



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes – Policing Strategy and Performance Committee Meeting

Date: 18 July 2019

Venue: 9 Haymarket, Smithfield, Dublin 7

Part A – Committee Meeting

Attendance

Authority: Judith Gillespie (Chair), Moling Ryan, Vicky Conway, Ronan Nolan

Secretary: Fiona Larthwell

Executive: Helen Hall, Margaret Tumelty, David Pasley, Aoife Clabby, Mark Nother
(Part 4 only) Sophia Carey, Michal Hanley

Apologies: Maureen Lynott

1. Closed session – Committee members

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

2. Minutes of previous meetings 20 June

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

3. Committee Chair's opening remarks

The Committee Chair recorded the Committee's thanks to the Probation Service for use of its meeting facilities.

The running order of the meeting was changed slightly to move the Public Attitude Survey briefing. A brief summary of the June Authority meeting was provided for external Committee members.

4. Public Attitude Survey

The Committee received a presentation from the Research Unit outlining the difficulty in measuring the concept of 'public trust' and using it as a KPI given that it is measured and defined in different manners across jurisdictions. The use of the Eurobarometer was discussed, as was the growing trend across Europe to reduce reliance on these types of survey. The Committee welcomed the work that was done and provided a number of suggestions for related areas that might be explored in future by the Executive. The Committee identified a number of issues relating to the survey to be discussed with the Garda Síochána including the high level of 'don't know' responses.

5. Executive Updates on Site Visits and Other Work

The Executive provided an update on recent engagements, including a meeting with Garda Estates and ICT divisions, a Divisional model meeting with Garda Síochána representatives from two pilot divisions, a meeting with the Western Region ASU and CTU, and a meeting with GISC.

The Executive also gave an overview of a presentation that had been received by it and a number of Authority members on the Garda Síochána Operating Model and recent organisational census.

6. Garda Síochána Performance Q2

The latest monthly report on performance against the Policing Plan was discussed with particular attention to the sustained number of green initiatives and the uncertainty around the progress markers and consistency of such across the plan. The Committee noted a number of areas of particular interest to be explored with the Garda Síochána in Part B of the meeting.

The Committee also noted its disappointment that much of the data was still not yet available on the Policing Plan numerical targets, despite assurances in the previous meeting that this would be available in the June reporting. A number of queries were raised about content and type of numerical reporting provided. It was agreed that this would also be explored in the Part B of the meeting.

7. Half-Year Policing Plan Performance Assessment

Feedback was provided on the draft report as provided to the Committee, which confirmed that it was satisfied to approve the report, subject to submission of a final draft to the Authority.

8. Preparation for Garda Síochána updates

Roads Policing Quarterly Update: It was noted that there had been a delay in receiving updates from the Garda Síochána, which limited the ability of the Committee to review information in advance of the meeting.

Homicide Review: It was noted that there was no substantive update expected with regard to this standing agenda item ahead of the completion of the final report of the review team.

Provision of Information from the Garda Síochána: The Committee discussed a number of issues pertaining to delays in the provision of information and arranging meetings, which would be raised with Garda Síochána representatives in Part B of the meeting.

Part B – Meeting with Garda Síochána representatives

Attendance

Authority: As previous

Executive: As previous

Garda Síochána: Deputy Commissioner John Twomey (Policing and Security), Assistant Commissioner David Sheahan (Roads Policing and Major Event Management), Laurence Scanlan (Head Garda Síochána Analysis Service), Mary Walker (Research Unit, GSAS), Emer Doyle (Strategic Transformation Office), Inspector Paul Franey (Strategic Planning Unit), Grainne Shortall (Policing Authority Liaison Office)

9. Closed session

The standing option to conduct a closed session was not exercised. Minutes of the previous meeting were agreed.

The Committee Chair passed on congratulations concerning the recent Garda Síochána successes in relation to OCGs and raised the issues of delays experienced by the Executive in relation to arranging meetings and receiving information. Both points were acknowledged by the Deputy Commissioner.

A brief discussion took place concerning the Garda Síochána preparing to provide use of force figures, which is expected to begin by January 2020. The Committee Chair indicated that this data is expected to inform a future meeting of the Committee.

