



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

## Minutes of Meeting of the Policing Authority

**Date:** 28 October 2021

**Venue:** By Video Conference

### Part A – Authority Meeting

#### Attendance

**Authority:** Bob Collins (Chairperson), Donal de Buitléir, Deborah Donnelly, Valerie Judge, Paul Mageean, Moling Ryan, Shalom Binchy, Elaine Byrne, Stephen Martin.

**Secretary:** Aoife Clabby.

**Staff of the Authority:** Helen Hall (Chief Executive), Cormac Keating, Margaret Tumelty

#### 1. Meeting of Members in Private

The Authority exercised its option to have a meeting in private. A confidential minute of the meeting was provided to the Secretary by the Chairperson.

#### 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 advised that a number of matters that had been the subject of discussion at the meeting in private would be discussed with the Chief Executive.

The Chairperson updated Members in relation to a meeting held with the Secretary General of the Department of Justice to discuss a range of issues including the likely timescale for the passage of the Policing, Security and Community Safety Bill and the implications for the Policing Authority.

The Chairperson advised that he had engaged by phone with a representative of the PARC Road Safety Group and advised of a number of issues that had been raised and would be conveyed to the Chief Executive for consideration and follow-up if appropriate by the Executive.

Members noted a number of items of correspondence received, including a letter from the Commissioner regarding consultation on the Policing Priorities 2022-2024. Members noted the Commissioner's observations on the future approach to the measurement and evaluation of performance by the Garda Síochána.

Members discussed correspondence received from the Irish Human Rights and Equality Commission (IHREC), relating to the reported operation by the Garda National Immigration Bureau (GNIB) of selective passport checks on buses that cross the border while undertaking journeys within the Ireland-UK Common Travel Area and concerns raised with IHREC by a number of civil society organisations in respect of possible profiling. Members noted that this matter had been the subject of previous engagement with the Commissioner and his senior team in October 2019 and that information regarding procedures and guidance for immigration checks undertaken by the GNIB had been provided for Members' consideration in April 2021. Arising from this, a further request for information had been submitted and a response was awaited. It was agreed, a Member having noted a possible conflict of interest, that this matter would be

raised with the Commissioner and the matter tabled for further consideration by the Authority at a subsequent meeting.

Members noted correspondence received from the Minister for Justice in relation to the Garda Síochána Annual Report 2020.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
A_099_01	Chairperson to liaise with Chief Executive on a number of matters raised at the Authority meeting in private	ASAP	Chairperson
A_099_02	Chairperson to apprise Chief Executive of issues raised by the PARC group meeting consideration and follow-up if appropriate by the Executive	ASAP	Chairperson
A_099_03	Apprise the Commissioner of concerns raised by IHREC in respect of cross-border checks and table the matter for Authority engagement with the Commissioner at a subsequent meeting.	ASAP	Chief Executive

### **3. Minutes of meetings and matters arising**

The minutes of the meetings held on 22/23 September were approved and cleared for publication.

Members discussed recent media coverage in respect of an eviction that had taken place in Dublin. The Chairperson advised Members that the matter had been raised with the Commissioner and would be the subject of engagement both in private and public session.

The Log of Actions was noted and proposals to close specified actions were approved.

Members noted the receipt of comprehensive and informative material providing an updated overview on the policing response to Brexit.

Members discussed material received in response to a request for information on the governance and assurances processes in place for the issuing of firearms licences. Members had particular regard to the designated role of the Superintendent and Chief Superintendent, further to the Firearms Acts, and the extent to which licensing processes were consistently applied in each Garda Division.

Members considered the response received from the Chief Information Officer to a request for further information in relation to the number of arrests for non-compliance with the health regulations. While noting the capacity issues cited for non-compliance with the request, the Authority noted that statutory obligation for the Garda Síochána to provide information requested. It was agreed that the nature of the response received would be raised with the Commissioner.

