



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

**Minutes of Meeting of the
Organisation Development Committee**

Date: 20 November 2019

Venue: 90 North King Street, Dublin 7.

Part A – Committee Meeting

Attendance

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

Secretary: Aoife Clabby

Executive: Helen Hall, Margaret Tumelty, 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 on the Authority meeting, held on 23rd October, was provided. In the context of Committee Terms of Reference, the Chair advised that discussions had taken place on disciplinary issues, the Code of Ethics and the development of the Policing Plan 2020.
- c. As some technical issues had arisen in relation to the on-line self-assessment questionnaire, it was agreed that the survey outcomes would be considered at the December meeting of the Committee.
- d. Committee members were circulated with hard copies of the draft Policing Plan 2020 and were requested to revert to the Executive with any observations.

3. Minutes of Previous Meeting and Matters Arising

The minutes of previous meeting, held on the 16th October, were approved by the Committee and signed. There were no matters arising.

The Committee noted the presentation, given by the Garda Síochána Analysis Service and the Deputy Commissioner, at the Commissioner's Crime Conference. The potential positive impact of the approach detailed on the Commissioner's monthly reports to the Authority, was noted.

The Committee considered proposals in respect of its work-plan for 2020. The Committee supported the principle of more focused, in-depth engagement on key topics relevant to its terms of reference. It was agreed that the Executive would revert with further proposals in respect of the frequency, scope and outputs of meetings in 2020 for consideration.

4. Executive Updates on Evidencing Visits

The Committee considered two briefing notes in respect of meetings with Garda Síochána ICT and the Garda Síochána Risk Management Unit. The Committee was also provided with verbal updates on meetings held with Garda Síochána HRPD and with the Culture & Ethics Bureau.

With regard to Human Resource, the Executive advised on a range of issues. The Committee gave particular focus to the current status of the redeployment of Garda members and matters related to light duties, arising from the census conducted earlier in the year. The Committee agreed that it would be helpful to consider whether international comparators in respect of the approach to light duties were available. It was agreed that the Executive would pursue the matter further. It was further agreed that details on the proposed strategic and policy approach to light duties would be sought from Garda Síochána representatives in the Part B of the meeting.

The Committee expressed some concern that progress on the development of a Learning and Development Strategy was seen as separate to the HR function. In relation to an IT system for HR, it was agreed that the Committee would seek clarification in respect of progress on its development. The critical importance of linking the HR and finance systems was again emphasised.

The Committee noted developments in the area of ICT and considered the apparent absence of a costing model for ICT and its impact on the capacity to appropriately plan.

Developments and progress in the area of risk management were noted, in particular that the process of risk management is becoming embedded across the organisation.

The Chairperson provided a verbal update on a meeting held with representatives from the Culture and Ethics Bureau on 19th November. With regard to the Code of Ethics, the Chairperson advised that ways of further embedding the Code in 2020 were being given active consideration by the Bureau. The Committee expressed its concern that the Bureau was unaware of areas in the organisation where it appears there may be residual resistance to signing the Code. Similarly, there was an apparent absence of data regarding whether, within that cohort, there were members at the level of Sergeant/Inspector who had yet to sign the Code. The Committee also discussed the risk of ethics and culture becoming 'siloed' within the organisation.

The Chairperson updated the Committee on discussions regarding culture and advised that he had relayed the Policing Authority's concern that a range of initiatives, detailed in the Policing Plan, with the capacity to significantly address the findings of the cultural audit, were not being communicated with reference to organisational culture. As such, a key communications opportunity was in danger of being lost. The Committee agreed that the role of the internal communications function and the mechanisms for communication on culture would be addressed with Garda representatives in Part B of the meeting. It was also agreed that clarification would be sought in respect of the staff culture engagement charter and its links to the Commissioner's articulated vision for the organisation.

Finally, the Committee was advised that a briefing note, detailing these points of discussion, would be available at the Authority meeting on 27th November.

5. Policing Plan Performance Report: October 2019

The Committee considered the Policing Plan performance reports for October, together with an Executive overview paper. In considering the October report, and in addition to agreed matters for engagement under other agenda items, the Committee identified a number of areas for specific engagement in part B of the meeting, as follows:

- Progress on redeployment, light duties and workforce
- Planning for 2020 in the context of change enablers
- Status of Policing Plan 2019 targets and a consideration of throughput to the 2020 plan
- Status of an implementation plan for the Diversity & Integration Strategy.

6. Code of Ethics and Culture Audit progress reports

Committee members considered data provided in relation to training and the signing of the Code of Ethics by Garda members and staff. It was noted that matters in respect of the Code of Ethics and culture had been comprehensively addressed under item 4 of the agenda.

7. Garda Síochána Reserve Review

The Committee noted that the agenda item on the Garda Reserves Review could not be considered, as the necessary documentation had not been received for the meeting. It was agreed that this matter would be raised with Garda representatives.

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 David Sheahan (Governance and Accountability); Chief Superintendent Anthony O'Donnell (Garda Ethics and Culture Bureau); Inspector Paul Franey (Strategic Transformation Office); Ms. Monica Carr (HR Directorate); Ms. Deirdre Morris (Office of the CAO); Ms. Gráinne Shortall, (PALO).

8. Closed Session

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

9. Policing Plan 2019 Performance Report: October

Garda representatives provided an overview of progress on the Policing Plan 2019 and advised that the Commissioner was providing input and assistance in order to ensure that as many initiatives as possible would be on target by year end. Representatives stressed the importance of strategically reviewing global change projects in terms of their interdependencies and in the context of planning for 2020.

