



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of the Organisation Development Committee

Date: 11 December 2019

Venue: 90 North King Street, Dublin 7.

Part A – Committee Meeting

Attendance

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

Secretary: Aoife Clabby

Executive: Margaret Tumelty, 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. The Chairperson briefed the Committee on the Authority meeting, held on 27th November. The Committee noted that no commitment had been given by the Commissioner to conduct a culture audit in 2020.
The Chairperson provided the Committee with an update on a number of HR matters that had been the subject of Authority consideration. The intention of the Garda Síochána to combine the roles of the Chief Data Officer and Chief Information Officer was discussed by the Committee, from the perspectives of risk and governance.
The Chairperson advised that matters relating to policing in the Northern region and associated resource requirements had also been the subject of discussion.
- c. It was agreed that the approach to briefing the external Committee member on matters arising from Authority meetings would be reviewed and revised for 2020.
- d. In considering the approach to the Committee's work in 2020, the Chairperson emphasised the importance of having requisite Garda Síochána representation at Committee meetings, in order to facilitate meaningful discussion at the appropriate level. It was agreed that this matter would be raised with Garda representatives.

3. Minutes of Previous Meeting and Matters Arising

The minutes of previous meeting, held on the 16th October, were approved by the Committee, subject to minor amendment, and signed.

The Committee noted the receipt of Garda Síochána PALF training material. It was agreed that performance management in the Garda Síochána would be considered in much greater depth, as part of the Committee's 2020 work programme, and consideration would be given to the material at that time.

The Committee also noted the data provided in respect of Code of Ethics signings. It was agreed that the Executive would further engage with the Garda Síochána on whether the levels of signing were consistent across all divisions.

4. Committee Self-Assessment

The Committee had a detailed discussion in relation to the outcomes from the self-assessment of performance, conducted in accordance with the principles of the Code of Practice for the Governance of State Bodies. The Committee had particular regard to the future strategic focus of the Committee and its effectiveness, in the context of the work of both the PSP Committee and the Authority. It was agreed that the proposed changes to the Committee's agenda structure and the revised approach to the programme of work for 2020 should prove beneficial in this regard. It was further agreed that it would be helpful to informally review this revised approach at the mid-year point.

The Committee noted that outline agendas for 2020 would be brought to the January meeting of the Committee for consideration and approval.

5. Executive updates on evidencing visits

A verbal update was provided to the Committee regarding the roll-out of RDMS in the Garda Vetting Bureau and the Garda College; visits to divisional and regional PAF meetings in Kilkenny and DMR; a visit to the Divisional Protective Services Unit in Louth; and, a station visit to Castlebellingham.

A number of matters of relevance to the Committee, arising from the visits, were discussed, including the suitability of arrangements for PEMS, the scope and capacity of DPSUs, the interoperability of ICT systems, and the experience of PALF roll-out at station level.

6. Garda Síochána Reserve Review

The Committee considered the review conducted in relation to the Garda Reserves, together with the draft Garda Reserve Strategy. It was agreed that a number of points of clarification would be sought in respect of the review including:

- The extent to which work done previously to review the Garda Reserve function had fed into the current review and draft Strategy
- Coherency with other relevant strategies
- The term of appointment and tenure of a Garda Reserve
- The approach to Reserve recruitment
- The extent and nature of consultation with Garda Reserves

The Committee noted a number of positive aspects to the draft Strategy, in particular the proposed approach to assignment of Reserves, specifications in respect of minimum hours and ensuring an appropriate exit strategy. However, concern was expressed regarding the lack of focus on matters of diversity. In particular, the absence of any specific reference to identifying and approaching ethnic communities or different socio-economic, geographic or demographic strands, with a view to encouraging membership of the Garda Reserve, was highlighted as a concern.

The Committee also believed that the strategy action plan would benefit from prioritisation and associated timelines.

7. ICT Implementation Plan

The Committee had regard to the material submitted under this agenda item. It was noted that the ICT implementation plan was not yet available, pending a review, by the new Chief Information Officer, of all initiatives associated with the ICT Strategy, together with the commitments made in respect of ICT in the Policing Plan 2020. It was agreed that it would be useful to obtain a sense of capacity to deliver on those priorities identified in year 1 of the Digital Strategy, together with 'business as usual' initiatives. It was further agreed that it would be helpful to understand the prioritisation process for the delivery of initiatives, in the context of any budgetary shortfall.

Part B – Meeting with Garda Síochána Representatives

Attendance

Authority: As per Part A of meeting

Garda Síochána: Mr. Alan Mulligan, Acting Exec. Dir. (HRPD); Mr. David Gilbride, Exec. Dir. (Strategy and Transformation); Assistant Commissioner Orla McPartlin, Garda Community Relations Bureau; Mr. Aeneas Leane, Acting Exec. Dir. (ICT); Inspector Paul Franey (Strategic Planning); Ms. Gráinne Shortall, (PALO).