10. Roads Policing Quarterly Update

The increase in lifesaver detections was discussed and the Committee was informed about a recent meeting with Go Safe. Garda Síochána representatives noted that resourcing continued to be an issue. An update was provided on the ongoing competition and it was noted that this was not proceeding as quickly as had been hoped. The impact on supervision of the loss of members to promotion and the continuing high level of turnover within Roads Policing was highlighted: key risks were highlighted including the risk to supervision as a result of the loss of more senior members. It was also noted that it is not expected that the target number of 200 additional members will be met in 2019. The impact of court appearance on the availability of members was also highlighted.

The increased focus on performance management within Roads Policing was discussed, including the reallocation of members where their skills and abilities might be better suited to other units. The potential organisational risks relating to this type of approach were highlighted and discussed. Garda Síochána representatives outlined that additional resource has been provided to the FCN office but that the organisation remained unlikely to hit the target concerning the recording time gap. This was also attributed in part to the fact that the mobility project has yet to come online although the tender is advancing in accordance with the 2019 milestones.

There was a brief discussion on the rationale for the removal or alteration of certain targets or initiatives within the Crowe Horwath report implementation plan, as a result of changed circumstances or technology. Further details will be provided by the Garda Síochána.

The culture and accountability structures within Roads Policing were discussed with specific reference to the high level of autonomy enjoyed by members of the unit and the related ethical responsibilities. It was stated that this is being addressed through internal communications, education, improved tools and equipment and performance management.

11. Garda Síochána Performance Q2

The Committee Chair advised Garda Síochána representatives that the half-year assessment on policing performance had been prepared and that the report was expected to be finalised by the end of July.

Garda Síochána representatives confirmed that the reporting to the Implementation Group for Policing Reform is identical to the Policing Plan monthly reporting provided to the Committee and the Senior Leadership Team. It was stated that the Garda Síochána is satisfied that the performance reported provides an accurate representation of the organisation's status on all initiatives.

The issues with the provision of numerical data in the monthly reporting was discussed, including the continuing absence of reports on the key performance indicators for the Strategy period, including incidents and detections. It was noted that the MTA reports are still being used internally in the interim period before the new reporting mechanisms are ready to be used. Garda Síochána representatives confirmed that the new reports are now expected to be available in September or October. Various discrepancies and queries identified by the Policing Authority were discussed, and it was confirmed by Garda Síochána representatives that there had been some technical bugs in the production of the reports, which were now being addressed.

In relation to specific initiatives Garda Síochána representatives confirmed that:

- The victims leaflets/information was complete and awaiting approval
- GNECB liaison units were being delayed by resourcing issues but moves were being made to address this
- IMS policy was being drafted and that the Waterford pilot was being well received in the main despite resourcing, training and funding challenges that will affect wider rollout

It was highlighted that the resource challenges for the IMS project are being common to the other large projects currently in progress across the organisation. It was confirmed that resources are being assessed and prioritised, and could require changing the scope or timelines of certain projects within 2019. It was noted that this would be raised at an upcoming Justice Strategic Committee.

The continuing structural deficit in certain areas of the Garda Vote was discussed and it was noted that there were some differences in the information received by the Committee and by the Authority through the Resources Group. The Garda Síochána agreed to provide additional information that would clarify this matter.

12. Public Attitudes Survey

The approach to the Garda Síochána's analysis and review of the Public Attitudes Survey was discussed. The Committee was informed that the Garda Síochána Research Unit provides regional analysis of results (by quarter), but that the size of the sample did not permit statistically valid analysis at a more detailed level (e.g. divisional). It was noted that there would be a value in supplementing the Survey with qualitative analysis but that current resources within the Research Unit did not allow this.

Garda Síochána representatives acknowledged concerns raised by the Committee in relation to the sample size in certain areas (particularly victims), but the Garda Research Unit stressed this survey was a public attitudes survey rather than a victims survey, and noted that a review might be on sample size, the relative value of the questions being measured, and the approach to 'Don't Know' response figures.

The Garda Research Unit also said it would explore with Amárach Research the methodology and costing with increasing the sample size to allow for potential divisional analysis. Also a qualitative approach regarding reasons for a high don't know response level for *'The Gardaí this area treat everyone fairly regardless of who they are'* would be explored. "

13. Homicide Review

The Committee was informed that the implementation plan was to be signed off imminently and that concerns raised in the June Committee meeting around conclusions were being reviewed and would be addressed in the 6th Report. A view was also to be provided in the near future as to the need for expanding the review.

14. Any other business

No other business was raised.