



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of the Policing Authority

Date: 28 January 2021

Venue: By Video Conference

Part A – Authority Meeting

Attendance

Authority: Bob Collins (Chairperson), Deborah Donnelly, Valerie Judge, Paul Mageean, Moling Ryan.

Secretary: Aoife Clabby

Staff of the Authority: Helen Hall (Chief Executive), Margaret Tumelty, Cormac Keating, Clare Kelly (item 6), Sharon O’Brien (item 7), David Pasley (items 8-9, 11), Karen Shelly (items 9-10), Sophia Carey (item 12).

1. Meeting of Members in private

The Authority exercised its option to have a meeting in private, with the Chief Executive in attendance.

2. Chairperson’s Opening Remarks

The meeting agenda was approved, as drafted. No conflicts of interest were declared in relation to any of the items for consideration. The Chairperson proposed a number of matters for discussion by the Members, in the context of the Business Plan 2021:

- Members gave consideration to conducting a survey of minority communities on their experiences of policing and to the merit of discussing the findings as part of a public conversation later in the year. In this regard, Members agreed that it would be valuable to initially engage with the Commissioner and the Irish Human Rights and Equality Commission with regard to the likely scope and desired outcomes of such a survey. Members also discussed the possibility of developing a view on what character a human rights based policing service should have. It was agreed that both these issues would be given further consideration by the Executive.
- Members discussed the proposed legislation to establish the Policing and Community Safety Authority. Members considered how effecting the transition involved might be best prepared for and managed, from an organisational and staff perspective. It was agreed that there might be merit in establishing a working group to address matters arising from such a significant change process and that once the legislative framework was apparent, further consideration should be given to the matters discussed. In the interim, it was agreed that the Chairperson would have some preliminary conversations with the Chief Inspector of the Garda Inspectorate.
- Members considered the Authority’s current ways of working, including the approach to agenda development, the existing committee structures and the possibility of establishing ad-hoc working groups in response to emerging oversight issues. Members also discussed how best to increase the outreach of staff in the context of COVID-19 and the restrictions on movement currently in

operation. It was agreed that these matters would be given further consideration once the new Members of the Authority had been appointed.

Members noted material received through the Garda Actions Register. In response to a question, the Chief Executive confirmed that contact had already been established with the Law Society’s Criminal Justice Committee to ascertain the experience of practitioners in providing legal advice to persons in custody during COVID-19.

Noting the material provided to Members on Garda Síochána capacity and plans to meet its obligations under section 42 of the Human Rights and Equality Act, the Chief Executive advised that a follow-up meeting with the Executive Director, Legal, to discuss a number of matters, including the recording of ethnic indicators, had been requested. Members noted that a report by the Garda Síochána on Recording and Publishing Data on Ethnicity is being prepared for circulation through the Strategic Human Rights Advisory Committee and that the Authority was provided with an early draft copy. The Chief Executive further advised that the varying practices and approaches to data on ethnic indicators across the criminal justice sector had been discussed with the Department of Justice.

Members noted correspondence received from GSOC regarding the fatal shooting of Mr. George Nkencho.

Members noted correspondence received from the Garda Inspectorate, outlining the two areas for inspection in 2021.

No.	Action point	By Date	By Whom
A_085_01	Executive to give further consideration to a survey of experiences of policing among minority communities and to the question of human rights based policing.	ASAP	Chief Executive
A_085_02	Further consideration to be given to mechanisms for facilitating transition to the Policing and Community Safety Authority, on the publication of draft legislation	ASAP	Authority
A_085_03	Authority to give further consideration to ways of working and the existing committee structures on the appointment of the new Members.	ASAP	Chairperson

3. Minutes and Matters Arising

The minutes of the meetings on 16 December and 8 January were approved and cleared for publication. The log of actions was noted. The Chief Executive advised that there had been a positive meeting with the Chief Superintendent in the Commissioner’s Office, the Garda Síochána Liaison Office and the Executive, resulting in the receipt of requested material and the proposed closure of a number of action items. The Chief Executive briefed Members on a series of mechanisms introduced by both the Garda Síochána and the Policing Authority to expedite the receipt of material and address delays in the receipt of material, as they arise.

Following discussion, the Authority was satisfied to close the items proposed.