8. Closed Session

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

9. Garda Síochána Reserve Review

At the outset of the discussion, it was confirmed that the Garda Síochána Reserve Strategy was at final draft stage, pending the receipt of feedback from the Authority and the Department of Justice.

Garda representatives provided an overview of the research and consultation process associated with the Reserve Review. A number of the key findings arising from the review, in particular the variety of experiences of those Garda Reserves who were consulted and the overall sense that the concept of the Reserves had not been appropriately embedded into the organisation.

In discussing the draft Garda Reserves Strategy, Garda representatives reiterated the organisation's commitment to the Garda Reserves, emphasising the importance of integrating Reserves into the organisation; ensuring appropriate systems and process are in place for the selection, training and management of Garda Reserves; and, clearly communicating the role and functions of Reserves, both internally and externally.

While acknowledging the reference to diversity within the strategy, the Committee conveyed its view that it was not reflected as significantly as it might have, particularly in reaching various ethnic communities and socio-economic backgrounds. In this regard, Garda representatives acknowledged the need to actively engage with ethnic groups and difficult to reach communities in promoting and encouraging applications to the Reserves. The Committee was further advised that the Garda Síochána would be engaging with the Public Appointments Service to consider ways in which the application process could be made more accessible to these groups. It was acknowledged that the previous recruitment campaign had not been as successful as had been hoped in attracting a diversity of candidates. The various approaches to recruitment and the promotion of future

competitions, at both national and local level and across a range of media channels, were discussed. The need for innovative approaches to targeting hard to reach groups was emphasised by the Committee.

The Committee was provided with a number of clarifications in respect of education requirements, tenure of position and minimum hours' requirements. The Committee also highlighted some inconsistencies in terminology in the draft Strategy, in the context of the new Operating Model, and advised their amendment. Finally, the Committee expressed its view that the ambition for the Garda Síochána Reserves, evident in the discussion with Garda representatives, could usefully find greater expression in the final Strategy document.

10. Policing Plan 2019 Progress Update

Garda representatives provide an overview of progress against a number of initiatives in the Policing Plan, as follows:

- A significant milestone was achieved with the launch of the new operating model in five divisions that morning. Representatives outlined the requirement for progress on a number of key, inter-linked initiatives, including the integration of the community policing model and the protective services units with the new operating model; structural changes at senior management level; and, engagement between national services and divisional hubs.
- The development of a substantial position paper on estate management. Garda representatives agreed to provide the Committee with a copy of this document
- The development of a report on procurement, outlining potential areas for improvement
- Developments in the implementation of the digital strategy, including the 'mobility' initiative
- Developments across a number of industrial relations initiatives.

11. ICT Implementation Plan

At the outset of the agenda item, the Committee noted the apologies of the Chief Information Officer, Mr. Andrew O'Sullivan.

The Acting Executive Director of ICT gave a presentation to the Committee on the status of the implementation plan for the Digital 'Connect' Strategy. It was noted that an ICT prioritisation exercise was ongoing, having regard to a variety of factors including the recommendations of 'A Policing Service for the Future', initiatives under the Policing Plan 2020 and day-to-day ICT requirements across the organisation. Consideration was also being given to resource capacity and capabilities and the Committee was advised that a new governance process for the initiation of ICT work was being established. The scale and ambition of the programme of work for 2020 was highlighted.

The Committee sought additional information in respect of the capital budget for ICT in 2020 and was advised that 30% of the available budget would be targeting areas of reform. The challenge of being able to get a clear sense of the totality of work in the area of ICT; of understanding the interdependencies of various initiatives; and, of having a composite picture of the associated expenditure was highlighted by the Committee. It was agreed that Garda representatives would revert to the Committee at an early date, with a clear implementation plan addressing the issues raised.

The Committee questioned whether a strategy for an ERP (enterprise resource planning) system was being contemplated. It was noted that work was ongoing on the HR component and that the principle of 'open integration' of systems formed part of this work. It was also noted that, in common with other public sector bodies, the Garda Síochána payroll was administered through government shared services.

The Committee went on to discuss the range of ICT system enablers and sought further information regarding the timescales for achievability of initiatives identified and the associated budget parameters. In outlining the current process, Garda representatives acknowledged that medium to long-term planning in the areas of ICT needed further work. The Committee expressed the view that a coherent sense of the requirements, scale and costs of implementing the ICT strategy was still absent and voiced its concern regarding the successful implementation of a new Operating Model that is dependent on systems not yet in existence or in place. Arising from this, the potential to negatively impact on policing decisions was highlighted.

The Committee also highlighted the Authority's statutory objective to provide advice to the Minister with regard to the resources that are likely to be required by the Garda Síochána to perform its functions in any financial year. The capacity for this statutory function to be informed by, amongst other things, pertinent information from the Garda Síochána, was discussed. In the context of the number of significant ICT initiatives planned over the lifetime of the Garda Síochána Strategy Statement, it was agreed that further consideration would be given to the matter by Garda representatives with a view to reverting with proposals early in 2020.