computer Aided Dispatch system and improvements to call handling arrangements*’. The Authority considered and formally approved the Chief Executive’s proposal to use single source procurement and to avail of the services of Mr Derek Penman, due to the particular expertise required and for continuity of the work. It was noted that the Executive would seek to engage with Mr Penman regarding the expected timeframe and associated costs. It was agreed that the approval of the Terms of Reference for the review would be communicated to the Commissioner in part B of the meeting.

The Chairperson and Authority Members Moling Ryan and Valerie Judge declared an interest in a decision relating to Members’ PRSI and recused themselves from discussion and decision on the matter. The Chief Executive outlined the recommendation of the Audit and Risk Committee that current and former Members would be reimbursed by the Authority for PRSI deducted in error during the period 2016 to 2018 inclusive. The Chief Executive proposed that the Authority would obtain the advance opinion of the Comptroller and Auditor General (C&AG) for this course of action. The Authority approved the

recommendation of the Audit and Risk Committee, subject to the suggested prior engagement with the C&AG.

Members noted that, since the Authority’s consideration of the draft half-year assessment of policing performance at the July meeting, a number of key policing issues had emerged requiring further amendment of the draft report. The Authority approved the Chief Executive’s proposal that the report would continue to be finalised, in consultation with the Chairperson, and arrangements made for its publication.

No.	Action point	By Date	By Whom
A_127_04	Engage the services of Mr Derek Penman to undertake a review of the implementation of recommendations of the September 2022 report on CAD999.	ASAP	Chief Executive
A_127_05	Obtain the advance opinion of the C&AG in relation to the reimbursement of PRSI for current and former Authority members for the period 2016-2018.	ASAP	Chief Executive
A_127_06	Finalise the half-year assessment of policing performance and arrange for publication.	ASAP	Chief Executive

5. Committee Updates

5.1. Garda Appointments Quality Assurance and Selection Governance Committee

The Committee had not met since the last meeting of the Authority.

5.2. Garda Organisation Development Committee

The Committee had not met since the last meeting of the Authority.

5.3. Policing Strategy and Performance Committee

The Committee Chair provided Members with an update in relation to the meeting of the Committee that had taken place on 22 September, including in relation to:

- A response received from the Garda Síochána to a request for a copy of the summary report on the Incident Outcomes Pilot in the Galway Division, advising that the information would not be provided until such time as the organisation’s operational and policy position had been determined. The Committee Chair advised that there had been engagement with the Chief Information Officer on the matter and that the nature of the Authority’s oversight and statutory relationship with the Garda Síochána had been emphasised, in the context of the request for receipt of information and the expectation that any such information would be provided. Members noted that the Deputy Commissioner, Strategy and Governance, had agreed to revert on the matter.
- Draft Policing Plan 2024. The Committee Chair advised that a copy of the draft Policing Plan 2024 had been considered and feedback had been provided to the Garda Síochána, in particular in relation to targets, target consistency, measures of success and coherence and co-ordination across the plan. Members noted that the Committee had also discussed the Garda organisation’s capacity to maintain ‘business as usual’ and prepare for further changes to the organisation arising from the Policing, Security and Community Safety Bill, in addition to the

ongoing challenges of recruitment and retention, information and technology and resources generally. The Committee Chair advised that there had been engagement and discussion on a number of specific aspects of the draft plan in particular in relation to the 'community pillar' and the organisational approach to young people; the status of the National Diversity Forum; the necessity for a clearer articulation of priorities in the 'tackling crime and preventative policing' pillars and a consideration of emerging crime types; detailed consideration of roads policing, the multi-agency environment within which the Garda Síochána operates and the requirement for further development in the plan on targets relating to public order.

The Committee Chair noted that the provision of such an advanced copy of the draft Plan by the Garda Síochána was much appreciated in facilitating its timely consideration and finalisation before submission to the Authority for approval.

- Policing Priorities. The Committee Chair advised that there had been very positive engagement on the Policing Priorities with Garda representatives. The Committee Chair further advised that Garda representatives had suggested that employee experience, from the perspective of health and well-being in particular, might be considered for inclusion in the priorities.

