



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

## Minutes of Meeting of Garda Organisation Development Committee

**Date:** 17 July 2019

**Venue:** Probation Service, Haymarket,  
Smithfield, D7.

### Part A – Committee Meeting

#### Attendance

**Authority:** Bob Collins (Chair), Valerie Judge, Pat Costello, Paul Mageean, Melanie Pine

**Secretary:** Aoife Clabby

**Executive:** Helen Hall, Margaret Tumelty, Aileen Healy, Fiona Larthwell, Sharon O'Brien

#### 1. Closed session – Authority Members only

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

#### 2. Chair's Opening Remarks

- a. There were no declarations of interest in respect of any of the agenda items.
- b. A brief update was provided in respect of the most recent Authority meetings, with specific focus on issues relevant to the Committee's terms of reference, in particular:
  - i. An overview of Garda Síochána recruitment competitions and appointments was provided.
  - ii. An articulation of the desired culture for the Garda Síochána, contained in the Commissioner's June report to the Authority, was noted.
  - iii. The public conversation on community safety to take place on 25<sup>th</sup> July was notified.
  - iv. The Garda Síochána budget and constraints were noted and discussed.
- c. The Chairperson requested a review of the frequency and scheduling of meetings, in order to ensure appropriate input into, and alignment with, any Authority reports. The possibility of additional, shorter meetings, was flagged.
- d. The Chairperson expressed concern at the current level of engagement in respect of the embedding of the Garda Síochána Code of Ethics. It was noted that the Policing Authority request to meet with Garda representatives on a monthly basis to review progress, made early in the year, remained unanswered.
- e. In reviewing the documents for this meeting, the Chairperson noted positive signs in respect of change and progress in key areas of interest to the Committee. The importance of ensuring that these signs are monitored and critically analysed to sustain momentum was emphasised.

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

#### **a. Divisional Model Evaluation (for noting)**

The Committee considered the divisional model evaluation, which had been undertaken to provide a performance baseline for the Divisional Policing Model (DPM). It was noted that a number of interim evaluations will be undertaken over the course of the 12-month DPM pilot, with a final evaluation to inform future development of the DPM.

The Committee discussed the relevance of the DPM evaluation across a range of other areas of change in the organisation and expressed a desire that information gleaned through the evaluation process would be considered in a range of contexts, in particular in relation to PALF, the new Operating Model and culture change more generally.

#### **b. Senior recruitment female participation**

Members considered the document provided by the Garda Síochána under this agenda item. On the basis of the information provided, the Committee was not in a position to critically assess or discern any policy approach to the assignment of females and succession planning at more senior ranks. It was agreed that the implementation plan for the Garda Síochána People Strategy would provide a key opportunity for the Garda Síochána to consider its policy approach to female participation in senior recruitment and the subsequent assignment of successful female candidates, as between operational and administrative posts. In addition to this, the Garda Síochána Diversity and Inclusion Strategy was cited as another mechanism through which female appointments within the organisation could be considered and acted upon. These matters will be further considered by the Committee at a later date.

#### **c. Divisional protective services units evaluation**

The Committee expressed its disappointment that, despite repeated requests, the evaluation of the pilot divisional protective services units had still not been received. It was agreed that this matter would be raised with Garda Síochána representatives in Part B of the meeting.

### **4. Policing Plan Progress Report**

#### **a. Policing Authority Assessment of Policing Performance: Draft Half-Year Report**

The Committee considered the draft half-year report in the context of its terms of reference. A number of observations were made, as follows:

- The transformative capacity of the Performance Accountability Framework (PAF) was discussed. Executive staff advised that it is happening at regional level but it will take time before its efficacy can be measured.
- With regard to large building projects, the Committee questioned the degree of awareness of the condition of the estate in total. The challenges associated with management of the estate were also considered, in particular budget controls and the capacity to prioritise maintenance work in consultation with the OPW. The pressing need to prioritise sub-standard accommodation was highlighted. It was noted that the objective relating to the Garda estate contained in the policing plan was linked to the 'Policing Service for the Future' recommendations and in particular the 'role of the Garda Commissioner as true CEO'.

- Members questioned whether the establishment of the armed response unit had been effective in reducing the armed footprint across the service. It was confirmed that it was having an impact and was noted that STOC is due to provide the Authority with a strategy on this question, but this was still awaited.
- Concern was expressed regarding proposals in relation to GoSafe vans. Legislative issues in respect of roads policing were considered.
- Resource challenges currently being experienced by GISC, including promotions, turnover and retention, were discussed. A revised approach to the advertisement of positions was outlined. The impact of Schengen-related changes to PULSE and call-handling in GISC was also highlighted.

Overall, the Committee expressed its satisfaction with the draft half-year report and welcomed the positive developments identified. In suggesting changes, the need to prioritise sub-standard accommodation was highlighted. It was also recommended that further emphasis should be put on the urgency of addressing the change levers in support of the plan's delivery over the remainder of the year. It was agreed that the importance of external and internal communications should be emphasised in the final report.

