

An Garda Síochána

Oifig Saorála Fáisnéise
An Garda Síochána
Teach áth Luimnigh
Lárionad Gnó Udáras Forbartha Tionscail
Baile Sheáin
An Uaimh
Contae na Mí
C15 DR90



Freedom of Information Office
An Garda Síochána
Athlumney House
IDA Business Park
Johnstown
Navan
Co Meath
C15 DR90

Teileafón/Tel: (046) 9036350



Láithreán Gréasain/Website:
www.garda.ie

Ríomh-phoist:/Email: foi@garda.ie

Mr. Ken Foxe

Re: Freedom of Information Request FOI-000072-2017 Partially Granted

Dear Mr. Foxe,

I refer to your request dated the 23rd February 2017 and received on the 24th February 2017 which you have made under the Freedom of Information Act 2014 (FOI Act) for records held by An Garda Síochána.

Part 1(n) of Schedule 1 of the FOI Act states that An Garda Síochána is listed as a partially included agency "*insofar as it relates to administrative records relating to human resources, or finance or procurement matters*". Therefore, only administrative records that relate to human resources, finance or procurement shall be considered

Your sought the following:

- A copy of briefing notes prepared for John Barrett, Executive Director of Human Resources, ahead of his appearance before the Policing Authority on February 22nd.

On researching this request it was discovered that the date you have provided is not the date Mr Barrett appeared before the Policing Authority. Mr Barrett appeared on the 23rd March 2017 and it is on that basis that your request for information was progressed.

I wish to inform you that I have decided to **partially grant** your request on the 23rd March 2017.

The purpose of this letter is to explain my decision.

1. Findings, particulars and reasons for decision.

Human Resources and People Development (HR & PD) and the Policing Authority Liaison Office (POLA) were contacted to source the records sought in your request. The

records provided to Mr. Barrett were generic in nature and not specific to his remit. The POLA provided a briefing pack to all members attending the Policing Authority public meeting which referred to the topics on the agenda for that day. 18 documents were provided in total with web links to a further 9 publically available documents. For the purpose of your request and in accordance with Schedule 1, Part 1(n) of the FOI Act only the documents that relate to HR , Finance and Procurement will be considered for release.

15(1) (d) - Refusal on Administrative Grounds

The following documents that were contained in the briefing pack are already available in the public domain and can be accessed via the internet. Section 15(1)(d) of the FOI Act provides for information, that is in the public domain, not to be released via an FOI request. The web links below will bring you to the documents that are in the public domain. Therefore, and in accordance with section 15(1)(d), I am refusing to provide these documents.

Details of the 24/7 Independent Counselling Services were provided as per the web link of <http://www.garda.ie/Documents/User/24-7.pdf> .

Details of the Children First Guidelines were provided as per the web link of <https://www.dcy.gov.ie/documents/Publications/ChildrenFirst.pdf>

Details of the Policing Authority Code of Ethics were provided as per the web link of [http://www.policingauthority.ie/Website/PA/PolicingAuthorityWeb.nsf/page/DCMY-AHVDK69503323-en/\\$File/Code%20of%20Ethics%20for%20the%20Garda%20Síochána.pdf](http://www.policingauthority.ie/Website/PA/PolicingAuthorityWeb.nsf/page/DCMY-AHVDK69503323-en/$File/Code%20of%20Ethics%20for%20the%20Garda%20Síochána.pdf)

Details of the Policy/Procedures Document for the Making of Protected Disclosures was provided which was available to the public and the most recent version is available at the web link <http://www.garda.ie/Documents/User/Protected%20Disclosures%20Policy%20v2.1.pdf>

Details of the previous meeting with the Policing Authority (Part B) were provided and are available to the public at the web link of [http://policingauthority.ie/Website/PA/PolicingAuthorityWeb.nsf/page/DCMY-AJVL8315311324-en/\\$File/Minutes%20of%20Policing%20Authority%20meeting%20on%2026.01.2017.pdf](http://policingauthority.ie/Website/PA/PolicingAuthorityWeb.nsf/page/DCMY-AJVL8315311324-en/$File/Minutes%20of%20Policing%20Authority%20meeting%20on%2026.01.2017.pdf)