Following the overview provided by the Committee Chair, Members then had a detailed discussion in relation to policing performance in the area of roads policing. Members considered, among other things, the current levels of enforcement and detection of roads policing offences; the extent to which available data is used to support roads policing activity; and the contributions required of various agencies, including the Garda Síochána, and government to reduce fatalities and serious injuries on the roads. Members also considered the impact on members of the Garda Síochána in attendance at such catastrophic incidents and the extent of the support offered to them by the organisation.

5.4. Audit and Risk Committee

The Committee Chair provided Members with an update in relation to the meeting of the Committee that had taken place on 20 September, including in relation to:

- Review of Board Effectiveness: The Committee Chair advised that in light of the uncertainty regarding a commencement date for the Policing and Community Safety Authority, the Audit and Risk Committee had agreed to recommend to the Authority that the annual self-assessment of performance of the Authority and its Committees would proceed. The Authority was satisfied to approve the recommendation and it was agreed that the surveys would be circulated to Authority and Committee members at an early date.
- Audit: The Committee Chair advised that consideration had been given to the status of the implementation of internal audit recommendations. Members were also advised that the internal audit of ICT Controls had been considered by the committee. Members noted that the context for the audit had been the transfer of the Authority's ICT service provision to the OGCIO. The Committee Chair advised that the audit had been a valuable exercise, taking into account key control strengths identified during the process. Members noted that recommendations arising had been accepted by management and their implementation was proceeding. Members also noted that the Committee's planned consideration of the internal audit to Review Compliance with GDPR had been deferred, as the audit was still on-going and that its outcomes would be considered at the December ARC meeting.
- Finance: The Committee Chair advised that the Senior Auditor, Comptroller and Auditor General (C&AG) had attended the meeting and presented the Audit Completion Memorandum for 'Vote 41 Policing Authority' to the ARC and that a management letter had issued to the Chief Executive, with no significant findings or issues of concern.

- The Committee Chair noted that a recommendation emanating from the ARC in relation to the reimbursement of PRSI had been addressed under item 3 of the Authority agenda and the Committee’s assessment of the Risk Register would be addressed under item 6.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
A_127_07	Circulate self-assessment of performance surveys to the Authority and its Committees at an early date.	ASAP	Secretary.

6. Risk Management

In accordance with policy, Members considered the Authority’s Risk Management Report. The Audit and Risk Committee Chair advised that the policy had been the subject of detailed review at the Committee meeting on 20 September and that a series of recommendations for change had been made to the Executive, to ensure that the organisation’s practices and assurance mechanisms in relation to risk management are accurately and comprehensively reflected in the Risk Register.

Arising from its consideration of the Authority’s Risk Register, Members discussed the Authority’s approach to the storage and retention of data by the organisation and the mechanisms currently in place to ensure appropriate protection of and access to personal data. The Chief Executive outlined the measures currently in place and noted that the Authority holds very little personal data with the exception of records associated with appointments processes. Following discussion, it was agreed that the organisation’s records retention and disposal policy would be reviewed and updated if required.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
A_127_08	Consider the measures currently in place for the protection of sensitive data and whether it requires revision.		

7. Policing, Security and Community Safety Bill-Implementation Update

Members considered an Executive overview of progress to implement the Policing, Security and Community Safety Bill. The Chief Executive advised that there had been a very successful ‘all staff’ engagement involving Authority and Inspectorate staff on 25 September. In the absence of certainty regarding an establishment date for the PCSA, Members noted that work was continuing apace to ensure preparedness to make the transition to the new agency. In this regard, the Chief Executive advised that a series of working groups were being established across enabling functions such as finance, ICT, HR, communications, governance and so forth and involving Authority and Inspectorate staff. Members were also advised that consideration was being given to the possibility of both agencies undertaking some joint work in the New Year in order to further develop collaborative working relationships and that any proposal would be brought to the Authority for consideration in the context of the 2024 Business Plan. The Chief Executive further advised that a planning day for the Authority management team would take place on 23 October to consider business as usual requirements in the New Year for the Policing Authority, as well as planning for PCSA establishment.

Members discussed a number of matters arising from the overview provided by the Chief Executive, in particular in relation to the transition arrangements, the terms of office of the current members of the Authority and the implications for the Authority’s operations in circumstances where membership of the

Authority reduces to six, with a statutory quorum of five for a meeting of the Authority, on 1 January 2024. Members expressed a number of concerns in relation to the Authority’s capacity to discharge its statutory functions in the context of a reduction in membership. Following discussion, it was agreed that the Chairperson would write to the Minister for Justice outlining the Authority’s views and concerns on the matter. It was also agreed that the approach to oversight, pending the establishment of the PCSA would require further consideration by the Authority at the November meeting.

