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

Date: **2nd April 2020**

Venue: **Online Meeting.**

Organisation Development Committee Meeting

Attendance

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

Secretary: Aoife Clabby

Executive: Helen Hall (CEO), Aileen Healy, Cormac Keating, Margaret Tumelty, Fiona Larthwell, Sharon O'Brien, David Pasley, Clare Kelly, Alexandre Eisenbarth, Mark Nother.

Garda Síochána: Drew Harris (Commissioner), Joe Nugent (Chief Administrative Officer), Andrew O'Sullivan (Chief Information Officer), Bill Limond (Interim Chief Data Officer), Aeneas Leane (Principal Officer), Kieran Downey (Principal Officer), Tim Willoughby (Principal Officer), David Kelly (Assistant Principal Officer).

1. **Garda Síochána Information & Technology Presentation**

   The Committee Chairperson welcomed attendees and advised that the meeting was a single item agenda on Garda Síochána Information and Technology, with reference to the ICT Digital Strategy and the business implementation plan. He advised that any matters arising from the meeting would be brought to the next subsequent Authority meeting. He invited the Chief Information Officer to make a presentation to the Committee members.

   The Chief Information Officer (CIO), Andrew O'Sullivan, addressed a number of themes in relation to Garda Síochána Information and Technology, as follows:

   - Data and Technology Vision
     In presenting the vision, members were advised that this was a work in progress and that a more detailed vision, encompassing the next 3-5 years, would be finalised by the end of Quarter 2. In order to ensure the vision's speedy and efficient roll-out, the approach being adopted is firstly to partner with organisations in the public sector which currently use similar systems; to buy off-the-shelf solutions for those where partnering cannot be achieved; and, as a last resort, to build on existing systems which cannot be replaced. The Committee was also advised that an agile implementation plan, as opposed to a fixed 3-5 year plan, would be critical to the successful delivery of the vision, having regard to the volume and scale of Garda Síochána IT initiatives, the rapid pace of change in available technologies, and the available budget. In this regard, the CIO outlined the governance mechanisms in place for ICT, in particular the role of the Prioritisation Council.

     The CIO detailed the vision for the Garda Data Ecosystem and highlighted a number of factors including, the overall objective of maximising the end to end value of data assets; the

importance of using the same data for operational services and analytics; the need for a change in culture in the organisation to one that sees and values data as an asset; and, achieving this ecosystem through information systems and processes.

The process of data maturation and value creation, and the role of various actors within the Garda Síochána in ensuring quality as part of this process was described. In underlining the importance of agile planning in an IT context, the experience of responding to the Covid-19 pandemic was referenced. Particular reference was made to the accelerated roll-out of mobile devices, with a doubling from 2,000 to 4,000 devices deployed, and the value of information available through CAD in respect of the deployment of members.

The CIO outlined the principles and supporting strategies underpinning the vision, in particular the Public Service ICT Strategy, emphasising the importance of alignment between the Garda Síochána and the wider public service approach, and the role of data as an enabler for the organisation.

In addressing the delivery of the vision, the CIO presented a breakdown of the available budget for ICT, including discretionary budget and the projected spend for 2020. The approach to reporting on the delivery of the ICT portfolio was also outlined. In this regard, a number of matters were highlighted, in particular the active use of portfolio status for viewing and reporting on projects, together with the importance of having an IT manager and a GS business owner working on each initiative.

- Information & Technology Structure
  In addressing the organisational structure for information and technology, the CIO gave particular focus to the senior leadership gaps in the areas of ICT and the analysis service. The absence of data architecture capability and its importance as a function in delivering the IT vision was strongly emphasised. A number of other factors were addressed, including the loss of staff in analysis and ICT, the competitive nature of the ICT recruitment market and the challenges to speedy recruitment into the Garda Síochána. The proposed roles for ICT and GSAS were outlined.

- Summary of Documents & Asks
  In concluding the presentation, the CIO outlined a number of outstanding documents, scheduled for delivery in the coming months, including the review of GISC functions, the Interim Review of PULSE Data Quality, the Data Quality Assurance Strategic Plan, the Data Quality Actions which were provided in summary format to the Committee, and, the Information and Technology Vision. In considering the reviews and intended outputs from each, the CIO noted that, absent the various roles outlined in the presentation, there would be a negative impact on their successful delivery.

