



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of the Organisation Development Committee

Date: 20th July 2021

Venue: Online Meeting

Part A – Committee Meeting

Attendance

Authority: Paul Mageean (Chair), Valerie Judge, Dónal de Buitléir, Elaine Byrne, Melanie Pine (external Committee member)

Secretary: Michal Alfasi-Hanley

Executive: Helen Hall (CEO), Cormac Keating, Margaret Tumelty, Karen Shelly, Aoife Clabby, Sharon O'Brien, Alexandre Eisenbarth, Mark Nother

1. Closed session – Authority Members only

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

2. Chair's Opening Remarks

2.1 There were no declarations of interest from the members in respect of any of the agenda items.

2.2 The CEO gave an update on the April, May, and June 2021 Authority meetings where the main topics were the cancellation of CAD 999 calls and the new Policing Powers Bill.

3. Minutes of Previous Meeting and Matters Arising

3.1 The minutes of the 13th February meeting were discussed but not approved as some amendments were needed. It was agreed they will be approved by email once the amendments were made.

3.2 A number of documents were received and noted by the Committee.

- **'Cost per Head'** received from the GS through GAR 692 - the Committee discussed the need for more information, on the overall costs as the figures provided didn't take into account significant additional costs to the Exchequer such as pensions.
- The Executive gave a verbal update on the GS **Trainee timelines** data received from the GS. This detailed the various stages of the process and a breakdown of the failures by candidates at each stages. It was noted that the process was long and complicated. The Committee raised concerns over the amount of time candidate stayed on the panel. It was agreed the Executive will ask the GS for more data and provide a paper for the next meeting, to include reason for withdrawals and grounds for rejections (vetting related and not the medical ones).
- GAR 697 - **Skills Audit of Garda members & staff** - The Committee reiterated its concerns regarding the lack of skill register/audit for the GS.
- Other documents such as the Garda Inspectorate report "Countering the Threat of Internal Corruption", the GS Anti-Corruption Strategy, the Hate Crime Training, the Garda Health &

Well Being Strategy, the Evaluation of the Implementation of the Investigation Management System, a newspaper article on OPW and GS estate and an article from the KLS Criminal Justice Notes about the Policing reform in Ireland were also mentioned and noted.

4. Executive update on oversight activity

4.1 Briefing paper on meetings held in relation to the Operating Model

The Executive gave a verbal update about meetings held in relation to the Operating Model with Phase 1 divisions and the Central Operating Model office. Issues with staffing, communications, ICT and accommodation were mentioned.

4.2 Update on the implementation plan and roadmap for the Cultural Audit finding – Q2 2021

- An update was given on the current status of the implementation plan.
- It was noted that the reporting has improved and that most initiatives were on track but were initially affected by COVID-19. However, some are still delayed and this will be addressed at the Executive meeting with the GECB.
- It was also noted that the tendering process for next Cultural Audit was progressing. The tender has been awarded and it is estimated that the Audit will be delivered on the first quarter of 2022.

4.3 Code of Ethics

Update on the Code of Ethics – Q2 2021

- The quarterly report on the signing of the Code of Ethics was discussed with 95% of GS members and staff having signed now.
- A breakdown by division and rank was presented and more information regarding the divisions where GS members or staff didn't sign will be addressed at the meeting of the Executive and the GECB.
- The Committee expressed concerns about the low signup rates for Garda Reserves and new joiners.

Authority action on the 'Review of Garda Síochána Code of Ethics' by Alyson Kilpatrick BL

- The latter was discussed and it was agreed that there will be a substantive discussion on this item in October's meeting.

4.4 Finance (including Mazars Report), resources and HR

- The Executive gave an update on the last meeting of the Steering Committee for the Implementation of the Mazars report.
- The Policing Authority letter to the Minister regarding the GS Resources was discussed.
- The Committee mentioned the new workforce plan that has been resubmitted by the GS where 190 priority positions have been identified by the GS.
- The Committee discussed the need for clarification about these new priority position, where they sit in the overall 500 additional positions decided in 2016. Questions were raised on how to fit this with a fixed budget, if no additional money were to be awarded, and what decision would the GS have to make. For instance, would it mean more civilians and less GS

members and what could be learned by comparing with other small EU countries? It was agreed to look at the Council of Europe (GRECO) reports to that effect.

4.5 Update on a meeting with OPW

- The CEO gave a verbal update on a meeting with OPW.
- Various accommodation issues for the GS were discussed at the meeting including Harcourt Square and Military Road.
- It was noted that the communication between OPW and the GS has improved, with the GS CAO being the main point of contact.
- OPW is working on its 2021-2030 plan and it's involving three Ministers.
- Issues around the possibility of departments collocating were discussed.

5. Policing Plan Performance Report

- The Committee noted an executive report, detailing progress on performance against policing plan targets for April, May and June.
- While there are still major issues with the enablers, such as accommodation and training, it was noted that the progress on the Policing Plan was in a good place at the half-year review, compared to the previous years.

6. Anti-Corruption & Discipline – Update from the Executive

- The Executive gave an update on Anti-Corruptions and Discipline matters from a briefing note prepared for the next Authority meeting.
- The Committee raised questions regarding the governance around breaching the Code of Ethics and how it was investigated in other jurisdictions, especially if they were internal or external investigations.