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, as follows:

- Members noted that the bi-annual governance meeting had taken place with the Department of Justice and that a copy of the Policing Authority's risk register had been provided to officials. The Chief Executive advised that the need for complementarity between the work of the Authority and that of the Department of Justice had been discussed and that there had been a positive engagement on risk management and independent oversight. Members noted that a further meeting would be scheduled with Department officials to discuss the detail of the end of year assessment of policing performance once that report was finalised and submitted. It was also agreed that it would be helpful to have an engagement with the Department of Justice on a number of matters relating to the make-up of the Garda workforce.
- The procurement process to provide advice on Article 2 compliance of homicide investigations and advice on the collection of data on ethnicity had concluded and work on the two issues had been awarded to a team comprising Senior and Junior Counsel.
- The bi-annual meeting had taken place with the Garda Síochána Associations and Unions. Noting that this was the first occasion that the Chairperson had attended the meeting, it was agreed that it was a useful process to facilitate constructive engagement. It was further agreed that, in the context of feedback received from the independent stakeholder engagement review that was undertaken in 2020, it would be appropriate to consider arranging quarterly meetings for the remainder of 2021.
- A constructive meeting had taken place with the Office of Public Works (OPW) to discuss the management of the Garda Síochána estate, in particular with regard to planning, budgeting and the various accountabilities of the OPW, the Department of Justice and the Garda Síochána. Members agreed that the engagement had been valuable, particularly in the context of the roll-out of the Operating Model, and noted that a further engagement was intended in the coming months.
- At the initiative of the Policing Authority, a monthly meeting with the GS Acting Executive Director HR&PD had been established to manage the receipt and progress of business cases. Members were advised that there are no business cases remain outstanding with the Policing Authority.

Members noted items in the monthly correspondence report and approved proposals to refer specific items, on an anonymised basis, to the Commissioner. The Chief Executive advised that an additional piece of correspondence had been received since the report had been developed and that this correspondence would also be provided to the Commissioner and would be included in the routine anonymised report for Members' consideration at the 25 February meeting.

Members considered and approved a proposed response to the Garda Síochána on its Public Attitudes Survey. Members discussed the nature of the questions posed, particularly in the context of the survey being conducted online. While noting that decisions regarding the survey are properly the responsibility of the Garda Síochána, Members did express some concern relating to the extent of reliance on these questions as measures to determine the success of the delivery of its Policing Plan.

No.	Action point	By Date	By Whom
A_085_04	Include additional correspondence in routine anonymised correspondence report at 25 February meeting	February	Chief Executive
A_085_05	Provide a response to the Garda Síochána on the Public Attitudes Survey	Immediate	Chief Executive

5. Committee Updates

5.1. Garda Appointments Quality Assurance and Selection Governance Committee

The Committee had not met since the last Authority meeting.

5.2. Policing Strategy and Performance Committee

The Committee had not met since the last Authority meeting. Members noted that a meeting of the Committee was scheduled for 15 February.

5.3. Garda Organisational Development Committee (ODC)

The Committee had not met since the last Authority meeting. The Committee Chair advised that a meeting of the Committee was scheduled for 9 February.

6. Audit, Governance and Risk

Members considered the monthly report on risk, in accordance with the Authority's Risk Management Policy. There had been no meeting of the Audit and Risk Committee since 10 December. The Committee Chair advised that the internal auditors were concluding the series of interviews with Members on the review of board effectiveness and that a draft report was anticipated soon. It was agreed that it would be helpful to consider this report, in the context of the future ways of working by the Authority and its Committees, referenced in the Chairperson's opening remarks.

The Chief Executive advised that, in addition to the consideration of risk on a weekly basis, the risk register was now also the subject of a detailed monthly review by the wider management group. Members requested that a hard copy of the risk register would continue to be provided on a monthly basis.

No.	Action point	By Date	By Whom
A_085_06	Hard copy of the risk register to be provided to members on a monthly basis.	Immediate	Executive

7. Garda Síochána Appointments

The Secretary briefed members on the outcome of the clearance process in respect of a candidate from the PSNI on the Superintendent panel. Members considered the outcomes of the clearance process and were satisfied to instruct the Secretary to seek the approval of Government for the appointment, by the Authority, of the candidate to the rank of Superintendent.

Members considered and were satisfied to approve a request to appoint a candidate to the position of Executive Director-Finance and Services in the Garda Síochána, at the Grade of Assistant Secretary.