Details of the Draft Agenda for the Meeting on the 23rd February were provided and available to the public at web link [http://www.policingauthority.ie/Website/PA/PolicingAuthorityWeb.nsf/page/DCMY-AJNJXT14265017-en/\\$File/Draft Agenda Policing Authority 23.02.2017.pdf](http://www.policingauthority.ie/Website/PA/PolicingAuthorityWeb.nsf/page/DCMY-AJNJXT14265017-en/$File/Draft%20Agenda%20Policing%20Authority%2023.02.2017.pdf)

Details of the Monthly Report of 17th February 2017 were provided and are available at [http://policingauthority.ie/Website/PA/PolicingAuthorityWeb.nsf/page/DCMY-AJVLJH15475824-en/\\$File/Commissioner%27s%20Monthly%20Report%20to%20the%20Policing%20Authority%20-%20February%202017.pdf](http://policingauthority.ie/Website/PA/PolicingAuthorityWeb.nsf/page/DCMY-AJVLJH15475824-en/$File/Commissioner%27s%20Monthly%20Report%20to%20the%20Policing%20Authority%20-%20February%202017.pdf)

Schedule 1, Part 1(n) - Out of Scope

Of the 18 documents provided to Mr. Barrett and other attendees seven documents are available to the public via the internet (web links above) and eight are considered out of scope for the purposes of the FOI Act insofar as An Garda Síochána is concerned. The content of the eight documents relate to operational policing matters and are not considered an administrative record for Human Resources, Finance or Procurement purposes.

Therefore they are refused for release as per Schedule 1, Part 1(n) of the FOI Act.

15(1) (f) - Refusal on Administrative Grounds

The document titled *Policy Document on the Suspension from Duty of Members of An Garda Síochána under the Garda Síochána (Discipline) Regulation 2007 as Amended* updated in January 2017 is being prepared for publication on the Garda Síochána website at www.garda.ie. It is intended to publish this policy within the next number of weeks and therefore it will be available to the general public. In accordance with section 15(1)(f) of the FOI Act the document is not being provided as it will be published shortly.

Two documents are released in full to you relating to the number of suspensions for higher ranks and the cultural audit briefing material. Details of the Cultural Audit are available in full on the following web site as there was an EU wide procurement process relating to this matter. The web link below can be used to access the full RFT documents for the proposed Cultural Audit.

<https://irl.eu-supply.com/app/rfq/publicpurchase.asp?PID=107883>

Right of Appeal

In the event that you are not happy with this decision you may seek an Internal Review of the matter by writing to the address below and quoting reference number **F01-000072-2017**.

Freedom of Information Office,
An Garda Síochána
Athlumney House
IDA Business Park
Johnstown
Navan
Co. Meath
C15 DR90

Please note that a fee applies. This fee has been set at €30 (€10 for a Medical Card holder). Payment should be made by way of bank draft, money order, postal order or personal cheque, and made payable to Accountant, Garda Finance Directorate, Garda Headquarters, Phoenix Park, Dublin 8.

Payment can be made by electronic means, using the following details:

Account Name: Garda Síochána Finance Section Public Bank Account

Account Number: 10026896

Sort Code: 900017

IBAN: IE86B0F190001710026896

BIC: BOFIE2D

You must ensure that your FOI reference number FOI-000072-2017 is included in the payment details.

You should submit your request for an Internal Review within 4 weeks from the date of this notification. The review will involve a complete reconsideration of the matter by a more senior member of An Garda Síochána and the decision will be communicated to you within 3 weeks. The making of a late appeal may be permitted in appropriate circumstances.

Please be advised that An Garda Síochána replies under Freedom of Information may be released in to the public domain via our website at www.garda.ie.

Personal details in respect of your request have, where applicable, been removed to protect confidentiality.

Should you have any questions or concerns regarding the above, please contact me by telephone at (046) 9036350.