2. Garda Síochána Information & Technology: Committee Discussion

In considering the presentation provided and having regard to the supporting documentation, the Committee raised a number of points for discussion:

- The Committee sought further clarification as to how the Digital Connect Strategy, which had been the subject of engagement over the course of 2019, fit into the Vision described by the CIO. In this context, the Committee questioned the approach to implementation, as described, in circumstances where a three-year implementation plan, linking to the Connect Strategy, had been envisaged. In response, the CIO stressed that the Connect Strategy was only one aspect of what the Garda Síochána needs to deliver in the context of the draft Vision outlined.

  The CIO indicated a strong preference for a yearly approach to planning and budgeting, citing alignment with the approach to budgeting across the public sector; noting the interdependency of various projects; and, citing the various perceived advantages of an 'agile' rather than a 'waterfall' project management approach, in the context of the scale and volume of information and technology initiatives being contemplated by the Garda Síochána. The CIO also emphasised the importance of a completed vision, scheduled for the end of quarter 2, which he believed would encompass the totality of what is envisaged over the next 3-5 years and would address the Committee's concerns accordingly.

  While acknowledging and accepting the need for flexibility, Committee members expressed the view that a multi-annual approach would be beneficial in providing markers as a tool to assess progress. The Committee also discussed its statutory role in respect of the provision of advice to the Minister as to the adequacy of Garda resources and the value that a costed 3-year ICT strategy could contribute in that context. The Authority Chairperson reaffirmed the Authority's view that, notwithstanding the likelihood of there being constraints in the budgetary process, this should not preclude the development of a comprehensive vision that reflects the organisation's ambition for what it is seeking to achieve. In this regard, the Commissioner outlined his role, alongside that of the CIO, in determining organisational priorities, associated costs and feeding into the estimates process.

- The Committee sought the CIO's views in respect of the current systems across the organisation and the adequacy of the existing budget to deliver the vision outlined. The CIO acknowledged that the delivery of information-led policing will require significant investment over time. However, the most immediate concern remained in relation to the absence of the requisite human resources, particularly at senior levels.

- The Committee welcomed the principles underpinning the vision, in particular the explicit links to the public service ICT Strategy.

- Committee members questioned whether an enterprise resource planning system was included as part of the vision over the next 3-5 years. In the context of its previous discussions on ERP and the requirement for a link between HR and financial data, the Committee asked whether more could be leveraged from existing systems. The CIO advised

that it was intended to adopt an ERP-type approach, but not in the sense of the adoption of a single system for the organisation. Should such an approach be contemplated, it would be important to do so in in the context of the sector and in conjunction with other government agencies. Currently, the CIO was of the view that there are opportunities to leverage the existing shared financial services in use in the wider public sector, rather than using a specific system for the Garda Síochána. He expressed concerns in respect of an ERP system for the Garda Síochána in terms of cost, scale and the level of process change required for successful implementation. He also advised that existing systems in place in the organisation, such as CAD and RDMS could be leveraged further from the perspective of resource planning. While acknowledging this, Committee members re-iterated the importance of having a strategic, cohesive view of HR and of working collaboratively with HR colleagues to achieve that. It was agreed that the matter would be returned to at a later date.

- The Committee discussed a range of matters in respect of resources and recruitment. Further detail was sought in relation to the proposed role of the Data Architect. The CIO outlined the role that the Data Architect would play in presenting data as a service to the rest of the organisation; in leading on the selection of analytics tools to complement and enhance the capacity of the analysis service; and, in ensuring the availability of data sets to Garda members. More broadly, concern was expressed by the CIO in relation to the adequacy of current resources and the need to re-balance the resource profile, as between internal and external resources. The length of time required to initiate and complete a recruitment process was highlighted as a key challenge by Garda representatives, particularly in the context of the current IT recruitment market. In this regard, the Chief Executive of the Policing Authority, outlined the organisation's approach to the consideration of any business cases received and its policy to consider all cases received in a timely manner.

- The Committee discussed the behavioural changes required to develop the culture outlined in the presentation in respect of data. The CIO acknowledged that culture change was critical and a significant part of the overall vision. He highlighted the need for strong, co-operative approaches between IT managers and GS business owners in the development and roll-out of IT initiatives as a key factor in ensuring a fundamental change in the organisation's attitude to data. While pointing to initiatives where this is working well, such as Mobility and CAD, he advised that the organisation was at a very early stage with regard to leveraging data assets.

In conclusion, the Chairperson advised that a report on the discussions held would be brought formally to the subsequent meeting of the Authority. The Chairperson further advised that the Policing Authority would revert to Garda representatives in relation to the 24th April meeting of the Committee and the likely focus of discussions.