



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes – Policing Strategy and Performance Committee Meeting

Date: 06 February 2019

Venue: 90 North King Street, Dublin 7

Part A – Committee Meeting

Attendance

Authority: Judith Gillespie (Chair), Maureen Lynott, Vicky Conway

Secretary: Fiona Larthwell

Executive: Helen Hall, Margaret Tumelty

Apologies: Ronan Nolan, Moling Ryan (Part A only)

1. Closed session – Committee members

The standing option to conduct a closed session was not exercised.

2. Minutes of previous meeting 6 December

Minutes from the previous meeting were approved, subject to two, minor amendments from the Garda Síochána. There were no matters arising.

The Committee briefly revisited discussions on the Policing Priorities from the December 2018 and January 2019 Authority meetings.

3. Preparation for Garda Síochána updates

Crowe Horwath report: The Committee noted that the follow up of the Crowe Horwath report is now to be included as a standing item at each Committee meeting.

Community Policing: The Committee noted that a written update on Community Policing had issued from the Garda Síochána shortly before the meeting and would be referred to the Executive for review.

Homicide review: The Committee noted that the 3rd report on the review of homicides had been referred to it by the Authority in order to emphasise with the Garda Síochána that certain issues highlighted in the 3rd report should be recognised and flagged in the reporting as investigative issues.

The Committee discussed the implications of investigative issues identified during the homicide review on detections in general, and requested that the Executive undertake further work in this area.

The Committee noted that the 4th report on the review of homicides is expected to issue before the February Authority meeting.

4. Draft 2019 Policing Plan

The skeleton end of year 2018 Policing Performance report was reviewed and discussed. The Executive was asked to produce a detailed draft for Committee review and comment in the week commencing 11th February. The Committee noted the need to highlight with the Commissioner that issues raised in the Authority's half-year report on Policing Performance persisted for the entire year.

The Committee discussed the initial draft of the 2019 Policing Plan ('the Plan') and noted, in particular, that the Plan should:

- be framed in the context of the Strategy Statement
- take account of the Policing Priorities, and
- incorporate consideration of the resources required to deliver it.

A verbal update was provided from the Organisation Development Committee's review of the draft plan at its meeting on the 5th of February.

The Committee noted the proposed changes to target setting and discussed the need to ensure that any new approach to targets should reflect the current maturity of the performance culture in the organisation. It was also noted that the 'Strategy Period Targets' could not be agreed until the Garda Síochána's Strategy Statement had been reviewed by the Authority.

The Committee agreed that there should be consistency between the Policing Plan and the Implementation Plan for Policing Reform, in order to minimise the administrative burden on the Garda Síochána, i.e. to ensure that, as previously discussed with the Garda Síochána, the same reports can be provided on the same initiatives to both the Authority and the Programme Office in the Department of the Taoiseach.

The Committee discussed the Policing Priorities and the need to finalise these as soon as possible, for presentation to the Minister for Justice and Equality.

Attendance

Authority:	Judith Gillespie (Chair), Maureen Lynott, Vicky Conway, Moling Ryan, Josephine Feehily
Executive:	Helen Hall, Margaret Tumelty, Fiona Larthwell
Garda Síochána:	Drew Harris (Commissioner), John Twomey (Deputy Commissioner), David Gilbride (Executive Director, Strategy and Transformation), Lois West (Deputy Head, Garda Síochána Analysis Service), Paul Franey (Inspector, Strategic Planning), Gráinne Shortall (Policing Authority Liaison Office)

5. Closed session

The standing option to conduct a closed session was not exercised. It was noted that comments on the minutes of the previous meeting had been provided and incorporated.

6. Garda Síochána updates

Homicide review

Garda Síochána representatives noted that the issues arising out of the various tranches of the homicide review are relatively consistent. Garda Síochána representatives confirmed that the organisation is in the process of implementing the 17 existing recommendations. The training curriculum, particularly the foundation training and SEO courses, is being amended to address the investigative issues that have been identified. Analysis is also being done on 2018 homicide figures. The Garda Síochána organisation has not as yet determined whether or how it might review deaths in the period prior to 2003.

The Committee noted that it will be considering the implications for detections, in general, of the investigative issues identified. The Committee highlighted the importance of ensuring that the recommendations arising from what has been a substantial investment of time and resources to conduct the review, are actioned. Garda Síochána representatives noted that dip-sampling and peer review may be used to ensure that processes have changed. It was also noted that owners of actions emanating from the review have been assigned.

The Committee queried whether or not additional cases were being identified where issues existed. Garda Síochána representatives confirmed that they are satisfied that process changes are leading to improvements, particularly those relating to data quality and policy.

Crowe Horwath report

Garda Síochána representatives confirmed that a report will be provided on the implementation of the Crowe Howarth report. There is a governance group overseeing implementation, with a focus on cross-sectoral recommendations. It was noted that there are still some members that have not yet attended the training although the majority of members have received some training.

The Committee emphasised the need to ensure that the monthly reporting target is met.

Community Policing

Garda Síochána representatives noted that developing the Community Policing Framework and Strategy has taken considerable time and that different views existed within the organisation as to the direction it should take.

An update was provided to the Committee on the broad direction for Community Policing. The differences between urban and rural policing areas was briefly discussed. It was noted that the new approach to Community Policing would be piloted for six months as part of the Divisional Model pilot going live on the 25th of February.

7. Draft Policing Plan 2019

Garda Síochána representatives delivered a presentation on the development of the Policing Plan 2019, including a mapping of the Plan to the Policing Priorities. It was noted that the Plan is still in draft and that the number of initiatives needs to be reduced. Various points were made including the need to balance ambition with reality, and the need to ensure that there is consistent ownership of the Plan throughout the organisation.

Garda Síochána representatives confirmed that a 'deliverability view' of the Plan is in development, which will set out, at a high level, the resources required to deliver the Plan. The alignment with the Policing Priorities was also discussed and it was agreed that the Garda Síochána would work with the Executive to finalise the Priorities as soon as possible. The inclusion of a Human Rights element to the Priorities was discussed.

The proposed, changed approach to target setting was discussed. The Garda Síochána set out issues that it experiences in relation to numeric targets, and proposed using a trend-based approach to measure performance instead. The Committee expressed its view that it would be concerned if the Policing Plan did not have at least a mix of specific numeric targets and some trend targets, given the current maturity of the planning and performance culture in the organisation. The Committee also noted its concerns around the level and type of remedial action that had been taken when figures were off trend under the 2018 Policing Plan.

The difficulties with the level of management information in the organisation were also briefly discussed, particularly with reference to the ability to quantify demand in order to drive the prioritisation of resources. The Garda Síochána emphasised the importance, reflected in the CoFPI report of building up management capacity as well as leadership capacity in the organisation.

The Committee emphasised that KPIs, as far as possible, should relate to things within the control of the Garda Síochána. The Committee suggested that the Policing Plan should include consideration of the flags that would indicate that a KPI was off target. Garda Síochána representatives noted that this should be contained within the quarterly milestones document that will underpin the Policing Plan. The Committee highlighted the need for analytical reporting to underpin performance reporting, which would identify why corrective actions did or did not work. The Garda Síochána noted the need to avoid dysfunctional outputs that would generate poor outcomes.

8. Any other business

No other business was discussed.