Yours sincerely,

 **SUPERINTENDENT**
HELEN DEELY
FREEDOM OF INFORMATION OFFICER.

24TH MARCH 2017

Schedule 1

Requester Name: Ken Foxe

File Re: FOI_000072-2017

Page No	Description of document	Deletions	Relevant Section of FOI Acts	Reason for decision	Person(s) Consulted	Objections Yes/No	Decision Maker's decision
1	Dicipline Statistics	Nil	N/A	N/A	N/A	N/A	Release
2 to 3	Cultural Audit	Nil	N/A	N/A	N/A	N/A	Release
4 to 5	Aide Memoire - Children First - Action List	All	N/A	Out of Scope	N/A	N/A	Withheld
6 to 9	Draft Opening Address	All	N/A	Out of Scope	N/A	N/A	Withheld
10	Operation Thor	All	N/A	Out of Scope	N/A	N/A	Withheld
11 to 15	Briefing Note	All	N/A	Out of Scope	N/A	N/A	Withheld
16 to 33	Evaluation Sheet	All	N/A	Out of Scope	N/A	N/A	Withheld
34	Public Attitudes Survey Results	All	N/A	Out of Scope	N/A	N/A	Withheld
35 to 40	Revised Briefing Note	All	N/A	Out of Scope	N/A	N/A	Withheld
41 to 42	Policing Plan 2016	All	N/A	Out of Scope	N/A	N/A	Withheld
		Total number of pages					42
		Total number of pages for full release					3
		Total number of pages for partial release					0
		Total number of pages being withheld					39

Members (Inspector rank and higher) who are being dealt with under Part 3 Garda Síochána (Discipline) Regulations 2007 (at 22 February 2017)

Superintendent	2
Inspector	3
Total	5

Officers and Inspectors who were suspended for periods within the last 5 years

Superintendent	1
Inspector	2
Total	3

Briefing on Cultural Audit

The Cultural Audit is currently under procurement. The closing date for the procurement process will be in on the 9th of March. It is envisaged that the evaluation process will occur shortly after that. It is envisaged that there will be an independent panel member brought in to support the evaluation of the tenders.

What will the Audit cover?

There are several 'levels' of measures. Overall, the Modernisation and Renewal Programme highlights that the Garda organisation should be one that is:

- Open: where staff feel that they can bring forward any ideas or concerns, that they will be listened to and supported.
- Listening: leaders in the organisation are more open and responsive to the views and expertise of staff.
- Empowered: allowing people to be able to use their professional judgement, decentralising power away from Garda Headquarters.
- Equality: where everybody is treated the same irrespective of their backgrounds or identity.

However, there are also a wider set of behaviours, norms and attitudes mentioned in the Modernisation and Renewal Programme. Some of these refer to an organisational culture:

- Strong and visible leadership: this is required to deliver any programme of change as well as support the day to day functioning of any organisation.
- Accountability: individuals and managers are held to account for their decisions, actions and performance. The latter was specifically highlighted in the O'Higgins Commission of Investigation.
- A culture of innovation: where there is an understanding of the reasons for and consequently the need to change, as well as readiness to embrace and drive change in order to improve service outcomes.
- A culture of disclosure: Individuals feel safe to challenge, ask questions and hold each other to account, both between peers, as well as upwardly in rank.
- Transparency: the rationale behind decisions and actions are clear and open to all.

Others however refer to an individual level:

- Trust: in the leadership to provide direction and in colleagues to provide support.
- Morale: an organisation where there is a high level of morale is one where successful change is more likely to be driven out.
- Engagement and commitment: where individuals are engaged with the organisation, ready to make change, and understand their personal accountability for improvement.
- Empathy: the ability to support victims of crime.
- Skills: individuals feel that they have the necessary skills/training they need to do their work.

As noted above, these behaviours, norms and attitudes will need to be translated into a set of indicators by the successful contractor that can be measured through the longitudinal series of staff surveys envisaged through the transformation window 2016-2021.

How will the Audit be under taken?

It is envisioned that the overall cultural audit architecture will have a mixed methods approach. It will draw data and information from two key sources:

- An internal staff survey.
- Internal focus groups.

The reason for undertaking a mixed methods approach is that it will provide us with different levels of information that can be used to baseline and measure progress as well as providing us with an in depth understanding of the issues at hand. The spine of the cultural audit will be an internal staff survey that will allow for the quantification of certain norms and behaviours across the workforce of An Garda Síochána. It will also allow the organisation to measure change over time in order to assess whether An Garda Síochána has been successful in establishing the desired cultural behaviours and norms. Any such survey will need to be robust enough in its design and sample size to allow for us to detect change.

Who will manage the Audit?

There will be oversight of the Audit by a steering group made up of external experts as well as internal members of the organisation. This will be chaired by the Head of the Garda Síochána Analysis Service.