No.	Action point	By Date	By Whom
A_127_09	Write to the Minister for Justice in relation to the capacity of the Authority to discharge its statutory functions from 1 January 2024.	ASAP	Chairperson
A_127_10	Approach to oversight, pending the establishment of the PCSA, to be tabled for consideration at the November Authority meeting.	ASAP	Secretary

8. Appointments

Members considered and approved, in principle, a request received from the Garda Síochána to recruit a Financial Governance Lead, at Principal Officer level, pending the provision of final competition material. The Authority directed that the Executive would seek the consent of the Ministers for Justice and for Public Expenditure, NDP Delivery and Reform to the proposed recruitment. It was noted that the position approved was one of 21 new positions submitted for approval and that the remaining 20 positions, under the Chief Executive’s delegated sanction, were receiving consideration.

A_127_11	Seek consent of Ministers for Justice and DPENDR to proposed recruitment of a PO, Finance Governance Lead in the Garda Síochána.	October	Chief Executive.
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9. Policing Priorities 2022-2024

In line with its commitment to undertake an annual review of the Policing Priorities 2022-2024, Members considered each priority, together with a detailed assessment of associated matters that had arisen as part of the Authority’s oversight work since the establishment of the priorities for the period. Following discussion, it was agreed that the Policing Priorities continued to provide an appropriate framework for the development of the Garda Síochána Strategy Statement and associated yearly Policing Plan. However, it was agreed that more specific reference to roads policing and the inclusion of employee experience was merited and that these proposed inclusions would be communicated to the Commissioner in part B of the meeting and given further consideration by the Executive in relation to their expression in a revised document.

No.	Action point	By Date	By Whom
A_127_12	Include reference to roads policing and employee experience in a revised Policing Priorities document to be considered by the Authority at the October meeting.	October	Chief Executive.

10. Preparation for meeting with the Garda Commissioner

Members discussed the agenda for the meeting and agreed the matters to be discussed with the Commissioner and his team.

Documents for Noting by the Authority – September 2023

The following documents were noted by the Authority:

<i>Document</i>		<i>Action Required</i>
D_127_01	Garda Síochána Audit Committee Annual Report 2022	For noting
D_127_02	Irish Council for Civil Liberties Annual Report 2022	For noting

Part B – Authority Meeting with the Garda Commissioner in private

Attendance

Authority and Executive: Bob Collins (Chairperson), Elaine Byrne, Deborah Donnelly, Anthony Harbinson, Valerie Judge, Moling Ryan, Donal de Buitléir, Helen Hall (Chief Executive), Aoife Clabby (Secretary), Margaret Tumelty.

Garda Síochána: Drew Harris (Commissioner), Shawna Coxon (Deputy Commissioner), Yvonne Cooke (Acting Executive Director), Eimear Bourke (Executive Director), Eileen Foster (Assistant Commissioner), Jonathan Roberts (Assistant Commissioner), Niamh O’Hara (Assistant Principal).

11. Human Resource matters

11.1 Roster Management

Members had a wide-ranging discussion with the Commissioner and his senior colleagues in relation to the emergency roster, introduced during the COVID-19 pandemic, and the impact of its continued operation from a number of perspectives including garda visibility, the current policing demand profile, work absences, and financial costs including the overspend on overtime. The Commissioner re-affirmed the organisation’s position of the need for a roster appropriate to service demand and effective delivery, balanced with the requirement for an appropriate work/life balance for Garda members. Members also engaged with the Commissioner on the outcomes of the recent ballot by the Garda Representative Association of its members.

11.2. Recruitment and retention

The Authority asked the Commissioner and his senior colleagues for their assessment of issues pertaining to recruitment and retention, in the context of recent media coverage and public commentary on the matter. Members also discussed with the Commissioner the numbers progressing through to the Garda College in Templemore of trainees, including a consideration of any barriers to entry.

11.3. Recent progress on conduct and disciplinary processes

There were no matters for discussion under this agenda item.