Members considered a response received from the Garda Síochána in relation to an action arising from the Authority meeting held on 27 July 2020. Members noted that correspondence in respect of data collection had not issued to the Department of Justice and that an alternative solution to the issue of data collection was being pursued. Members discussed the existing impediments to the collection of particular types of data by the Garda Síochána, in particular ethnic data, and the attendant risks associated with an inability to gather such data. Members also noted and supported the proactive approach being pursued by the Garda Síochána in this regard. Having regard to the draft advice considered in relation to the collection of special categories of personal data and the identified need for legislative change, Members agreed that the capacity to include a provision in the Policing, Security and Community Bill to enable the collection of such

data by the Garda Síochána would be recommended to the Department of Justice. It was also agreed that there would be merit in considering the approach to the collection of such data in other jurisdictions.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
A_099_04	Engage with the Commissioner on the non-receipt of information requested by the Authority.	ASAP	Authority
A_099_05	Recommend to the Department of Justice that the PSCS Bill should include such provisions to enable the collection of special categories of data by the Garda Síochána.	ASAP	Chief Executive
A_099_06	Consider the approach to the collection of special categories of data, including ethnic data, in other jurisdictions.	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, as follows:

- Meetings held with an individual who had previously requested to meet with the Authority. The Chief Executive provided an overview of issues raised at the meetings and noted that many of the matters highlighted formed an integral part of the Authority's oversight agenda.
- A meeting held with Orla McPartlin, Assistant Commissioner, Security and Intelligence, and her team. The Chief Executive highlighted a number of themes arising from the discussions. It was noted that a further meeting was anticipated in spring 2022. Arising from the briefing provided, Members recalled previous engagements with the Commissioner on non-security covert policing and the commitment given to provide the Authority with independent assurance on a range of governance and other matters in this area. It was agreed that this matter would be tabled for consideration and progression at the November meeting of the Authority.
- An ongoing appeal to the Information Commissioner in respect of a Freedom of Information request.
- Quarterly engagement with the Garda Síochána on the roll-out of the Operating Model. Members were provided with a verbal update on progress being made at national, regional and divisional level. Members were also apprised of the Garda project team's assessment of the impact of industrial relations issues on this initiative, given the critical role of the Superintendent and Chief Superintendent ranks in terms of both process mapping and change management. It was agreed that the matter would be raised with the Commissioner and his team in part B of the meeting.
- The recent appointment of Ms. Sinéad Simpson as the new Chief Executive of the Northern Ireland Policing Board. The Chief Executive advised that she had been in contact with the NIPB since her appointment to arrange a meeting.
- Attendance by the Chairperson and Chief Executive at the Joint Oireachtas Committee on Justice meeting on 20 October to engage with the pre-legislative scrutiny process for the Policing, Security and Community Safety Bill.
- Engagement by the Chief Executive and Chairperson with GRECO representatives on 27 October, as part of the fifth round evaluation visits to Ireland. The Chief Executive advised that a number of matters had been discussed including the importance of independent oversight, approaches to anti-corruption and the approach to appointments in the Garda Síochána.

- The revised approach to the recording of use of force by the Garda Síochána, as outlined in the recent edition of Newsbeat, including the capacity to record the deployment of anti-spit hoods. The Chief Executive advised Members that a final copy of the Garda Síochána review of the use of anti-spit hoods was still awaited.

Members considered and approved a number of minor revisions to the draft Policing Priorities 2022 and the accompanying targets. It was agreed that the Policing Priorities 2022 and the accompanying performance targets would be submitted for approval to the Minister for Justice, in accordance with section 20(4) of the Act.

Having noted the Commissioner’s observations on the Policing Priorities 2022-2024 and the extent of alignment with the draft Garda Síochána Strategy Statement 2022-2024, the Authority was satisfied to approve the Statement and submit it to the Minister for Justice, for her consent, in accordance with section 21(4) of the Act.

Members considered the Q3 review of the Policing Authority Business Plan, noting that the majority of actions remained on target and approving two amendments to the plan, to year end. The Chief Executive advised that an early draft of the Business Plan 2022 would be presented to Members for initial consideration at the 30 November meeting, in conjunction with the consideration of the Policing Authority Strategy Statement 2022-2024.

Members were apprised of the consultation event with the Joint Policing Committee (JPC) Chairs and Local Authority Chief Executives, held on 30 September and noted that the feedback received would be incorporated into a revised set of guidelines, scheduled for consideration at 30 November meeting of the Authority. In this regard, the Authority approved two proposals relating to the inclusion of public bodies as members of JPCs and the approach to the development of a strategic plan by each JPC.