Members considered and were satisfied to approve a request to appoint a candidate to the position of temporary acting Principal Officer in the Garda Information Services Centre (GISC) in the Garda Síochána. It was noted that the acting position was for a three-month period.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
A_085_07	Seek the approval of Government for the appointment by the Authority of a candidate, serving with the PSNI, to the rank of Superintendent.	Immediate	Secretary
A_085_08	The Commissioner to be notified of appointments made by the Authority	Immediate	Chief Executive
A_085_09	Notify successful candidates of their appointment by the Authority	Immediate	Chief Executive

8. Report of the European Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment (CPT)

The Authority considered the CPT report and the Government's response, in addition to a summary note prepared by the Executive, detailing a range of themes and issues pertinent to the Garda Síochána and the treatment of persons in custody. A number of key areas of concern were identified including assertions of ill-treatment, record-keeping deficiencies and the treatment of individuals experiencing mental health difficulties. Members discussed the future oversight role of agencies including the Inspector of Prisons and IHREC in the area and gave consideration to existing internal oversight levers available to the Garda Síochána such as professional standards and internal audit. Members also discussed recommendations contained in the report of the Commission on the Future of Policing in Ireland, as they related to the treatment of persons in custody experiencing mental ill-health. It was agreed that the Commissioner would be notified that the matters identified would be discussed at the meeting in public on 25 February.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
A_085_10	Advise the Commissioner that Custody and Safe-Guarding of Human Rights will be an agenda item for the meeting in public on 25 February	Immediate	Chairperson

9. Policing Performance

a) Draft Policing Performance Report 2020

Members considered the draft report of the Policing Authority Full Year Assessment of 2020 Policing Performance. An overview was provided of the revised approach to the report's development and Members expressed satisfaction with the report's revised structure. It was agreed that further prominence should be given to an assessment of the ongoing challenges presented by the enabling functions to the achievement of the plan, in particular finance matters and the Garda Síochána estate.

Following discussion, the Authority was satisfied to approve the report, in principle, subject to the inclusion of the matters proposed. The Authority was further satisfied for a final draft of the report to be approved by the Chief Executive, in consultation with the Chairperson and to be published.

b) Policing During COVID-19

The Chief Executive advised that a meeting had been requested with the Chief Information Officer, Deputy Commissioner, Policing and Security and the Principal Officer of the Analysis Service to discuss the provision of information in support of the Authority’s assessment of the policing of the COVID-19 health emergency. Members discussed the desired frequency of reporting over the coming months and considered proposals for engagement with Garda members through a variety of mechanisms in the divisions and nominated Garda units. Members noted that proposed focus groups with newly attested Garda members would provide valuable information to feed into the reports and that the Executive continued to engage with Garda representatives on the evaluation of the use of anti-spit hoods.

Members discussed the worsening situation in respect of the number of COVID cases, the corresponding policing response and the increasing use of enforcement powers. It was agreed that the matter would be raised with the Commissioner in Part B of the meeting, in particular in relation to assurance available to him in respect of a consistent, proportionate response to enforcement.

c) Policing Plan 2021

Members considered a revised draft Policing Plan 2021, together with correspondence received from the Acting Deputy Commissioner, Strategy, Governance and Performance. The Chief Executive provided an overview of engagements that had taken place with Garda representatives since the December meeting of the Authority in respect of draft Plan, against the backdrop of the deteriorating public health situation, impacting on policing demands and depleting capacity within the Garda organisation. The Chief Executive conveyed concerns expressed by Garda representatives in relation to the capacity to report against agreed milestones. Members had regard to the changes proposed by the Garda Síochána and welcomed the reinstatement of a number of objectives across the plan and the adaptation of existing mechanisms already in place to enable the achievement of milestones.

Following discussion, the Authority was satisfied to approve the Policing Plan 2021 for submission to the Minister for Justice.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
A_085_11	Finalise and publish the Policing Authority Full Year Assessment of 2020 Policing Performance	Mid-Feb	Chief Executive
A_085_12	Submit the Policing Plan 2021 to the Minister for Justice for her consent	Immediate	Chief Executive

10. Experiences of young people of being questioned by the Garda Síochána: UCC Bursary Report

Members considered and discussed the findings of the final UCC Bursary Report ‘Children’s Rights and Police Questioning: A Qualitative Study of Children’s Experiences of being interviewed by the Garda Síochána’. Members agreed that the research provided valuable insights into the experiences of children

and highlighted important matters in respect of the appropriate treatment of children and the vindication of their human rights.