12. PSCS Bill Implementation Update

Members engaged with the Commissioner and senior Garda representatives on their assessment of progress to implement the Policing, Security and Community Safety Bill, from the perspective of Garda organisation and in particular in relation to the status of garda staff members, garda regulations under development, and the appointment of the Garda Board. While noting progress made to date, senior representatives emphasised the scale of the work to be done in giving effect to the totality of measures provided for in the new legislation, as they relate to the Garda Síochána.

13. Policing Priorities and Policing Plan 2024

The Chairperson expressed the Authority’s appreciation of the receipt of an advanced draft of the Policing Plan 2024 which had been given detailed consideration by the PSP Committee and the Authority. The Chairperson outlined a number of thematic issues and specific actions requiring further development and advised that the Authority Executive would liaise directly with Garda colleagues on the matter, prior to its further consideration by the Authority, with a view to its approval before year end.

The Chairperson provided the Commissioner with an overview of the Authority’s consideration of the Policing Priorities 2022-2024 and advised that while the priorities would remain unchanged, additional actions in the areas of roads policing and employee experience were being proposed for inclusion in the current review.

14. Other Business

Members sought a brief update from the Commissioner in relation to his level of assurance regarding the governance of Garda Síochána related entities. The Commissioner advised that work in this area was being led by the Executive Director, Finance and Services and agreed to share various correspondences with the Authority in this regard.

Members discussed with the Commissioner the recent maritime event that had culminated in the seizure of a significant quantity of drugs. The Commissioner highlighted the extent of the involvement Garda Síochána in the operation and emphasised the value of investment by the organisation in international relations and the presence of garda liaison officers in various locations across the world He also commended the work of the Defence Forces and Revenue and Customs personnel.

The Chairperson advised the Commissioner that draft Terms of Reference for a review of the implementation of recommendations contained in the September 2022 report by Derek Penman on the CAD system and call-handling management, and which had already been submitted to the Commissioner, had been approved by the Authority. The Chairperson further advised that the Executive would engage with Deputy Commissioner, Security and Policing on the matter, with a view to commencing the review at an early date.

No.	Action point	By Date	By Whom
A_127_13	Provide the Authority with copies of various correspondences pertaining to governance assurance of Garda Síochána related entities.	ASAP	Garda Síochána

Part C– Meeting with the Garda Commissioner (in public) 15.00 to 17:00

Attendance

Authority and Executive: Bob Collins (Chairperson), Helen Hall (Chief Executive), Elaine Byrne, Moling Ryan, Valerie Judge, Donal de Buitléir, Anthony Harbinson, Debbie Donnelly, Jane Mulcahy.

Garda Síochána: Drew Harris (Garda Commissioner), Shawna Coxon (Deputy Commissioner), Paula Hilman (Assistant Commissioner), Angela Willis (Assistant Commissioner), Eileen Foster (Assistant Commissioner), Jonathan Roberts (Assistant Commissioner), Yvonne Cooke (Acting Executive Director), Andrew McLindon (Executive Director) Niamh O’Hara (Assistant Principal).

This meeting with the Garda Commissioner and his 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 <https://www.policingauthority.ie/en/authority-meetings>

At the outset of the meeting the Chairperson invited the Garda Commissioner to comment on recent maritime events that had culminated in the seizure of a significant quantity of drugs. The Commissioner highlighted the intelligence-led nature of the investigations that had enabled arrests to be made and commended the exceptional work of the Defence Forces. The Chairperson highlighted the significant importance of inter-agency working both nationally and internationally commended all involved in the operation.

The following matters were then discussed during the meeting:

Item Number	Agenda Item	Principal matters discussed
14	Policing Performance & Service Delivery	<p>a) Policing of Public Protests</p> <ul style="list-style-type: none"> • Discussion in relation to the policing response to the recent protests at Dáil Éireann and at other venues. • Consideration of the complex range of issues arising in the policing of protests, including constitutional rights, dealing with disorder and intimidation, the requirement for Garda intervention and the associated thresholds for when gardaí are required to intervene, and the constant requirement for a dynamic response. • Discussion in relation to lessons learned from the Dáil protests and likely required resources for any anticipated protests associated with the upcoming Budget announcements.
		<p>b) Policing Plan for Dublin Metropolitan Region (DMR)</p> <ul style="list-style-type: none"> • Discussion in relation to changes and trends in crime patterns within DMR in recent years, including patterns relating to serious assaults, public order and theft. • Engagement on Garda visibility in Dublin city centre, including in relation to preventing crime, the impact of the opening of the Garda station on O’Connell Street and the allocation of the additional