Members considered and agreed to a proposal from the Garda Organisation Development Committee, arising from its meeting on 13 October, to provide the Commissioner with a copy of the review of the Code of Ethics conducted by Ms. Alyson Kilpatrick and to request the Garda Síochána to conduct an effectiveness review of the impact of the Code of Ethics on the organisation’s culture and operation.

Members considered a number of proposed amendments to the Code of Conduct for Members and Staff of the Policing Authority and the Policing Authority Standing Orders. The proposed changes were approved in principle, subject to further engagement by the Chairperson with the Audit and Risk Committee Chair to finalise wording changes to the Code of Conduct for Members and Staff of 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.

<b>No.</b>	<b>Action point</b>	<b>By Date</b>	<b>By Whom</b>
<b>A_099_07</b>	Non-security covert policing and related governance assurance to be tabled for consideration and progression at the November meeting of the Authority.	November	Chief Executive
<b>A_099_08</b>	Submit the Policing Priorities 2022 and accompanying targets to the Minister for Justice for her approval.	ASAP	Chief Executive
<b>A_099_09</b>	Submit the Garda Síochána Strategy Statement 2022-2024 to the Minister for Justice for her consent.	ASAP	Chief Executive

<b>No.</b>	<b>Action point</b>	<b>By Date</b>	<b>By Whom</b>
<b>A_099_010</b>	Present revised JPC Guidelines to 30 November Authority meeting for approval.	November	Chief Executive
<b>A_099_11</b>	Provide Commissioner with a copy of the review of the Code of Ethics and request the Garda Síochána to undertake an effectiveness review of the impact of the Code.	ASAP	Chief Executive
<b>A_099_12</b>	Chairperson to engage with Audit and Risk Committee Chair to finalise wording changes to the Code of Conduct for Members and Staff of the Policing Authority.	ASAP	Chairperson

## **5. Committee updates**

### **5.1 Garda Appointments Quality Assurance and Selection Governance Committee**

The report provided by the Committee Chair of the meeting held on 19 October was considered by the Authority under item 7, Appointments.

### **5.2 Garda Organisation Development Committee (ODC)**

The Committee Chair updated Members in relation to the meeting of the Committee that had taken place on 13 October and in particular in relation to:

- Discussion on the review of the Garda Síochána Code of Ethics, undertaken by Ms. Alyson Kilpatrick and the recommendation of the Committee to the Authority that the review findings would be shared with the Commissioner. The Committee Chair also provided an overview of engagement with Garda representatives on the extent to which the Code's provisions are embedded in the organisation, in addition to the approach adopted to training.
- A presentation received from Garda representatives on the Policing Plan 2022.
- External diversity and inclusion. The Committee Chair advised that engagement on the agenda item had been unsatisfactory and that it would be re-visited by the Committee.
- Garda training. The Committee Chair advised that the Chief Superintendent in charge of training in the Garda College had not been in attendance and that the agenda item had been deferred for consideration to the December meeting.

### **5.3 Policing Strategy and Performance Committee (PSPC)**

The Committee Chair updated Members in relation to the meeting of the Committee that had taken place on 19 October and in particular in relation to:

- Monthly reporting on policing performance and engagement with Garda representatives on targets relating to organised crime and drugs and the extent of information provided. The Committee Chair advised that there had been a broader discussion in relation to the governance surrounding monthly reporting on policing performance and that a schematic of reporting lines was to be provided by Deputy Commissioner, Governance and Accountability.
- A presentation provided on the Policing Plan 2022. The Committee Chair advised that the discussions with Garda representatives had focussed on the approach to measuring the Plan's achievement, including outcomes based measures, appropriate metrics and how the Public Attitudes Survey feeds into reporting on the Policing Plan.