On foot of clarifications sought at the December meeting, the Executive provided Members with an overview of the reporting mechanisms for the notification of complaints by children to GSOC about their treatment in custody and the process followed by GSOC in respect of any such complaints received. Members noted the nature of information held by GSOC in respect of complaints and it was agreed that in giving further consideration to the matters highlighted in the research, it would be helpful to receive any such available information. Following a detailed and wide-ranging discussion, the Authority, agreed that:

- a request would be made of the GSOC Chairperson, to ascertain what data could be provided to the Authority in respect of referrals to GSOC from prisons and places of detention made by, or on behalf of children;
- a copy of the research would be provided to the Commissioner prior to its publication in late February, with a notification that the research findings would be discussed in public as part of the agenda item on custody and safeguarding human rights;
- a wrap-around document, providing context for the research, to accompany its publication would be prepared; and
- it would engage with the Commissioner to establish the extent of interaction with GSOC on complaints made by children in relation to treatment by members of the Garda Síochána.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
A_085_13	Request information from GSOC with regard to the available data on referrals from prisons and places of detention made by or on behalf of children	ASAP	Chief Executive
A_085_14	Provide the Commissioner with a copy of the UCC Bursary Research and notify him of the agenda item in public on custody and the safeguarding of human rights on 25 February	Immediate	Chief Executive
A_085_15	Develop a wrap-around document to support the publication of the UCC Bursary Research in advance of the 25 February meeting of the Authority	24 February	Chief Executive

11. Adult Caution

Members considered the draft Authority commentary to accompany the publication of the Crowe Review of the Adult Cautioning Scheme. In considering the commentary, Members had regard to Garda observations on the Crowe review and a corresponding response received from Crowe. Following discussion, the Authority was satisfied to approve the finalisation of the commentary paper by the Chief Executive and Chairperson and to proceed to publish both the report and the commentary in early February.

No.	Action point	By Date	By Whom
A_085_16	Finalise the draft Adult Caution Commentary and proceed to publish the commentary and the Crowe Review of the Adult Cautioning Scheme.	Immediate	Chief Executive

12. Responding to Child Sexual Abuse

Members considered a briefing paper on the implementation of recommendations made in the Garda Inspectorate Report '*Responding to Child Sexual Abuse*', 2017. Members noted receipt of the draft 3rd and 4th reports of the inter-agency group with responsibility for driving the implementation of recommendations contained in the Inspectorate report. The Chief Executive advised Members that a very constructive meeting had been held with the implementation group Chairperson, Ms. Caroline Biggs, SC. Members also noted that a response to an information request had been received from the Garda Síochána, detailing its assessment of the status of the implementation of the recommendations. Members were advised that more detailed analysis of all of the documents presented would be undertaken and that the item would be tabled for full consideration at the 25 February meeting. The Chief Executive advised that contact would remain ongoing, as relevant, with the Garda Inspectorate in relation to the matter.

No.	Action point	By Date	By Whom
A_085_17	Responding to Child Sexual Abuse to be tabled as an agenda item at the 25 February meeting of the Authority	February	Chief Executive

13. Preparation for Meeting with the Commissioner

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

14. Other Business

There were no matters for discussion under this agenda item.

Part B – Authority Meeting with the Garda Commissioner in private

Attendance

Authority and Executive: Bob Collins (Chairperson) Valerie Judge, Paul Mageean, Moling Ryan, Deborah Donnelly, Helen Hall (Chief Executive), Margaret Tumelty, Cormac Keating, Aoife Clabby (Secretary).

Garda Síochána: Drew Harris (Garda Commissioner), John Twomey (Deputy Commissioner), Joe Nugent (Chief Administrative Officer), Anne Marie McMahon (Acting Deputy Commissioner), Kate Mulkerrins (Executive Director), Andrew O’Sullivan (Chief Information Officer), Paula Hilman (Assistant Commissioner), Finbarr O’Brien (Assistant Commissioner), Gráinne Shortall (Assistant Principal).

