



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of the Organisation Development Committee

Date: 13 October 2021

Venue: Online Meeting

Part A – Committee Meeting

Attendance

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

Secretary: Michal Alfasi-Hanley

Executive: Helen Hall (CEO), Cormac Keating, Margaret Tumelty, Aoife Clabby, Sharon O’Brien, Karen Shelly, Mark Nother, Magali Lapouge, Cian Finn

1. Closed session – Authority Members only

The Committee did not exercise the standing option to conduct a closed session.

2. Chair’s Opening Remarks

- 2.1 Elaine Byrne noted her work on the European Commission’s annual Rule of Law reporting.
- 2.2 Update from previous Authority meeting was provided.

3. Minutes of Previous Meeting and Matters Arising

- 3.1 The committee did not discuss the minutes of the previous meeting as feedback from the Garda Síochána was not received. It was agreed that this would be raised with the Garda Síochána in Part B of the meeting.
- 3.2 Members discussed the need for additional information on a GAR request 692 relating to the cost of Garda members.
It was agreed to raise this with the Garda Síochána in Part B of the meeting.
Further, members discussed Garda Síochána pay and pension costs. The role of the Authority in overseeing the Garda Síochána’s efficient use of resources was noted.

Actions:

- 1. Members requested that the Executive compile all Garda pay and pension costs into one document, once the additional material is received from the GS.
- 2. Members asked the Executive to draft a comparative report of police strength.

4. Executive update on oversight activity

4.1 Paper on HR

- The Executive gave a verbal update on workforce planning and the Operating Model including the on-going establishment of Performance Assurance Hubs. The Executive will provide an in depth update on the Operating Model at the next ODC meeting.
- The National Shared Services Office has agreed Garda Síochána members can now use the PMDS system, it was noted.
- It was noted that the Executive is engaged in ongoing discussion on priority Garda posts and awaits a response from the Department of Justice on this matter.
- The CEO noted previous discussions with the Garda Síochána on workforce planning including the need to be more strategic in discussions with the Department of Public Expenditure and Reform on staffing, in particular the implications of insufficient numbers of cyber- crime specialists.
- Strategic Workforce Planning is currently highlighted as a risk for the Garda Síochána, it was noted.
- A potential delay in recruitment due to drafting new recruitment regulations referenced in the latest update in the Policing Plan was discussed. It was agreed to discuss this matter with the Garda Síochána in Part B of the meeting.
- The CEO noted a number of recent enquiries received on transparency and fairness in internal competitions. Members mentioned the role of the Garda Ombudsman in conducting spot audits on these matters.

Actions:

Gender breakdown - Members requested the Executive to compare internal diversity breakdown to the last 5 years for the next meeting (percentages). If there is an improvement, this should be acknowledged.

4.2 Quarterly Update on the Code of Ethics

- The Executive provided a verbal update on the Code of Ethics noting the current sign up from Garda members and Reserves. The outstanding activity milestone on the Garda Decision Making Model and the use of anti-spit hoods was noted.
- The Committee discussed the outstanding work on the analysis of non-sign up to the Code. It was agreed to discuss this issue with the Garda Síochána in Part B of the meeting.
- Members discussed the current level awareness of the Code amongst members and senior management and the need to move on from focusing on numbers who sign up to the Code, to measuring its effectiveness.
- The Code must be a living instrument and be applied to existing practice as examples of ethical practice in terms of training and learning lessons.
- The breach of the Code by the unwarranted and unnecessary closure of CAD incidents was also discussed.

4.3 Quarterly update on Culture

- The Executive provide an update on the implementation of findings from the Cultural Audit.
- Out of 49 initiatives, 29 per cent (14) have been completed with 53 (26) per cent on target. 1 initiative is overdue and 16 are having issues.
- The delay in conducting the second cultural audit was mentioned.