- Protective services. Members were advised that the external review of the operation of the Divisional Protective Services Units had not taken place, but that it was anticipated. Members were also advised that there had been engagement on Operation Faoiseamh, in particular in relation to the recording and reporting of sexual crimes. The Committee Chair outlined the main points of engagement with Garda representatives on the implementation of the recommendations contained in the Garda Inspectorate report 'Responding to Child Sexual Abuse'. Members noted that a number of recommendations requiring an IT solution will not be implemented for some time and the Committee Chair conveyed the Committee's concerns in this regard. It was agreed that the matter would be discussed with the Commissioner in part B of the meeting.

## **6. Audit, Governance and Risk**

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

Members considered the monthly report on risk, provided in accordance with the Authority's Risk Management Policy. The Committee Chair provided an overview of the changes to the register, highlighting risk mitigations being contemplated in respect of the Authority's ICT managed services.

## **7. Garda Síochána Appointments**

Members considered a written update provided by the Chair of the Garda Appointments, Quality Assurance and Selection Governance Committee, following a meeting held on 26 October. The Chief Executive provided an overview of the recommendations arising from the meeting, in particular in relation to the proposed approach to the 2022 selection competition for appointment to the rank of Chief Superintendent. Members noted that industrial relations issues in the Garda Síochána were likely to limit or preclude the capacity of Chief Superintendents to participate in job analysis workshops to inform the development of bespoke situational judgement tests (SJTs). Following discussion, it was agreed that correspondence would issue to the Commissioner, indicating the Authority's intention to proceed with the Chief Superintendent selection competition in 2022 as planned and not to extend the existing panel. Members then considered proposals for the manner in which the outcomes of psychometric testing would be used as part of the selection competition process. While noting the recommendations made, Members expressed the view that psychometric test outcomes would be used at all stages in tandem with an application form by the selection board. Members concurred with the Committee's view that the principle of consistency would be applied to the competition and further, that appropriate direction would be provided to the selection board via the competition materials, to support them in their role. The Chief Executive advised that the competition documents would be considered by the Committee in December and would be brought to the Authority for approval at the 16 December meeting.

The Secretary briefed Members on the outcome of the clearance process in respect of the appointment of candidates to the rank of Superintendent in the Garda Síochána. In this regard, Members were also briefed on further information in respect of candidates whose clearances had been given initial consideration on 7 September and 23 September respectively. Following discussion, the Authority was satisfied to appoint the candidates to the rank of Superintendent, with effect from the date on which the candidates take up the position to which they are assigned by the Garda Commissioner.

The Secretary briefed Members on the outcome of the clearance process in respect of the appointment of candidates to the rank of Chief Superintendent in the Garda Síochána. Members noted that one of the promotions was to a supernumerary position, pending the next vacancy arising at the rank of Chief

Superintendent in March 2022. Following discussion, the Authority was satisfied to appoint the candidates to the rank of Chief Superintendent, with effect from the date on which the candidates take up the position to which they are assigned by the Garda Commissioner.

Members had a broad-ranging discussion in relation to the clearance process undertaken by the Commissioner’s office in support of the appointment of candidates. It was agreed that the matters discussed would be raised by the Chairperson with the Commissioner, in advance of the 30 November meeting of the Authority.

Members considered and approved a request to appoint a candidate to the position of Data Protection Officer in the Garda Síochána, at the grade of Principal Officer.

Members considered and approved a request to appoint a candidate to the position of Head of Estate Management in the Garda Síochána, at the grade of Principal Officer.

Members considered and expressed broad satisfaction with the Candidate Information Booklet for the position of Head of Corporate Information Systems in the IT section of the Garda Síochána, at the grade of Principal Officer.

<b>No.</b>	<b>Action point</b>	<b>By Date</b>	<b>By Whom</b>
<b>A_99_13</b>	Notify Commissioner and candidates of their appointment to the ranks of Superintendent and Chief Superintendent.	Immediate	Chief Executive
<b>A_99_14</b>	Raise a number of matters in respect of the Garda Síochána clearance process with the Commissioner	ASAP	Chairperson
<b>A_99_15</b>	Notify Commissioner and candidates of their appointment to the positions of Data Protection Officer and Head of Estate Management.	Immediate	Chief Executive

## **8. Policing Authority Strategy Statement 2022-2024**

Members considered the draft Mission, Vision and Values for inclusion in the Policing Authority Strategy Statement 2022-2024. Members also considered draft strategic pillars and proposed desired outcomes for the strategic period. Members expressed broad satisfaction that the proposals made were a good basis for consultation. Following discussion, the Authority was satisfied to approve the draft document for consultation, subject to a number of minor amendments.

