



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

## Minutes of Meeting of the Organisation Development Committee

**Date:** 9<sup>th</sup> February 2021

**Venue:** Online Meeting

### Part A – Committee Meeting

#### Attendance

**Authority:** Paul Mageean (Chair), Valerie Judge, Melanie Pine (external Committee member)

**Secretary:** Michal Alfasi-Hanley

**Executive:** Helen Hall (CEO), Cormac Keating, Margaret Tumelty, Karen Shelly, Aoife Clabby, Alexandre Eisenbarth

#### 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 28<sup>th</sup> of January 2021 Authority meeting.

#### 3. Minutes of Previous Meeting and Matters Arising

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

3.2 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.

#### 4. Executive update on oversight activity

##### 4.1 Meeting on resources and the Mazars report

The CEO gave a verbal update about the Resources Group meeting where the Mazars report was discussed.

There is a new Finance Director starting at the GS, who will take ownership of this topic. The Committee also noted that the Mazars report didn't achieve the objectives described in the TORs (Terms of References).

During that meeting there were engagements between the Authority CEO and the GS CAO. The absence of a costed Policing Plan was discussed, as well as the need for a multiyear approach to enable the Authority to perform its duty of advising the Minister with respect to Garda resources.

Following the update, the Committee noted that it was still unclear what portion of the budget was needed to "keep the lights on" and for day to day activities, vs the amount of new additional budget available for reforms. The Committee agreed that the GS should include in their budgeting process figures showing the cost savings and efficiency gains associated with the initiatives that require extra funding.

#### **4.2 Meeting with the Office of Public Works**

The Chair of the Authority, the CEO and members of the Executive met with the OPW to discuss the GS accommodation needs. The CEO gave a verbal update and a meeting note was available to the Committee. At that meeting, the Garda Síochána estate, including the current state assessment, the approach to works prioritisation, the Operating Model long-term requirements and interim solutions were discussed. Other topics discussed were the engagement and communication between OPW and the GS and the Commission on the Future of Policing in Ireland recommendations regarding Garda ownership of its estates.

#### **4.3 Meeting with Cork City Division on the Operating Model**

The Executive gave an update on a meeting with the Cork City division to discuss the roll-out of the Business Services Functional Area. This division has been part of the previous Local Policing Model pilot initiative which had been running for the previous eighteen months. At the time of the meeting, the Business Services Functional Area had been fully operational for a period of approximately 6 weeks. It was mentioned that there were positive interactions between the division and STO but there was a feeling that the pace of change needs to step up on the National Unit side as Cork City was already ahead on a number of initiatives. It was also noted that having a dedicated HEO to drive the changes was a definitive advantage.

#### **4.4 – RDMS Meetings with the DMR South Central Division and National Planning Office**

The Executive gave updates on two meetings regarding RDMS, one with DMR South Central and one with the National Planning office. The Committee raised concerns that the RDMS target was marked as green although it was not achieved in 2020. Further concerns were raised about the coexistence of RDMS and Kelio as two roster management systems with no resolution. It was also mentioned that RDMS cannot be rolled out before the Op Model due to the amount of change involved.

#### **5. Policing Plan Performance Report:**

- The Committee noted an executive report, detailing progress on performance against policing plan targets for November and December.
- The Committee discussed the priorities for 2021 in regards to monitoring performance. An approach of setting the topics of the meetings for the year, with a focus on two or three topics for each meetings was discussed. In order to have the best use of the Committee's time, it was proposed that some topics could be monitored by the Executive instead of being standing items on every meeting. A suggestion of nominating a lead within the Committee to each topic, as well as a liaison from the Executive was also discussed.
- The appointment of two new Deputy Commissioners was noted.

#### **6. Garda Síochána Health & Well Being Survey results**

The results of the survey were discussed and questions were raised regarding the mental health and trauma concerns as opposed to physical health; the impact of newer generations of recruits on the results; what learning could be taken from the results; and the impact on culture. The Committee agreed that they would seek clarifications on this topics and for the GS interpretation of the results during part B of the meeting.

## **7. Garda Síochána Resources for 2021**

Several documents regarding the GS Resources were discussed and it was agreed that there was a need for more information from the GS CAO.