Item Number	Agenda Item	Principal matters discussed
		<p>budget provided by government for police visibility from the perspective of resource deployment.</p> <ul style="list-style-type: none"> • Discussion on the use of crime analysis data to determine areas that need the focus of Garda resources. • Engagement on Operation Citizen, its objectives and its successes were outlined. • Discussion in relation to young people in the city centre becoming involved in crime, and a consideration of various programmes that are in place and the interagency work that is carried out in this regard.
		<p>c) Garda Operating Model Progress Update</p> <ul style="list-style-type: none"> • Consideration of the key elements and outcomes of a recent targeted review undertaken on the new Garda Operating Model. The need for this review in certain Divisions was highlighted in terms of concerns that had arisen in the area of resourcing and training in particular. • Discussion on the impact of the Operating Model on communities and perceived benefits and successes that can be measured at this point of the implementation were outlined.
		<p>d) Roads Policing</p> <ul style="list-style-type: none"> • Consideration of the impact and trauma occasioned by fatal road collisions on families of loved ones, in addition to the Garda members attending the scene of a collision and a discussion on the supports in place for these members. • Discussion on the importance of a range of measures to reduce road fatalities and instances of serious injury including detections, preventative measures, education and road engineering and an emphasis on the need for inter-agency working at national and local level. • Consideration of a range of initiatives being undertaken by the Gardaí, such as National Slow Down days, and National Tyre Awareness including the extent to which campaigns are evaluated for their success. • Discussion on the availability of data and analysis to support operational roads policing and the sharing of data with the Road Safety Authority.
15	Human Resource Matters	<p>a) Roster Management</p> <ul style="list-style-type: none"> • An outline provided by the Commissioner of the on-going concerns associated with the continued use of the emergency roster introduced in response to the COVID-19 pandemic. • Consideration of the impacts of re-introduction of the Westmanstown roster, in particular in relation to operational hours and financial implications. • Discussion on the need to enter into negotiations to resolve the rosters dispute and ensure that the Garda Síochána can continue to provide an effective policing service.

Item Number	Agenda Item	Principal matters discussed
		<ul style="list-style-type: none"> • Appeal by Commissioner to engage in the industrial relations process and through joint working and collaboration to move to a better roster to serve the policing needs of the people of Ireland. • Overview by the Commissioner of his role in leading the reform the Garda organisation, the importance of continuous improvement and the underpinning responsibilities of accountability to the public in the context of the oath taken by every garda member.
		<p>b) Recruitment and Retention</p> <ul style="list-style-type: none"> • Consideration of reasons why the desired numbers applying to become members of the Garda Síochána are not being reached, in addition to reasons for attrition during the recruitment process. • Discussion on measures to retain recruits, including with reference to having served in other jurisdictions. The practice or potential practice of re-hiring members who had left the service, but had kept their skills up by working in policing in another jurisdiction was discussed.
		<p>c) Recent Progress on Conduct and Disciplinary Processes</p> <ul style="list-style-type: none"> • Overview provided of the numbers of Garda members currently on suspension and the types of behaviours that would lead to a suspension. It was noted that approximately half of the Garda members currently on suspension are facing criminal prosecution of some form. • Consideration of the current decision-making process utilised by the Garda Síochána in deciding to suspend a garda member and discussion on the length of time certain members are suspended for. • Consideration of the number of recommendations for dismissal made by the Commissioner during his tenure, and the number of these recommendations that have been upheld. • Engagement in relation to the steps taken to ensure that a vulnerable person does not come into contact with a Garda member that has previously been recommended for dismissal. • Consideration of the risks of dismissal recommendations not being upheld, in the context of incidents that have taken place in the UK involving police officers, including murder. • Overview provided of the successes that have been achieved since the set-up of the Anti-Corruption Unit.
16	Data Management and Security in the Context of the Recent PSNI Data Breach	<ul style="list-style-type: none"> • Discussion on the security of data held by the Garda Síochána in terms of the security and assurance that can be given to members of the public, the Policing Authority, and the Garda members themselves. • Engagement on instances of information held within Garda systems being improperly accessed and passed on by Garda personnel, and the mechanisms that can be put in place to prevent this from happening.