## **9. Policing Plan 2022**

Members noted the receipt of the draft Policing Plan 2022, in accordance with the statutory timeframes. It was acknowledged that further work was required in relation to the policing plan targets and that there would be further detailed engagement with Garda representatives in this regard.

## 10. Review of Invalid and Unwarranted Closure of CAD999 Incidents

Members noted a number of developments in relation to the review of the invalid and unwarranted closure of CAD999 incidents, in addition to noting the receipt of an early report of Mr. Derek Penman's work in progress. The Chairperson advised Members that since the provision of the draft work in progress report, Mr. Penman had received a volume of material requested from the Garda Síochána and was proceeding to review it. Members were asked to provide any observations on the work in progress to the Chief Executive, in support of its finalisation.

The Chief Executive provided Members with an update on the procurement by the Authority and the Garda Síochána of joint counsel advice on access, for the purposes of oversight, to 999 call recordings.

## 11. 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 his team.

## 12. Other Business

There were no matters for discussion under this agenda item.

## Documents for noting-October 2021

The following documents were noted by the Authority:

<i>Document</i>		<i>Action Required</i>
<b>D_99_01</b>	Police Ombudsman for Northern Ireland: The Police Ombudsman's Review of the Deployment of Spit and Bite Guards by the Police Service of Northern Ireland.	For noting



## Part B – Authority Meeting with the Garda Commissioner in private

### Attendance

**Authority and Executive:** As for Part A

**Garda Síochána:** Drew Harris (Garda Commissioner), Anne Marie McMahon (Deputy Commissioner), Shawna Coxon (Deputy Commissioner), Joseph Nugent, Chief Administrative Officer, Finbarr O'Brien (Assistant Commissioner), Andrew O'Sullivan (Chief Information Officer), Patrick Clavin (Assistant Commissioner), Kathryn Clifford (Executive Director), Anne Marie Cagney (Assistant Commissioner), Deirdre Morris, (Principal Officer), Gráinne Shortall (Assistant Principal).

The Authority discussed a range of matters with the Commissioner and his senior team, including:

- Recent media coverage in relation to an eviction that had taken place in Dublin. Garda representatives advised that no notification in respect of the eviction had been received and that the Garda response had been proportionate and with the aim of preventing a breach of the peace. Members were advised that the Assistant Commissioner, DMR had instigated a review of all circumstances surrounding the Garda response from a lessons learned perspective. Members sought clarification on the scope of the review and noted that work was in train to establish all the facts relating to the eviction.
- Media coverage surrounding the findings of an unpublished GSOC report.

### 13. Garda Síochána Risks and Resources

Members discussed the current budgetary position with the Commissioner, in particular the requirement for a supplementary budget and were provided with a quantification of the additional budget required. Garda representatives advised that work was in progress to finalise a submission for despatch to the Department of Justice and the Department of Public Expenditure and Reform at an early date.

Members asked the Commissioner for his assessment of the implications for the Garda reform programme, and in particular for ICT, arising from the financial allocation received through the National Development Plan. The Commissioner advised that the position in respect of funding for ICT initiatives and the capacity to deliver on the required modernisation was particularly challenging. Members noted that the proportion of the ICT budget available to support growth and transformation initiatives, approximately 15%, was insufficient to deliver on the pace of change required. Members sought clarification in respect of any benchmarking exercises undertaken to compare against spend in other EU member state police services and it was agreed that further information would be supplied by the Chief Information Officer in this regard. Members discussed staffing of the ICT and Analysis Service functions with the Commissioner and were advised that an organisation development plan for ICT had been developed.

Members discussed the ICT portfolio status report and the ICT pipeline of projects and sought an assessment of the resilience of existing systems. In the context of earlier discussions on the implementation of recommendations arising from the Garda Inspectorate report on Child Sexual Abuse, Members noted that the technical solution to enable the sharing of notifications between the Garda Síochána and TUSLA was not scheduled for implementation in 2022.