Operating Model

The Committee was provided with a brief overview of plans to roll-out the new operating model, with specific reference to the first five divisions of DMR South Central, Galway, Limerick, Cork, and Westmeath/Meath. A number of matters were discussed including the structures, technology and 4

processes associated with the roll-out; the re-structuring of Garda HQ; and, the nature of interaction with national bureaux/units at both divisional and regional level. Garda representatives also acknowledged that further significant work remained in addressing questions from the roll-out process. The importance of the approach to implementing change and the critical role of appropriate and timely communications was also referenced. In that regard, the approach to communications in relation to the roll-out was outlined, addressing roles, responsibilities and the nature of messaging in respect of various stakeholders. It was agreed that Garda representatives would present the roll-out plans in more detail to the Executive and any available Authority members in early January.

Diversity & Integration Strategy

The Committee requested an update in relation to the consultation process associated with the diversity implementation plan. It was agreed that a copy of the consultation process and the implementation plan would be provided to the Authority.

ICT

The Committee discussed the breadth of on-going and new ICT initiatives, in addition to the potential impact of the new operating model on prioritisation of IT initiatives and on resources and capacity in the area of ICT. The Committee also raised the capacity of the Garda Síochána to establish priorities for capital investment while, at the same time focusing on the enablers of change.

Garda representatives advised that the operating model implementation team had been tasked with undertaking an impact assessment, in respect of the roll-out of the model, on ICT. In addition, the Committee was advised that the ICT implementation plan was being presented to the senior leadership team in the coming weeks. It was agreed that a more detailed discussion in relation to the ICT implementation plan would be scheduled for the next meeting of the Committee.

The Committee then discussed the requirement for future interoperability of IT systems to support HR and finance and queried whether such an initiative should be incorporated into the ICT strategy. Garda representatives advised that the interoperability of these systems would be a long-term initiative, requiring a multi-annual budget. The Committee was also advised that a business case for a HR system was in progress and further, that a meeting had been organised with the new Chief Information Officer to discuss the matter.

Estate Management

The Committee discussed progress against the Policing Plan target and referenced an earlier engagement with estates management representatives, where the Authority had been advised that the capacity to undertake a review of assets does not currently exist. The consequential impact on the prioritisation of need, that is essential for the Garda Síochána to function now and into the future, was raised by the Committee. Garda representatives advised that the operating model will give a clearer picture to enable the estates management team to identify accommodation requirements.

10. Human Resources

The Committee and Garda representatives discussed a range of matters under this agenda item as follows:

- Re-deployment: The Committee was advised that 308 Garda members, out of a target of 500, had been deployed in the year to date. It was also noted that further redeployments would be impacted by a range of issues including the requirement for shift work for some positions; further work in refining and developing front office roles; the requirement for negotiations with stakeholder groups; and, further consideration of matters relating to 'light duties'. While noting that projections for redeployments in 2020 were not currently available, the Committee noted the Commissioner's clear articulation in respect of further re-deployments. The Committee also acknowledged that redeployment constituted only one element in the process of introducing more Garda staff into the organisation. It was agreed that matter would be returned to at an early date.
- Light Duties: The Committee had a detailed discussion with Garda representatives in relation to light duties and noted that revisions to a number of policies in respect of supportive return to work and injury on duty were nearing completion. The Committee also acknowledged the particular issues pertaining to members on light duties and the requirement for Garda HR to liaise closely with the Chief Medical Officer on the matter.

11. Code of Ethics & Culture Audit

The Committee Chair referred to the meeting held on 19th November between Garda and Policing Authority. The value of the meeting, in affording an opportunity to look at culture more strategically; to map a range of policing plan initiatives against the findings of the cultural audit; and to explore

opportunities to communicate these initiatives' capacity to positively impact cultural change, was acknowledged by Garda representatives.

The Committee was advised that, on foot of feedback received from the Policing Authority regarding apparent resistance to signing the Code of Ethics in parts of the country, a breakdown of data by rank and division was now being sought for follow-up.

The need for continuous engagement with the Code of Ethics, in the context of both the Authority and the Commissioner's respective statutory roles, was highlighted by Committee members.

The Committee sought clarity in respect of the Garda Síochána Staff Culture Engagement Charter and its links to the organisational vision, as articulated by the Commissioner. The Committee was advised that the Charter had been circulated to all staff and that a range of communications initiatives had been planned in the coming months and on an ongoing basis.

Garda representatives provided an update in relation to plans to conduct a further culture audit in 2020. It was noted that Durham University had indicated a willingness to undertake the audit and there had been considerable engagement on the need to ensure comparability with the previous audit conducted. The Committee was further advised that a presentation would be provided to the Garda Senior Leadership Team by Durham University representatives at an early date.

Finally, the Committee sought clarification as to where responsibility for cultural change lay within the new operational model, in particular at divisional level. The Committee was advised that each Chief Superintendent would be the assigned lead for strategic change in each division, participating in the change team and feeding into other change initiatives happening across the organisation.

12. Garda Síochána Reserve Review

Assistant Commissioner Sheahan advised that the Garda Reserve Review was being considered by the Senior Leadership Team at its meeting on 28th November and that a copy of the document would be forwarded for the Authority's consideration shortly thereafter. The Committee re-iterated the Authority's concern that the review outcomes would find expression in the final Garda Reserve Strategy and further, that the Authority would have an opportunity to provide views and observations prior to the strategy's finalisation. It was agreed that the Garda Reserve Review would be considered at the December meeting of the Committee.