



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of the Organisation Development Committee

Date: 13th April 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, 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 The Chairperson welcomed the new Committee members, Dónal de Buitléir and Elaine Byrne.

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

2.3 A draft document regarding the remit of the PSP and Org Dev Committees, and the Authority is prepared for discussion at next Authority meeting.

2.4 The CEO gave an update on the February and March 2021 Authority meetings.

3. Minutes of Previous Meeting and Matters Arising

3.1 The minutes of the 9th February meeting were approved.

3.2 It was noted that a new version of the draft document for the revised Committee's TORs (Terms of References) will be distributed.

3.3 An update from the GS on Hate Crime training (following a GAR request) was noted and discussed. The Committee mentioned the update was unclear and will need more information. It was agreed that the Executive will check the latest Policing Plan performance report for March to see if additional information was provided. In case no information was provided, it was agreed to ask the GS to include an update in April's report. The Committee agreed the current GAR request could be closed but the issue should be followed up with the GS.

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

Regarding Diversity and especially item 3.4.3, the Committee discussed the need for more information on diversity recruitment and retention of individuals from minority backgrounds as a new GS competition is coming up, but it is unclear if any changes have been made to address this issue. There was also general discussion on the various documents related to Diversity and the need to link the external and internal diversity approach. It was agreed that this will be addressed at the second part of the meeting, with GS members.

Other documents related to Finance were also mentioned and noted.

4. Executive update on oversight activity

4.1 Meeting on resources with the CAO

The CEO gave a verbal update about the meeting in February with the CAO, in which Garda resources, Estate Management and the National Development Plan were discussed.

4.2 Update on the implementation plan and roadmap for the Cultural Audit finding – Q1 2021

An update was given on the current status of the implementation plan. The executive mentioned it was due to meet with the GECB (Garda Ethics and Culture Bureau).

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.

4.3 Update on the Code of Ethics – Q1 2021

The quarterly report on the signing of the Code of Ethics was discussed with 93% 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 some divisions having a lower sign-up rate and the total numbers being reported in the tables provided.

5. Policing Plan Performance Report

- The Committee noted an executive report, detailing progress on performance against policing plan targets for January and February. It was also noted that the March report was received but not reviewed in detail yet. However, as the reporting is a work in progress, the first impression was that the report for March was more detailed and of higher quality.
- It was agreed that the reporting needs to focus on outcomes instead of activities.
- The Committee voiced concerns from the report about training, accommodation and general planning in the GS. It was agreed that Finance, Workforce planning and resources in general should be a focus of the meeting with GS in part B.
- The Executive mentioned a new approach in which a single performance report will be provided to both the Org Dev and the PSP Committees.

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

- The Executive gave an update on Anti-Corruptions and Discipline matters from the Policing Plan Performances reports (Jan-Feb 2021), the GS Commissioner reports (Jan-Feb 2021), and the latest discussions at the Authority meeting in March 2021.
- It was also mentioned that there was good progress in the March performance report.
- Change in legislation was discussed and the GS is meeting with the Department of Justice to progress the implementation plan of the Garda Inspectorate report.

- Papers will be provided for the public Authority meeting in June and it will be a key item on the ODC agenda.
- The Committee expressed concerns about the impact of redeployment to frontline duties and the issues of accommodation on the ACU. It was also noted that the Anti-Corruption Strategy was still awaited.

7. Finance and Resources

- The Committee reiterated the need for a costed Policing Plan and multi-year planning. There were also concerns about overtime and allowances.
- The implementation of the Mazars report and Estate Management were discussed.
- The Committee discussed the possible involvement of the Authority with the GS and DPER to progress the discussion on Finance and Resources.

8. Workforce Plan

The Committee reiterated its concerns about deployment and overtime.

There were also concerns about the link between the three pieces of the report and how they feed into the strategy piece, but also about the strategy itself in regards of coordinating and linking the Operational Model and diverse elements such as RDMS.

It was agreed there is a need for regular reporting on the topic instead of a one off update.

Part B – Meeting with Garda Síochána Representatives

Attendance

Authority: As per Part A of meeting

Garda Síochána: Mr. Joseph Nugent (Chief Administrative Officer), Mr. David Gilbride (Executive Director Strategy and Transformation), Ms Éilís Gilvarry, Assistant Principal, HRPD, Ms. Kathryn Clifford (Executive Director Finance and Services), Mr. Alan Mulligan (Executive Director HRPD), Ms. Emer Doyle (Principal Officer, STO), Mr. Stephen Byrne (Acting Head of Estate Management), Gráinne Shortall (Assistant Principal, Policing Authority Liaison Office).

9. Closed session

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

10. Finance and resources

It was agreed to change the agenda order to allow the CAO to leave early for another meeting.

- The CAO gave an update on the Implementation of the Mazars report. Twenty “quick wins” were identified but there are resources issues to start the initiatives. The Steering Group met on the 19th of February to get agreements from stakeholders and take into accounts comments and observations in order to create an implantation plan. The next steps are to get a “wrap around” document signed off and the need for an agreement on specialised financial staff at Senior Management level as there is no internal ones available.