Following detailed consideration of the issues raised, it was agreed that a letter would issue to the Minister for Justice, expressing the Authority's disappointment with the budget allocation for ICT provided to the

Garda Síochána in the National Development Plan, in particular in the context of the expected level of change outlined in A Policing Service for the Future. The Chief Information Officer advised Members that a tender was being developed to assess the Garda Síochána’s modernisation roadmap and to benchmark it against other police services pursuing a modernisation agenda.

<i>No.</i>	<i>Action point</i>	<i>By Date</i>	<i>By Whom</i>
<b>A_099_16</b>	Chief Information Officer to provide further information in relation to benchmarking undertaken to assess ICT spend in other police services, in particular any comparable services in the EU.	ASAP	Garda Síochána
<b>A_099_17</b>	Letter to issue to the Minister for Justice, expressing the Authority’s disappointment with the budget allocation for ICT provided to the Garda Síochána through the National Development Plan.	ASAP	Chairperson

#### **14. Human Resource Related Matters**

At the outset of the agenda item, the Chairperson noted the submission received seeking approval of Garda staff under section 19(1) and 19(2) of the Garda Síochána Act 2005 and conveyed the Authority’s approval for the increase in Garda staff numbers to facilitate the additional resources requested. The Commissioner was advised that work to progress the associated business cases was in progress and that submissions approved would then go to the Department of Justice and the Department of Public Expenditure and Reform for their consideration. The Authority discussed a number of matters in relation to additional Garda resources announced in Budget 2022 with the Commissioner including:

- The approach to resource quantification and allocation. The Commissioner outlined the process in place to consider requests for additional resources, highlighting the rigour and challenge applying to the assessment of requests. The Commissioner also highlighted operational areas where further workplace modernisation was envisaged and the need for greater flexibility to determine the required number of Garda members and staff, reflecting the evolving nature of both policing and the organisation itself.
- The extent of confidence in the budget to support additional staff positions. The Commissioner noted that while the budgetary position in respect of additional staff was clear, ancillary costs relating to accommodation, vehicles and ICT would require further consideration.

#### **15. The challenges of combatting corruption and promoting integrity in the Garda Síochána**

Members discussed matters relating to integrity in the Garda Síochána with the Commissioner, in the context of a number of issues that had been in the public domain in the preceding weeks. The Commissioner expressed the view that there was clarity within the organisation as to what constituted corrupt behaviour, but emphasised the importance of recognising other behaviours that, if left unchecked and unchallenged, can give rise to serious breaches of trust with the public and negatively impact on relationships. The Commissioner highlighted the need to continuously link back to the Code of Ethics and to use relevant examples of poor behaviour to train members and staff on an on-going basis. Echoing views expressed by the Chairperson on the significance of the measures undertaken in recent years, the Commissioner highlighted the importance of the establishment of the Anti-Corruption Unit, as part of the response to identifying and addressing any corrupt behaviour in the organisation.

Members discussed the mechanisms for the referral of complaints in respect of Garda members to GSOC with the Commissioner and his team. An overview of the referrals process was provided and Members were apprised of the role of Internal Affairs in monitoring consistency across the divisions in the handling of complaints as between GSOC and the Garda Síochána. Members were also apprised of the self-disclosure requirements for Garda members and staff, in particular in relation to cases of domestic violence or accusations of sexual assault. The Commissioner provided Members with an overview of his role in respect of the oversight of the reporting of misconduct, suspensions and instances where Garda members or staff are the subject of court proceedings. The Commissioner highlighted an area of concern in respect of the intersection between the GSOC investigative process and the Garda Síochána disciplinary process, particularly in circumstances where a determination is made by GSOC not to proceed with an investigation. While acknowledging the impact of corrupt behaviour and assertions of corrupt behaviour on morale in the organisation, the Commissioner also emphasised the importance of proactively addressing and tackling unacceptable behaviour and noted the positive role of the Anti-Corruption Unit in this regard, evidenced, in part, by the number of reports and referrals being received. Members also discussed the current process of vetting in place for Garda members and staff with the Commissioner and his assessment of required enhancements to the existing arrangements.

