



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes – Policing Strategy and Performance Committee Meeting

Date: 14 May 2018

Venue: 90 North King Street, Dublin 7.

Part A – Committee Meeting

Attendance

Authority: Judith Gillespie (Chair), Vicky Conway, Noel Brett, Ronan Nolan

Secretary: David Pasley

Executive: Helen Hall, Margaret Tumelty, Fiona Larthwell, Karen Shelly

DPER: John Burke, Eoin Dormer (Item 6 only)

Apologies: Maureen Lynott

1. Closed session – Authority Members only

The standing option to conduct a closed session was not exercised. No interests were declared.

2. Minutes of Previous Meeting

Minutes from the Committee meeting (8th March 2018) were noted as read. An observation had been provided by a Garda representative providing further detail; this was incorporated into the minutes, which were approved on that basis.

3. Policing Priorities

The following points were noted: the imminent report of the Commission on the Future Policing in Ireland (CFP); the imminent appointment of a new Commissioner; and, the consequent agreed deferral of the production of the next Garda Síochána Strategy. In line with this, it was proposed that the Policing Priorities would be revised for the coming period, rather than being completely reimagined. It was noted, however, that the findings of the Culture Audit would need to be reflected in any revision to the Policing Priorities for 2019.

4. Homicide Review

The Executive briefed the Committee on the Homicide Review and the recent meeting with the review team. The Committee noted the detailed degree of oversight by the Policing Authority on this issue. It was noted that the review team had reported conducting 18 out of the 41 required case reviews. However, none of these reviews had been signed-off by the entire review team. The

Committee indicated that it would not regard these as being complete until they are signed-off. The Committee agreed that the production of an interim report detailing a smaller number of completed reviews and containing preliminary recommendations would be useful rather than waiting for the entire 41 cases to be completed. Queries were raised as to how data quality issues may affect the recording of homicides in 2018. It was noted that this issue would remain a standing item on the agenda for Authority meetings.

5. Policing Plan Performance Evaluation

It was acknowledged that the Policing Plan monthly updates were received from the Garda Síochána on time. However, additional materials were sent too late to review thoroughly. It was noted that the later materials provided were, in some cases, additional to those expected by the Committee.

Key Performance Indicator (KPI) report formats were discussed. It was noted that the Analysis Service produced rich performance data but that no defined strategies, plans or corrective actions appeared to emerge in response to their findings. A number of issues were noted for discussion including sexual offences targets, domestic abuse figures, the sharp decline in detections, money laundering and organised crime volumes and decline in lifesaver offences in the area of roads policing.

Concerns about the centrality of the Policing Plan to the organisation and divisions were raised and it was posited that the Policing Plan may not be the core focus of the organisation or the key driver for operations. This was particularly discussed in the context that after the first quarter of 2018, fewer than half of the initiatives contained in the plan were on track. It was noted that barriers explored in the 5th MRP report (accommodation, training and finance) are now affecting the Policing Plan.

Several other items were discussed: non-receipt of the RFI for driver training; compliance with the Garda car usage policy; “use of force” as a potential area for research by the Authority.

6. DPER Presentation on Policing Plan Metrics and Indicators

Two representatives from DPER joined the meeting to discuss their work on Policing Plan metrics and indicators. DPER Representatives stressed the need to ensure that there is a results and reform dividend arising from the increasing investment to 2021. Various issues regarding evaluation and Garda Síochána finance and budgeting were discussed, including: historical deficiencies in data management across the public service; the two DPER Spending Reviews for 2019 (overtime and civilianisation); the potential impact of CFP and the new Divisional Model; and, the need for active, responsive engagement by the GS in the Estimates process. DPER representatives noted that they had visited with the Finance Director of the PSNI and the Committee proposed that the Executive do the same.

The Committee broached the possibility of intervention in the Garda Síochána by a team made up of experienced team of professionals from across the civil and public service, with a proven track record in effecting change management projects.

Part B – Committee Meeting with Garda Síochána Representatives

Attendance

Authority and Executive: As above

Garda Síochána: Joseph Nugent (Chief Administrative Officer), David Gilbride (Executive Director Strategy and Transformation), John O’Driscoll (Assistant Commissioner, Special Crime Operations), Orla McPartlin (Assistant Commissioner, Western Region), Gurchand Singh (Head of Garda Síochána Analysis Service), Michael Hennebry (Detective Superintendent).