The Committee noted the Executive's concerns in respect of the statistics provided by the Garda Síochána. It was the Committee's view that the nature of the data provided raised concerns in respect of the ability of the Garda Síochána to assess its own performance on critical matters and that this should be articulated in the half-year report.

#### **b. Costed Policing Plan**

While the Committee commended the commentary contained in the Costed Policing Plan, it was of the view that the current plan lacked the capacity to enable financial analysis and support decision-making by the Garda Síochána Senior Leadership Team. The importance of having a comprehensive, real-time costed policing plan, in the context of any proposed changes to the operating model, was emphasised. Members also expressed the view that a costed plan will be central to the development of any new divisional structure and the capacity of divisional officers to make decisions based on sound, strategic, financial data.

### **5. ICT Strategy**

The Committee welcomed the submission of the ICT strategy. A number of observations were made for feedback to Garda representatives. It was agreed that the Committee would welcome more information in respect of the governance and accountability associated with the strategy's implementation; clarification regarding systems interoperability; and the desired ratio between contractor and permanent staff. The Committee would also seek clarity in respect of the implementation plan for the strategy, the financial and personnel resources required, and where responsibility lies regarding prioritisation.

### **6. Redeployment and Workforce Planning Report**

#### **a. Census Outcomes and Operating Model**

The Chairperson provided a brief overview of the presentation on the Garda Síochána census outcomes and operating model that he had attended on the 11<sup>th</sup> July. The Committee noted the material submitted under this agenda item and that a further presentation would be made to the Committee in part B of the meeting.

### **b. Garda staff recruitment briefing**

The Committee considered an information note on the status of redeployment and workforce planning in the Garda Síochána. An update was provided in respect of progress on the census, workforce planning, redeployment, and the approval of Garda staff positions.

## **7. Code of Ethics Progress Report and Culture Audit Progress Report**

The Committee welcomed receipt of the Garda Síochána Staff Culture Engagement proposal. A number of observations in relation to the document were made regarding the vision; links to the outcomes of the Cultural Audit; and, ensuring alignment with the Code of Ethics. The Committee was strongly of the view that it would be essential to carry out another culture audit and to replicate the approach, using the first audit as a baseline, in addition to the inclusion of any desired additional information that the organisation would like to track. The need for ownership of the process of cultural change, at senior leadership level and across the organisation, was highlighted. The Committee also stressed the importance of measuring progress over the next two years.

The Committee noted the documents received in respect of the Code of Ethics, in particular the proposed communications plan. It was agreed that maintaining momentum on embedding the Code was important and that clarity would be sought from Garda representatives in respect of monthly meetings with the Policing Authority on the matter.

## **Part B – Meeting with Garda Síochána Representatives**

### **Attendance**

<b>Authority:</b>	As per Part A of meeting
<b>Garda Síochána:</b>	Mr. Alan Mulligan, Acting Executive Director, HRPD, Mr. David Gilbride Executive Director Strategy and Transformation, Assistant Commissioner David Sheahan, Governance and Accountability, Mr. Aeneas Leane, Executive Director ICT, Inspector Paul Franey, Strategic Transformation Office, Ms. Catherine Heffernan, Policing Authority Liaison Office.

### **8. Closed Session**

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

### **9. Ethics Progress Report**

Assistant Commissioner David Sheahan and Alan Mulligan, Executive Director HRPD, provided the committee with a comprehensive overview of the validation exercise undertaken in respect of those members and staff who had signed the Code of Ethics. It was confirmed that 83% of all members and staff had now received training, while 80% had signed the Code of Ethics. Garda representatives also advised that a validation exercise in respect of the numbers trained and signed was also being undertaken at divisional level. A strategy to target those who had not signed required consideration, development and implementation by year end.

The Committee discussed the reasons for the discrepancies in numbers, compared with statistics previously provided. While acknowledging the positive outcomes arising from the validation exercise, the Committee highlighted to Garda representatives the importance of data quality

and the manner of its contribution to various initiatives across the organisation. Reassurance on the robustness of these figures would be welcomed in due course.

The Assistant Commissioner detailed a range of other activities currently in progress in respect of embedding the Code of Ethics including:

- The sign-off, with some modification, of the Decision Making Model. The Committee requested that a copy of the approved model would be provided to the Authority.
- The Ethics Strategy, currently with Garda management for review and sign-off. The Committee was advised that the strategy would be available for its next meeting.
- Developments in establishing an anti-corruption unit. The Committee was advised that a number of briefings had taken place and that the focus for the remainder of the year would be on prevention strategies. The need for additional policies to support the work of the anti-corruption unit was highlighted.

The Committee welcomed the development of the anti-corruption unit as significant. With regard to the proposed ethics communications plan, the Committee again re-iterated its request that members of the GS would meet with Executive and a Committee member on a monthly basis to monitor progress on embedding the Code. The Committee also request that a copy of the Ethics Strategy would be made available to the Authority.