- The GS goal is to be able to decide if it's more efficient to add people at certain grades or rank somewhere and saving on the budget on other things. They mentioned there were no approval for new GS Staff except in the context of redeployment. They still don't have a clear idea of the ask for new staff as the Mazars report would need to be signed off first (after observations) to determine what the ask is.

The Committee expressed concerns about the report not being signed off as resources need to be recruited as soon as possible, but the CAO said this was the responsibility of the Steering Group.
- The Committee questioned about the existence of multi-annual scenario in the GS. The CAO stated that multi-annual budgeting is a matter for the Department of Public Expenditure & Reform."

There is also a wider issue as the GS vote is part of the Department of Justice overall vote so the GS wouldn't know how much would be allocated for the next year. This uncertainty about funding makes it difficult to plan on a multi-year project.

There may be some provision for multi-annual project in the NDP (National Development Plan) but the GS is not at the table for the discussions. The only discussions around budget are at divisional level.
- The Committee enquired about the OPW (Office of Public Work) and where the budget for accommodation sits. The Executive Director Finance stated that the OPW maintains a property (capital) register of state property within its ownership and as such in the main state properties utilised by the GS are accounted for in the OPW Appropriation Account. There were three property enhancements added to the capital assets in the GS 2019 Appropriation Account, which in time will be transferred to the OPW vote.
- The Committee asked for an update about the discussions with DP&R and the NSSO (National Shared Services Office).

With respect to the migration to the NSSO, the CAO mentioned there are clearly savings but he did not have the figure off hand.

Another difficulty is that the GS organisation is not aligned with the NSSO processes especially in the HR area. The Committee questioned if the reorganisation taking part in the context of the Op Mode couldn't be an opportunity to align with NSSO.
- The Executive Director HRPD mentioned the GS Cloud Strategy, and added there are concerns about budget and the time to implement it, which could be two to three years.

11. Workforce plan

The GS provided an update on the workforce plan.

- The CAO mentioned that workforce plan discussed relates only to the end of 2021 and there is another broader piece of work done, which is more strategic and looking few years ahead.
- The CAO mentioned that payroll was the biggest part of the budget.

- The GS representatives mentioned they were piloting the implementation of the HR Op model. The Committee reiterated their concern regarding the GS not having an HR system and about designing processes before knowing what system is going to be used. Once again, the alignment between HR processes and Finance was flagged.
- The GS also gave a brief update on Recruitment and Redeployment. On the topic of Diversity, they discussed the next steps after the report and how they will tackle the issues raised. The GS representatives told the Committee that while some initiatives will take longer to be implemented, some of them will be in place as soon as the next competition organised by PAS commences.
- The Committee also questioned about vetting delays and drop rates at each stages, as it was requested at last meeting and still not received. It was agreed that the GS will provide more information.
- The Committee asked about the processes and metrics used in the decisions to allocate and assign new members, including equality of opportunity across genders. The GS mentioned it has a methodology in place.
- The Committee requested a skills register. The GS noted that they did not have a Skills Register of all staff and the CAO agreed to consider a "self-service" approach where the GS members could be asked to state their qualifications. . The Committee suggested that a Skills Register would be a good strategic tool for the GS.

12. Policing Plan Performance: January 2021 – February 2021

The GS representatives gave an update on the Policing Performance Plan for January and February 2021, and the impact of COVID-19.

Some initiatives were highlighted by the GS representatives:

- SCHENGEN: up and running with 90% of personnel have been trained. There will be a post-review in September.
- Cyber hubs: The increase in cyber hubs capacity was welcomed but there is still significant backlogs.
- DPSU review: After the full launch of the DPSUs a few months ago, a review is ongoing.
- Mobility: A review has been completed and the Department of Justice is happy to procure more devices.
- Op Model: The bill have been voted and there is good progress especially in the area of ICT. The GS also mentioned the plan to try to phase out consultants over the year.
- ECM: not progressing so well
- IMS: frozen at the moment.
- RDMS: attempts to roll it out in conjunction with the Op Model.

The Committee questioned some general issues:

- Accommodation: The Committee asked about how it was planned and does the GS ensure it is future proof.

The GS representative mentioned that each new project or unit is grade on a “deliverability” scale.

The Garda Capital Investment Programme 2022 – 2030 is under ongoing development, and an announcement from Government is expected on same later this year. For each project, a brief of requirements is developed by local management and used as the basis for the design of the building. This brief will include details in terms of staff numbers, desks, training requirements, custody requirements and other requirements depending on the nature of the building.

Training: The Committee asked about the progress of spreading online training.

The GS representative note there is a general issue of capacity. It takes time to develop an online training and adapt it from classroom to online delivery and quality control the training. There are also issue of capacity in term of the backlog of trainings to be developed. Lastly with frontline redeployment there is an issue with GS member being available to attend the trainings. However, the GS representatives mentioned some good success such as the SCHENGEN training which was achieved on tight deadlines. They recognised that it’s positive for the organisation as it forced them to move faster. They also secured additional training venues.