4.4 Quarterly update on Garda Integrity Matters

- The Executive provided an update on recent engagement on anti-corruption, protected disclosures, and discipline.
- The Executive met with Transparency International on protected disclosures and attended anti-corruption training for the Garda Síochána.
- The CEO noted the upcoming visit from GRECO or the Council of Europe's Group of States against Corruption on 27 October.
- The Committee discussed the role of the Commissioner and senior Garda management in applying disciplinary regulations and the potential to examine the degree of consistency in the application of these powers.

4.5 Human Rights—Update on Meetings held with the GS and SHRAC

- The Executive provided an update on a recent meeting with the GS Human Rights Unit and the September meeting of the Strategic Human Rights Advisory Committee (SHRAC).
- This update highlighted the drafting of the new Garda Síochána Human Rights Strategy and the request to members of SHRAC for comments and submissions. The Garda Síochána would like to get approval from SHRAC on the strategy at the December meeting, it was noted.

4.6 PSP Executive Fieldwork Update

- The Executive provided a brief update on recent fieldwork including attendance at Public Order training.
- The clear embedding of human rights into this training was acknowledged from the Executive who attended training.

5. Code of Ethics—discussion on the 'Review of Garda Síochána Code of Ethics' by Alyson Kilpatrick, BL

- The CEO set out the context for commissioning the review including the report of the Commission on the Future of Policing in Ireland.
- The Committee discussed the options raised by Ms Kilpatrick in amending the existing Code.
- The Committee agreed that the current Code should not be amended at this time. The Committee agreed to note the report and refer it back to the Authority.
- The Committee recommends conducting an effectiveness of the existing Code, which might be internal to the GS or external.

Actions:

The Committee agreed the document can be shared with the Garda Síochána and will advise the Authority to do so.

6. Policing Plan Performance Report: July-September 2021

- The Committee discussed the reports in the context of Part B of the meeting, including targets on external diversity.

7. External Diversity and Inclusion

- The Committee discussed External Diversity and Inclusion and identified issues to discuss with the Garda Síochána in Part B of the meeting.

Part B – Meeting with Garda Síochána Representatives

Attendance

Authority: As per Part A above

Garda Síochána: Joseph Nugent, Chief Administrative Officer; Deirdre Morris, Principal Officer, Strategic Transformation Office; Ms. Gail Malone Principal Officer; Patrick Clavin, Assistant Commissioner Governance and Accountability; Majella Armstrong, Superintendent Garda Ethics and Culture Bureau; Yvonne Cooke, Director of HR; Rose Sweeney, Principal Officer, Garda Community Engagement Bureau; Michael McNamara, Superintendent Crime Legal; Alice Donovan, Principal Officer, Strategic Transformation Office; Gráinne Shortall, Assistant Principal, Policing Authority Liaison Office.

Apologies: Chief Superintendent Patrick Murray

- The agenda order was rearranged to facilitate some Garda Síochána attendees to participate in another meeting.
- The Chairperson advised the CAO that the material provided within GAR 692 (Cost Per Head) is not sufficient.

Members also requested to include the cost of pensions.

Actions:

The CAO agreed to provide **(not later than a week in advance of the Policing Authority meeting with the Commissioner on 28 October 2021)** an estimate outlining cost to include pensions, basic salary and allowance, a breakdown by rank/grade and cost / benefit to the organisation.

8. Policing Plan 2022

- Garda Síochána representative Deirdre Morris gave a presentation to the committee on the Policing Plan 2022.

- It was reported that the new plan will have approximately 40 focused targets divided into 5 strategic pillars (Community, Tackling Crime & Preventative Policing, Victims & the Vulnerable, Protecting the Security of the Irish State, and Sustainable Change & Innovation).
- The work on the plan to date has been mindful of building on the work completed in the current strategy period. Targets are forward looking as well as attentive to the external environment including building strategic partnerships. In addition, there is awareness of the importance of shifting focus from outputs to outcomes.
- It was noted that work is ongoing to collate recommendations for the Garda Síochána from internal and external reports into a single tracker.
- The Chairperson noted the focus on crime trends in the presentation and highlighted the capacity of the Garda Síochána Analysis Service and its pivotal role in the success of targets in the new plan. Further, the Chairperson asked whether this will be addressed in the policing plan. The CAO replied it will, however highlighted the slowness in recruitment, the lead time involved, and the importance of support from sanctioning partners. The Garda Síochána is currently in discussion with the Public Appointments Service (PAS) and DPER on mitigation strategies in this respect.
- The Authority CEO noted the submission of the Authority's draft Policing Priorities to the Commissioner and asked the Garda Síochána representatives if these were considered in drafting the new plan. It was reported by the GS that they were considered and will be aligned with the Policing Plan.