15. Garda Síochána Risks and Resources

The Chairperson advised the Commissioner of the Authority’s earlier approval of the appointment of the Executive Director, Finance. Pending the successful candidate taking up their position, Members sought clarification on the extent of progress in implementing the recommendations of the Mazars review of the finance function. The Commissioner advised that work was being taken forward in respect of the finance review recommendations and the development of a workforce plan. The Commissioner further advised that once the Executive Director was in place, the Garda Síochána staff profile, deployment and the associated best use of budget would be key areas of priority over the next two years. The Commissioner noted that this was a considerable and challenging body of work. Members proposed that the Executive Director would engage with the Authority at an early date and it was agreed that the successful candidate would attend the February meeting of the Organisation Development Committee in an observer capacity.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
A_085_18	Executive Director, Finance to attend the 9 February meeting of the ODC in an observer capacity	February	Garda Síochána

16. HR Related Matters

Members discussed human resources generally with the Commissioner, in the context of existing and forthcoming vacancies. The CAO advised on the status of the competition for a Director HR&PD and proposed the provision of additional information at the 9 February meeting of the Organisation Development Committee.

Members discussed a number of matters relating to a briefing document prepared by the consultant undertaking a Strategic HR advisory role with the Garda Síochána. Members discussed the desired, single HR Information System for the organisation and were advised that a response was still awaited to the formal request for the Garda Síochána to join the Committee scoping the new NSSO HR System project. Members were also advised that alternative options were being considered, should the request be declined.

Members discussed the next steps identified in the briefing document with the Commissioner and sought an update on the status of the recommendations to be achieved in January. The CAO advised that subject

to her availability the consultant would be progressing many of the recommendations identified in the report and that a comprehensive overview of progress would be provided at the 9 February meeting of the Organisation Development Committee.

Members discussed progress on the roll-out of the Garda Síochána Operating Model and noted that, while impacted by the level 5 restrictions in place for COVID-19, work was continuing and had been reoriented to processes and procedures. It was agreed that the plan for the first quarter would be shared with the Authority.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
A_085_19	Further information on the status of the Director HR&PD competition to be provided at the 9 February meeting of the ODC	February	Garda Síochána
A_085_20	Status of the next steps identified in the HR&PD discussion document to be provided at the 9 February meeting of the ODC	February	Garda Síochána
A_085_21	Operating Model Q1 plan to be shared with the Authority	ASAP	Garda Síochána

17. Policing Performance

a) Draft Policing Performance Report 2020

The Chairperson advised the Commissioner that work on the draft Policing Performance Report 2020 was nearing completion and that it was intended to publish the report in mid-February. In the interim, it was agreed that there would be a process of engagement with the Garda Síochána to undertake a fact-checking exercise in respect of the report's detail.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
A_085_22	Engage with the Garda Síochána to fact check detail in the draft Policing Performance Report 2020 prior to finalisation.	Immediate	Chief Executive

b) Policing During COVID-19

Members discussed the changed context for policing the COVID-19 health emergency with the Commissioner, in particular the impact of the new variants of the disease, the consequential changes to Government policy and the required policing response. The Commissioner outlined the additional enforcement requirements arising and the impact on resources at all levels across the organisation, in circumstances where resources were stretched. The Commissioner highlighted areas of the organisation where progress in their establishment or further development had been negatively impacted by the diversion of resources to the COVID-19 policing response. The Commissioner expressed some concern in respect of levels of compliance by the general public with the health measures, citing a number of indicators, when compared with previous waves of the pandemic.

Members sought clarification with regard to the assurances in place for the consistent application of new enforcement measures across all divisions. The Commissioner advised that rigorous assurance was in place and that Garda members continued to operate on the basis of enabling members of the public to come into compliance, with enforcement as a last resort. The CIO outlined the governance and reporting mechanisms in place for the review of COVID-19-related fixed charge notices. The Authority requested the provision of additional, available information in respect of the number of fixed charge notices issued by division and by the nature of the offence.

The Executive Director, Legal outlined the guidance issued to members in respect of the application of fixed charge notices, namely a continuum from engagement, encouragement, explanation to enforcement (i.e. prosecution). The quality of, and context for, engagement by Garda members were highlighted as key factors. Members requested a copy of the guidance document. Members discussed Operation Faioseamh and any observed impact on the preparation of files for the DPP and subsequent prosecutions. The Commissioner advised that each region has seen an increase in recorded instances of domestic violence and in coercive control. The Commissioner further advised that the nature of engagement over the course of the COVID-19 health emergency has had positive impacts in terms of outreach and on recidivism. It was agreed that further information in respect of domestic violence and levels of recidivism would be provided to the Authority.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
A_085_23	To provide a breakdown of FCNs issued by category of offence and by division	ASAP	Garda Síochána
A_085_24	To provide a copy of the guidance document issued to Garda members on issuing COVID-19-related fixed charge notices	ASAP	Garda Síochána
A_085_25	To provide a quantification of domestic violence and levels of recidivism over the course of the COVID-19 pandemic	ASAP	Garda Síochána