## **16. Monthly Reporting on Policing Performance**

Members engaged with the Commissioner on a number of matters relating to monthly reporting on policing performance including:

- Garda Síochána Operating Model: A brief overview of the challenges pertaining to the roll-out of the Operating Model was outlined, particularly in the areas of training and accommodation. Members noted that there had been a fruitful discussion with the OPW in respect of accommodation. Members also noted Deputy Commissioner, Strategy, Governance and Performance's assessment that industrial relations issues were currently not presenting a risk to the roll-out. Members sought further information in respect of any evaluation of the implementation of the Model to date and noted that a high-level evaluation was being conducted. It was agreed that a presentation would be provided to the Members at an early date.
- Protective services: Members were apprised of progress in the roll-out of the Domestic Violence Risk Assessment Tool and the benefits of the tool in responding to victims of such crimes. Members noted that an evaluation of the effectiveness of the tool was contemplated and that Garda representatives would revert with further information on the matter. Members sought clarification in respect of the review of the Divisional Protective Services Units and whether an external component to the review was being undertaken. Members were advised that while the review was ongoing, there was no definitive timeline for its conclusion. It was agreed that a further update would be provided to the next meeting of the PSP Committee. Members engaged with the Commissioner and his team on the national monthly tactical assessments and in particular in relation to the increase in the number of sexual offences reported. Members noted the Policing Plan target to increase the rate of reporting of such incidents and the extensive work undertaken with NGOs in that regard, in addition to Operation Faoiseamh and the approach to victim call-backs. Members were provided with an update on the review being undertaken to establish the barriers to detection of sexual offences.
- Policing Plan: Members asked the Commissioner for his assessment of the extent to which the monthly performance reports capture the achievement of policing plan targets across the year. While acknowledging that the plan provides a roadmap for the organisation's activity, the

Commissioner highlighted the challenge of trying to capture the totality of impacts in a single report.

- Reporting on Use of Force: Members asked the Commissioner about the timeframe for the production of data in relation to use of force by the Garda Síochána and sought clarification in relation to the nature of the information that would be provided in any such report. Members were advised that the mechanism to enable the automated collection of data would be in place by early December and that a copy of the populated report would be made available to the Authority for its consideration before publication. Members noted that the report itself would be available from Q1 2022.

Members also discussed with the Commissioner his assessment of the extent to which the policing plan is central to the assessment and monitoring of policing performance.

<b>No.</b>	<b>Action point</b>	<b>By Date</b>	<b>By Whom</b>
<b>A_099_18</b>	Garda Síochána to provide Authority members with a presentation on the roll-out of the new Operating Model.	Q1 2022	Garda Síochána
<b>A_099_19</b>	Garda Síochána to provide further information in relation to the envisaged evaluation of the Domestic Violence Risk Assessment Tool.	ASAP	Garda Síochána
<b>A_099_20</b>	Garda Síochána to provide Authority with populated Use of Force report, prior to its publication.	Q1 2022	Garda Síochána.

## **Part C Meeting with Garda Commissioner in public**

### **Part C – Authority Meeting with the Garda Commissioner in public**

#### **Attendance**

##### ***Authority and Executive:* Authority**

Bob Collins (Chairperson), Donal de Buitléir, Deborah Donnelly, Valerie Judge, Paul Mageean, Moling Ryan, Shalom Binchy, Elaine Byrne, Stephen Martin

##### **Executive**

Aoife Clabby (Secretary)

Helen Hall (Chief Executive)

##### ***Garda Síochána:***

Drew Harris (Garda Commissioner), Joseph Nugent (Chief Administrative Officer), Anne Marie McMahon (Deputy Commissioner), Shawna Coxon (Deputy Commissioner), Finbarr O'Brien (Assistant Commissioner), Andrew O'Sullivan (Assistant Commissioner), Anne Marie Cagney (Assistant Commissioner), Patrick Clavin (Assistant Commissioner).

This meeting with the Garda Commissioner and his team was held remotely and live streamed to the public as it was not possible to meet in public due to COVID-19 restrictions. 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>

Due to technical difficulties that arose during live streaming of the meeting in public, there was an impact on the sound quality of the recording, in particular in relation to a discussion in respect of eviction that had taken place in Dublin. Consequently a more detailed note of this discussion is provided.