Actions:

The draft Policing Priorities plan is awaiting approval from the Garda Executive and will be shared with the Authority soon after.

9. Code of Ethics and Culture

- The Committee questioned Garda representatives on the embedding of the Code of Ethics.
- Following a question from the members, the Garda representatives expressed satisfaction in the current training but noted the development of a new e-learning module.
- The Committee noted the importance of a cultural mind-set of applying the Code to existing practice including the CAD 999 issue to learn from practical examples of ethical failings.
- The Garda representatives acknowledged and expressed disappointment at recent examples of breaches of the Code and discipline.
- According to representatives from the Culture and Ethics Bureau, Garda members have no trouble understanding the Code and its content but members require refreshers as memories fade. However, the vast majority of members take the Code and the training seriously.
- The Garda representatives also noted that the Code of Ethics and disciplinary procedures are separate processes and highlighted the ongoing review CAD 999 in the context of discipline.
- Garda representatives emphasised the importance of examining failings in the context of the Cultural Audit and noted the restrictions imposed on training and activities on embedding of the Code by the Covid-19 pandemic.
- The Committee Chairperson stated that the events of the last few weeks has brought into focus the need to move on from the focus on sign up to examining the Code's relevance, impact, and overall effectiveness. The critical test for the GS and the Authority is to determine how effective

the code is in impacting the behaviour of Garda members. The Committee will discuss these matters in further detail with the GS at a later date.

Actions:

The GS to provide information on the length of CoE training.

10. Policing Plan Performance: July-September 2021

- The Committee discussed the recent announcement of funding for the Garda Síochána in Budget 2022. The Committee noted that most of the capital spend is on premises and questioned if enough has been allocated to ICT to deliver the modernisation programme.
- Garda representatives stated that the precise budgetary details including for Garda staffing must be clarified and confirmed. The Committee noted the importance of specialist staff in cyber crime and GSAS.
- The Committee raised budgetary overspend in 2020 and the need for a supplementary budget. Garda representatives noted that this overspend is in large part a consequence of expenditure on pay and overtime on Covid-19 policing. The CAO explained that the exact amount of supplementary is 'fluid' at this time. The Garda Síochána are now taking an 'aggressive stance' on overtime.
- The Committee discussed the efficiencies in Fixed Charged Notices (FCN) since the introduction of mobility devices. The Committee asked if other efficiencies are evident or possible. The CAO stated that is a little early to determine and to say definitively, but this work is on-going.
- The Committee asked about the key enabler of training and the extent to which Garda members have the time and space for online training within Garda stations. The Garda representatives replied that the organisation has the infrastructure and space to facilitate this and that training initiatives are actively promoted.
- The Committee asked about staffing and skills issues within cybercrime and its potential impact on the administration of justice. The CAO mentioned the search for new staff but noted the changes brought about the introduction of the Operating Model with the completion of some cyber-crime tasks now at a divisional level by skilled people. It was noted it is possible to take pressure from the national unit if some tasks are performed locally.
- The Committee enquired about potential industrial 'issues' in the context of the roll-out of the Operating Model. The CAO referenced meetings with key stakeholders to mitigate this risk.
- The Committee raised the risk posed by code freezes in the context of the Investigation Management System (IMS). The CAO noted that code freeze is a risk mitigation process and is not a reference to any specific problems. It was reported that the completion of IMS is a key priority for the GS.
- The Committee highlighted the risk to recruitment of trainees due to the delay in completing updated recruitment regulations. The CAO provided an update stating that there would be minimal regulation change for the next competition to proceed quickly. Consequently, changes in entry requirements in terms of language and entry for minority communities may not be in place for the December 2021 competition. The Garda Síochána is reluctant to delay recruitment due to the drawn out process of regulation changes.