c) Policing Plan 2021

The Chairperson advised the Commissioner that the Authority had approved the revised draft Policing Plan 2021 and that there would be further engagement at Executive level with a view to its finalisation and submission to the Minister for Justice. Because of a possible ambiguity in language, clarification was sought on the status of the publication of the Use of Force statistics and the commitment given that the Authority could commence publication of the statistics from January 2021. The CIO agreed to review and revert on the matter promptly.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
A_085_26	To confirm to the Authority the timeframe for the publication of use of force statistics	ASAP	Garda Síochána

18. Fatal Shooting of Mr. George Nkencho

Members discussed a number of matters with the Commissioner, not touching on the investigation of the event, arising from the fatal shooting of Mr. Nkencho. The Commissioner outlined a number of steps that

had been taken, particularly in the area of community engagement. The Commissioner also highlighted a number of matters pertinent to equipment and command and control.

19. Adult Caution

The Chairperson advised of the imminent publication of the review and commentary on the Garda Síochána Adult Cautioning Scheme. It was agreed that the issues arising from the review would be the subject of on-going engagement.

20. Garda Síochána Internal Audit

Members discussed a range of issues arising from the Garda Síochána Internal Audit of Payroll. The CAO highlighted a number of measures in place to address the audit findings and the manner of their progression by the internal audit function. The CAO further advised that the tax liability referred to in the audit report no longer arose.

21. Brexit

Members discussed a range of matters with the Commissioner in relation to the withdrawal of the UK from the European Union and sought an assessment of any likely impacts on policing, in particular at the conclusion of the grace period. The Commissioner highlighted a number of issues, in particular in relation to cross-border travel, policing at ports, and the potential for increases in certain types of criminal activity. The Commissioner proposed that a briefing note would be provided to the Authority outlining outstanding areas of activity to be addressed in the policing response to Brexit.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
A_085_27	To provide the Authority with a briefing note, outlining remaining areas to be addressed in the policing response to Brexit	ASAP	Garda Síochána

22. Commissioner's Monthly Report to the Authority

Members noted the monthly report provided by the Commissioner and discussed a number of matters. An update was provided on the status of the workforce plan and a prioritisation exercise in respect of the approach to recruitment, redeployment and Garda staff roles over the course of 2021. Members noted that the outcomes of this exercise would be available within a number of weeks. Members were also advised that work was ongoing with ICT on a proof of concept initiative for a strategic workforce plan which, if approved, would be deployed across the organisation.

23. Other Business

A number of other matters were raised with the Commissioner as follows:

- Members discussed the Garda Síochána Diversity and Integration Strategy and the Equality, Diversity and Inclusion Strategy with the Commissioner, in the context of the organisation's approach to recruitment. The CAO advised that there had been engagement with a number of

NGOs to explore potential barriers to entry to the Garda Síochána and agreed to provide a copy of the emerging report to the Authority. Members sought further information in respect of the rate of attrition through the recruitment process, in particular in the period of time between the Public Appointments Service process and commencement in Templemore. It was agreed that this data would be provided and that the matter would be the subject of further engagement at the Organisation Development Committee. The importance of the availability of baseline data against which to measure the success of outreach initiatives was emphasised by the Authority.

- Members advised that feedback on the Public Attitudes Survey would be provided bi-laterally. Members observed that given the break in methodology, the opportunity existed to review the existing questions and the usefulness of the information garnered.
- The Commissioner was advised that he would be provided with a copy of the UCC Bursary Report on young people’s experience of being questioned by members of the Garda Síochána and that an agenda item on Custody and Safeguarding Human Rights at the 25 February meeting in public would incorporate engagement on both the UCC report and the CPT report.

No.	Action point	By Date	By Whom
A_085_28	To provide a copy of the report on engagement with NGOs on barriers to entry to the Garda Síochána	ASAP	Garda Síochána
A_085_29	To provide information on the attrition rate of successful candidates prior to commencement in Templemore	ASAP	Garda Síochána