7. Diversity and Inclusion

- The Executive gave updates on the implementation of the internal and external Diversity strategies, Challenges to recruitment & retention of people from minority backgrounds and the internship programme ('Access Programme').

Part B – Meeting with Garda Síochána Representatives

Attendance

Authority: As per Part A of meeting

Garda Síochána: Mr. Joseph Nugent (Chief Administrative Officer), Ms. Deirdre Morris (Principal Officer, Strategic Transformation Office), Ms. Éilís Gilvarry (Assistant Principal, HRPD), Ms. Paula Hilman (Assistant Commissioner Roads Policing and Community Engagement), Ms. Kate Mulkerrins (Executive Director Legal), Ms. Gráinne Shortall (Assistant Principal, Policing Authority Liaison Office).

8. Closed session

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

9. Policing Plan Performance: April – June 2021

- The Committee enquired about the **Skills register** in the GS and if there was a system in place.
The GS representatives told the Committee that while there was no formal system yet, they are procuring a Learning Management System that will capture some of that information. Currently the GS is sponsoring its members to attend courses but the system to track this is paper based and as such it's difficult to collect data.
The GS noted that the new LMS will build a training record.
The GS also mentioned that there was no active discussion to run a survey to try and map the skills in the organisation. They mentioned that some members may not wish to advertise their skills and qualifications out of fear of being relocated or to lose the allowances they get from their current rosters.
- The progress of the Policing Plan was discussed.
 - **Training is at risk across the Policing Plan**, especially for classroom based training due to COVID-19 restrictions.
 - When asked about the pace of moving to online training, the GS representative highlighted that the organisation has shown agility and speed by moving training online. The Garda College main focus is to move as much of the training online, however, the scale of the training needed to be moved to online and the Garda College resources are an issue. At the moment there is more demand than supply and there's a need to prioritise. There is also the issue of making training available online but not giving the members and staff the time needed to complete this training. The Garda College is currently reviewing which training needs to be done face to face and planning the capacity accordingly. The ERG (Expert Review Group) is also reviewing the training for new intakes.

- It was suggested by the GS that the Chief Superintendent from Templemore will participate at the next ODC meeting and provide more information and clarification on the training topic.
- Training on the Domestic Risk Assessment Tool was mentioned as well. It was agreed the CAO will look for more information on this to be provided to the Committee.
- The roll-out of the Operating Model is moving forward and there is a positive reaction to the changes through the organisation. However, the GS mentioned staffing issues.
- Work is progressing on the Court Presenters roles which defines the role of the GS in prosecutions.

It was mentioned that there is a big disparity across the regions with DMR having the DPP taking over a lot more of the prosecutions than in the rest of the country.

When asked about the interest of Garda Members to move into legal roles, the GS representatives told the Committee that while the interest is there, the prospect of losing their shifts and allowances or even the perceived impact on their career are major road blocks.

- The Well-being Strategy is progressing with the Well-Being Office being set-up and communications about available services being sent.

The GS representatives mentioned good feedback about the Employee Assistance Service after traumatic events.

The Committee asked why a significant amount of people were not using the confidential help lines. The GS representative said while there is no data, they believe it could be a legacy issue within the organisation where people do not like to ask for help.

10. Diversity & Inclusion

- The GS provided an update on the Internal Diversity and Inclusion strategy.
 - The EDI Strategy was launched.
 - The internship programme pilot is going ahead with 20 people expected in the programme. While the number is small, the goal is to manage these carefully to ensure the 12 months are of value and make the 12 months programme meaningful for the interns, but also as an opportunity for learning in the GS. There is a great buy-in from the Management and most of the interns will be assigned to support roles across the country.
 - The Committee had questions regarding the under representation of minorities in the Garda Reserve and the gender gap in the Sergeant rank and how this will be addressed in the incoming competition.

The GS representatives gave assurance that the next competition would be fairer as the testing will be gender neutral to remove any perceived subjectivity.

They are also promoting the competition and encouraging participation through women's networks.
- The Committee mentioned that External Diversity will be discussed at next Committee meeting.

11. GS Strategy Statement 2022-24 – presentation to members of ODC and PSPC

The GS representatives gave a presentation on the Strategy Statement 2022-24 to both the ODC and the PSP Committee.

This was presented by Deirdre Morris (Principal Officer, Strategic Transformation Office), Anne Marie McMahon (Deputy Commissioner Policing and Security), Shawna Coxon (Deputy Commissioner Strategy, Governance and Performance), Anne Marie Cagney (Assistant Commissioner DMR), Aidan Glacken (Chief Superintendent, Sligo) and Alan McGovern (Chief Superintendent Crime Legal).

The GS representatives gave a detailed overview of the methodology used to develop the Strategy Statement. It was done through substantive external and internal consultations exercise and “horizon scanning”.

While the external consultation focused on four themes (Engagement, Community, Inclusivity & Diversity and Service Delivery & Improvement), the internal one focused on two questions (what are the priority areas for inclusion in the Statement Strategy and what are the inhibitors?).

The Statement Strategy is articulated around five Strategic Pillars (Community, Tackling Crime & Preventative Policing, Victims and the Vulnerable, Protecting the Security of the Irish State, Sustainable Change & Innovation) and will be delivered through the following enablers (People and Purpose, Partnerships, Engagement, Empowerment & Trust, Information-Led Policing).