The Garda Síochána noted the risk around the under-representation of certain social groups in recruitment without change in regulations.

Actions:

1. The Garda Síochána to provide a 'one page note' on finance outlining the current position following its review of allocation / funding in Budget 2022. (Required not later than a week in advance of the Policing Authority meeting with the Commissioner on 28 October 2021).
2. The Garda Síochána to provide a report regarding Garda Cyber Crime Bureau and how the workload will be addressed in view of resource difficulties.

11. External Diversity and Inclusion

- The Chairperson set out the context for the discussion, including that the item was on the agenda of previous meeting but was not discussed due to time constraints.
- The Committee enquired about progress on work on Diversity and Hate Crime, including data on
 - (a) reported hate crimes
 - (b) complaints about Garda members by minority communities.The Committee questioned the GS on available data and delays in collating data. The Garda representatives did not have any data on Hate Crime to share with the Committee. Garda representatives explained delays in the context of the Covid pandemic and capacity issues within GSAS.
- The Committee Chairperson enquired on the current status on the collection of ethnic data. Garda representatives raised work on a potential project on the collection of ethnic data through the use of PPS numbers. The CAO noted that discussions are on-going with the Department of Justice on the feasibility of this. The GS await a formal response from the Department.
- The Garda Síochána also provided an update on recent actions in the area of human rights including additional places on the Policing and Human Rights module and graduation ceremonies for Human Rights Champions or those who have successfully completed the module.
- The Committee enquired about measuring the effectiveness of Human Rights training. The Garda representatives acknowledged that this is difficult to measure but noted that Garda members including senior management are now 'speaking the language' of human rights, with this being driven from the top down. The focus will be on keeping training alive and following up with additional activities for Human Rights Champions. Members noted it will be important to have some reflections on measuring the effectiveness of the training and the Committee will have another discussion on it.

Actions:

The Garda Síochána to provide a report on trends on hate crime and the pattern of complaints against GS members by minorities, to outline progress made.

12. Training- Chief Superintendent in charge of Training at Templemore to attend and provide clarities on this subject, to include the role and progress of the Expert Review Group

- The Committee noted that while Chief Superintendent Murray could not attend the meeting, it felt it was appropriate to keep the item on the agenda. The CAO provided apologies on behalf of the Chief Superintendent.
 - It was agreed that the CS will be in attendance at the next ODC meeting, to provide a lengthy overview of training in the GS and the re-opening of the College. Members reiterated the importance of this, as almost every target at the Policing Plan has training requirements.
 - The Committee enquired about the focus and purpose of the Expert Advisory Group. The CAO explained that this came out of the report of the Commission on the Future of Policing in Ireland. The group, chaired by Richard Thorne, is tasked with looking at direct entry, entry routes and access to competitions for senior Garda ranks. Mr Thorne has presented a report to the Garda Executive, which is in draft form and hence cannot be shared nor discussed in details.
 - The Committee questioned the GS on training records and the extent to which these records feed into workforce planning. The Committee also asked questions on measuring training outcomes and the effectiveness and value of Garda training.
- The Garda representatives referenced the Training Plan for 2022, which will be presented to the Authority in due course. The pandemic which led to less face to face training has allowed the organisation to determine the need for online and face to face training.

Actions:

The Garda Síochána to provide a report for the forthcoming discussion on training at the next Garda Organisation Development Committee on 14 December 2021. The report to be delivered no later than 2 weeks prior to the meeting of the Committee.

The Committee would like to meet Chief Superintendent, Director of Training and Development regarding Garda Training and the Report of the Expert Review Group.

The discussion will include: In the absence of HRIS, detail of the data maintained in respect of people trained and how this data is used for resource planning, detail of how the Garda Síochána measures progress, training outcomes, assurance that training is being done at busy stations and its effectiveness, the roll out of the Training Strategy, what will be prioritised and how it will be measured.