7. Closed session

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

8. Homicide Review

The Garda Representatives provided an update on the Homicide Review. [An interim report is being prepared by the review team on 8 of the cases which have been reviewed.](#) An update would be provided to the Authority on the status of the interim report by the end of the week. To date recommendations had emerged including updates to PULSE. An increase in referrals to the State Pathologist by the Garda Síochána was noted, as were concerns around the amount of time taken to review those referrals. The Committee queried if Standard Operating Procedures (SOPs) were employed in the investigation of homicides. The Garda Representatives stated that SOPs were not used in the case of homicides but that a Senior Investigating Officer (SIO) was appointed and that SIOs conduct investigations in accordance with templates and training received during the accredited SIO qualification. Further discussion was held surrounding the Garda Síochána approach to homicide investigations, including a recently issued HQ directive on sudden deaths. It was noted that when the State Pathologist is involved in an investigation, a SIO will be appointed.

9. Policing Plan Performance Evaluation

The Committee welcomed the Monthly Tactical Assessment and noted the late arrival of several papers. The Committee queried whether or not the Policing Plan was seen as being central to the Garda Síochána and if it was used as a means to hold Garda members and staff to account. The variance in the content of local policing plans was also raised. Garda Representatives stated that the Policing Plan was discussed by the Garda Executive every two weeks, but acknowledged that it may not trickle down through the organisation. They stated that the plan is structured at a high level and that there was not sufficient work being done to integrate it at a local level. It was noted that national targets are proportionally allocated to regions but that these may not be the most pressing targets at a local level. The need to move away from solely a top-down approach was expressed by both Garda representatives and the Committee. It was noted that there are a number of issues behind the current approach, including the need to enhance planning capacity at local level, and the high number of plans and commitments across the

organisation. It was agreed that the embedding and development of the 2019 Policing Plan would be discussed at the next committee meeting.

The Committee acknowledged the increase in reporting of domestic violence incidents but expressed concern that targets had not been updated to reflect trends in incidents, which Garda Representatives explained would begin to increase as the targets are based retrospectively on a set, rolling period. The increase in incidents of assaults was also raised and it was queried if there was a strategy or plan in place to deal with this issue. Garda Representatives stated that there was no national plan in place and that due to the multiple causes of assaults a single plan might not address the issue, and that the nature of assaults would involve a high degree of partnership involvement. The Committee queried whether or how, in the absence of a national strategy, Gardaí on the street understand that reducing assaults is a national priority.

The Committee also discussed the issue of falling detections and sought reassurances about work being completed in this area. It was noted that, in the South East, the increase in detections was linked to an increase in prevention measures, which was a regional experience that was contrary to what had been suggested previously. Garda Representatives noted that GSAS researchers are going to look at evaluating interventions in this area. It was noted that the IMS and investigator training should improve detections and Garda Representatives committed to responding to the Authority on organisational approach to improvement in detections.

In the area of Roads Policing, The Committee queried the decline in the number of life saver offences and queried if a plan was in place. Garda Representatives assured the Committee that a plan was in place and would be supplied.

The Committee raised Garda actions in the area of diversity including the need for diverse recruitment and the need to engage with vulnerable and hard to reach communities. The imminent new recruitment campaign was discussed and the Committee noted with concern that no improvements had been made in terms of the introduction of new recruitment methods (e.g. psychometric testing) or in terms of incorporating plans for attracting a diverse pool of applications. Garda Representatives acknowledged that this was a missed opportunity.

10. Quarterly report on the progress made in targeting Organised Crime Groups

Garda Representatives presented an update on the activities of the various specialist units which work in the area of combatting organised crime. It was noted that a project is in train to identify the costs associated with a murder investigation in comparison to cost of preventative operations. The area of international cooperation and European arrest warrants were discussed. Clarification was sought on European arrest warrant figures in the Policing Plan.

11. Any other business

No other issues were raised.

Actions

No.	Action Point	By Date	By Whom
PSP_023_01	Provide update on the status of the interim report on the Homicide Review to the Policing Authority	18/05/2018	GS
PSP_023_02	Discuss the development and embedding of the 2019 Policing Plan at the next Committee meeting	14/06/2018	GS / PA
PSP_023_03	Clarify the definition of domestic violence when used as a modus operandi in PULSE (Policing Plan, target 15c)	01/06/2018	GS
PSP_023_04	Supply details on the period/time parameters used for reviewing targets/limits in KPI reports	01/06/2018	GSAS
PSP_023_05	Provide the organisational plan / approach to increase detections	01/06/2018	GS
PSP_023_06	Provide the Roads Policing Plan	01/06/2018	GS
PSP_023_07	Clarify the definition of European Arrest Warrants (Policing Plan, target 45e) and details of the numbers of Warrants received versus those executed	01/06/2018	GS
PSP_023_08	Provide the booklet on Organised Crime Bureaus	31/07/2018	GS
PSP_023_09	Arrange a meeting with the PSNI Finance team	ASAP	PA