Members provided feedback in relation to the culture engagement proposal. It was noted that the document furnished to members was a proposal document for the Garda Síochána senior leadership team. The Committee discussed the culture audit survey and re-iterated its view regarding the strength of repeating the survey, to enable a measurement of progress against original findings. While acknowledging this, Garda representatives also expressed a desire to examine other methodologies, to supplement the original audit.

#### **10. Organisational Development 2019: Policing Plan Progress Report to June 2019**

The Committee and Garda representatives discussed progress on the Policing Plan in 2019 from an organisation development perspective. It was noted that initiatives were progressing well, particularly those within Garda Síochána control. However, a number of challenges to the achievement of initiatives in the second half of the year were cited, together with the potential requirement to re-profile items, in the context of budgetary constraints and other challenges. Effective management of the overtime budget and civilianisation were cited as key issues for Garda senior management.

In relation to redeployment, the achievements in the first half of the year were welcomed by the Committee. Garda representatives acknowledged that the next series of redeployments would be incrementally more difficult and that dialogue was ongoing with the Department to relay the extent of the challenges more clearly.

Garda representatives outlined and explained the organisational census outcomes and the key strategic issues arising from the perspectives of policy development, empowerment of local management and the requirement for a partnership approach with HR in respect of redeployment. It was noted that this partnership approach has been agreed to, in principle, at the level of the senior leadership team. Garda representatives also flagged the potential to

review the position in respect of the approach to re-deployment at year end, having regard to the census details, the operating model and the actual numbers of re-deployable positions. Committee members discussed the timescale for the implementation of a HR database with Garda representatives. It was noted that this requirement is captured in the ICT strategy. It was also noted that linking the HR and financial systems would be critical and that requirements in this regard would feed into any tender process.

## **11. Redeployment and Workforce Planning Progress Report**

### **a. Presentation on Census and Operating Model outcomes**

The Committee was advised that a report on the development of the Operational Model had been formally delivered to the Policing Authority on 16<sup>th</sup> July. Mr David Gilbride, Executive Director of the Strategic Transformation Office, provided an overview of the approach to developing the model. The Committee noted and discussed the scope of the approach with Garda representatives, encompassing organisational capability, processes, structure and governance.

The Committee appreciated the presentation and welcomed the developments outlined. Members sought Garda representative views on how the operating model will deliver on change in the organisation, in addition to how it will feed into other initiatives, including, but limited to, the pilot divisional policing model, ICT, accommodation, fleet and the existing regional and national framework. The Committee noted that every division should have the full range of capabilities and form the basic work unit of the organisation, within a clear corporate governance framework. It was acknowledged that work remains to be done in assessing the full implications of change, from both a practical and policy perspective.

Garda representatives strongly emphasised the importance of consistent and continuous communication surrounding the operating model. Clear communication of decisions taken, and their rationale, will be critical to the successful implementation of the new model and the management of change associated with it. The role of senior leadership and middle management in implementing change was also emphasised.

## **12. Presentation on ICT Strategy**

Mr. Aeneas Leane, Acting Executive Director ICT, gave a presentation on the Garda Síochána 'Connect' Digital Strategy. A number of factors in relation to strategy implementation were highlighted including budget, timelines and staffing within ICT, particularly at management level. The Committee noted that the development of an implementation plan for the ICT strategy, scheduled to be undertaken in quarter 4, will be key.

The Committee welcomed the degree of clarity provided by the Connect Digital Strategy and the significant progress made. Members questioned Garda representatives on a range of matters in relation to the strategy including governance, planning, system interoperability, value for money, resources and finance. In particular, the implications for the ICT strategy of any change or reduction in the available budget were explored. The process of risk assessment and prioritisation in such circumstances, to be undertaken by the senior leadership team, was outlined by Garda representatives. The challenges and complexities involved in such a process were acknowledged.

### **13. Any Other Business a. Industrial Relations (Amendment) Act 2019**

Members were provided with details of the Garda Síochána's preparations for the commencement of the Industrial Relations (Amendment) Act 2019. It was noted that a business case had been submitted to the Policing Authority in respect of additional staff to address the legislative requirements and that work was progressing on the development of an implementation plan. The Committee was advised that there would be significant training requirements on foot of the legislative changes and that there was ongoing liaison with the Garda College in respect of same.

#### **b. Severance package**

The Committee was provided with outline details in relation to a proposed severance package for senior members of the Garda Síochána. It was noted that the application criteria were currently being drawn up.

#### **c. Divisional Protective Services Units (DPSU) evaluation report**

The Chairperson expressed the Committee's dissatisfaction that the evaluation report on the DPSUs had not yet been received despite repeated requests. Garda representatives agreed that the Committee's dissatisfaction would be conveyed to the Commissioner.