At the outset of the meeting with the Commissioner in public, the Chairperson advised that this was a special public session to consider the continuing approach to the review of the invalid and unwarranted closure of CAD 999 incidents. The Chairperson also advised that an additional item on the challenges of combatting corruption and promoting integrity in the Garda Síochána had been tabled in light of recent events.

Prior to engagement on these items, the Chairperson invited the Commissioner to comment on Garda Síochána presence at an eviction that had recently taken place in Dublin. The Commissioner provided an overview of the incident that had occurred, and while expressing satisfaction that a court order was in place, he highlighted that the Garda Síochána had no prior knowledge of the eviction. The Commissioner further advised that Garda members responding to the call had made clear that their role was to preserve public order and ensure that there was no breach of the criminal code. The Commissioner noted that there were contesting versions of the events that had taken place and advised that a series of actions was being taken by the Garda Síochána, including the securing of CCTV footage.

The following matters were then discussed during the meeting:

Item Number	Agenda Item	Principal matters discussed
16	<b>Review of invalid and unwarranted closure of CAD 999 incidents</b>	<ul style="list-style-type: none"> <li>• Garda Síochána presentation providing an overview of progress being made and a status update on the various strands of the review.</li> <li>• Engagement with the Commissioner on extent to which performance conversations, as appropriate, had taken place with individual Garda personnel who had cancelled calls.</li> <li>• Consideration of Garda Síochána assurance that there had been no significant adverse impact on any individual, arising from inadvertent call cancellation and how such assurance was defined and determined.</li> <li>• Engagement with the Commissioner on his assessment of whether there had been any service delivery failure to victims on the part of the Garda Síochána.</li> <li>• Consideration of the factors contributing to instances where service was not provided, from the perspectives of non-adherence to policy and individual behaviour.</li> <li>• Extent of Commissioner’s confidence that additional measures introduced to prevent the inadvertent and unwarranted cancellation of calls would not be circumvented and overview, by the Commissioner, of the range of interventions across training, performance management, and supervision to prevent a recurrence of the issues, in addition to a number of discipline issues being pursued.</li> <li>• Clarification provided in relation to the routes for cancellation of calls and the manner in which a ‘work around’ had been identified and reported within the organisation.</li> <li>• Expression of concern by the Chairperson in respect of the extent of assurances being provided to the Authority at this juncture in the review process, in particular in relation to behaviours contributing to unwarranted and inadvertent call cancellation.</li> </ul>
17	<b>The challenges of combatting corruption and promoting integrity in the Garda Síochána</b>	<ul style="list-style-type: none"> <li>• Introduction by the Chairperson addressing coverage of instances of inappropriate and/or criminal behaviour by members of the Garda Síochána and setting the context for the engagement with the Commissioner.</li> <li>• Engagement with the Commissioner in respect of a review of cases involving Garda members accused of domestic violence or sexual assault and an assessment of the Commissioner’s satisfaction with the requisite independence of such a review.</li> <li>• Overview, by the Commissioner of the scope of the review being undertaken and extent to which review outcomes will contribute to the further development of the Garda Síochána’s in-house vetting process for Garda members and staff and to the formulation of organisational policy.</li> </ul>

Item Number	Agenda Item	Principal matters discussed
		<ul style="list-style-type: none"> <li>• Consideration of the approach to training and the extent of utilisation of real-life examples of unethical behaviour in the training provided to Garda members, in addition to discussion on the approach to training development and the involvement and input of the Ethics and Culture bureau and the Anti-Corruption Unit.</li> <li>• Engagement with the Commissioner on his assessment of the impact of wrong-doing on the culture of the organisation; the importance of the investigation of wrong-doing in both encouraging members and staff to speak up and ensuring confidence in the Garda Síochána among members of the public;</li> <li>• Engagement on the work of the GS Anti-Corruption Unit, the extent of communication of its role and consideration of the risk of infiltration of organised crime into the Garda Síochána</li> <li>• Engagement on the understanding of corruption and the encouragement of a culture of speaking up about wrong-doing.</li> </ul>

**21. Other Business**

There were no matters for discussion under this agenda item.

**Actions arising from the meeting held in public**

There were no actions arising.