## **8. Anti-Corruption Unit – Review of implementation to date**

The Committee noted that because of the pandemic staff previously allocated to the ACU had been necessarily redeployed elsewhere for the duration of the emergency. It was also noted that the Executive should monitor the situation as it evolves with the expectation that once the emergency is lifted these staff members will return to the ACU.

# Part B – Meeting with Garda Síochána Representatives

## Attendance

**Authority:** As per Part A of meeting

**Garda Síochána:** Mr. Joseph Nugent (Chief Administrative Officer), Mr. Alan Mulligan (A/Executive Director HRPD), Ms. Kathryn Clifford (New Executive Director of Finance in an observational role), Dr. Oghenovo Oghuvbu (Chief Medical Officer), Ms. Jenny Nolan (PO, STO/HRPD), Ms. Alison Keogh (Assistant Principal, Strategic Transformation Office), Patrick Clavin (Assistant Commissioner Governance and Accountability), Johanna O’Leary (Chief Superintendent Garda Anti-Corruption Unit), Gráinne Shortall (Assistant Principal, Policing Authority Liaison Office).

## **6. Closed session**

A closed session between the GS CAO, the PA CEO, Cormac Keating, Margaret Tumelty and the Committee members took place.

## **7. Updates on the Sarah Ryan report**

As per the agreement from the previous Authority meeting, the GS CAO and other representatives of the GS provided the Committee with updates on the work of HRPD with Sarah Ryan, who is undertaking a strategic HR advisory role for GS as an external consultant.

- Sarah Ryan has been meeting with HRPD to discuss a series of topics related to HR. They are meeting up to twice a week and the GS representatives mentioned positive reception to her input.
- An update on the EDI (Equality, Diversity & Inclusion) Strategy & Action Plan was also provided. The GS had the first meeting last week to discuss the findings from the work conducted to identify barriers to the recruitment and retention of people from diverse backgrounds, to get feedback and comments from NGOs. The Committee requested a copy of this report.
- Mr. Alan Mulligan (A/Executive Director HRPD) during his weekly covid call with his PSNI counterpart discuss their experience and best practices, particularly the need for a support network once a diverse workforce is in place (e.g. Black officers support network).
- The Committee asked about the vetting process by local Superintendents, whether it was linked to a dropout rate for candidates and if the GS had any data on where in the process were the candidates ‘stuck’. The GS said that delays were not a general occurrence but they

usually happen in other parts of the process. The Committee asked for more data to be provided for next ODC meeting.

## **8. Anti-Corruption Unit**

The GS provided a brief update on the ACU Unit.

- With the return of level five COVID-19 restrictions, most ACU members have been redeployed to frontline policing in early January.

In the meantime, the GS has been discussing the Policies and Procedures with the unions and associations. These discussions were challenging and feedback is expected later this week.

The GS emphasis that in order for the ACU to be successful, it is crucial to get the unions and associations on board as seen in other jurisdictions.

They expect the Garda members to resume duty in March depending on the lifting of restrictions.'

## **9. Garda Síochána Health & Well Being Survey results**

The GS representatives discussed the results of the survey.

- The demographics of the respondents mirrors the demographic of the organisation.
- There were no surprises in the results as they were very similar to other police services, the GS is not an outlier regarding this.
- It was mentioned that the contract with an external company to develop a Support App had to be terminated, with no cost to the GS, as the contractor couldn't deliver the product with the required functionalities within the agreed budget.

The GS is now looking into the possibility to build the App in-house.

The GS is developing the App to provide 24/7 access to help and support for all personnel from any mobile phone in a safe and confidential manner without prejudice.

The GS mentioned training and information for Senior Management to try to remove the stigma associated with seeking help and support, and also recognising serious mental illness.

- The results of the survey will feed into the H&WB Strategy and the GS is also trying to link with existing national strategies.

## **10. Garda Síochána Resources for 2021**

- The Committee and the GS representatives discussed the need for costing some of the outcomes and the need to better articulate the plans and reforms needed to DPER.
- There was an update on Estate Management. The DOJ Sec-Gen, the Commissioner and the Chair of OPW are meeting to discuss accommodation needs. So far the OPW has not been able to accommodate the increase in workforce in the GS, which increased by 20% in the last five years with no matching increase in accommodation. The Committee questioned about the awareness of OPW of the needs deriving from the Op Model. The GS clarified that they are informed and that it is in the list of projects for OPW.
- The CAO mentioned there was a disconnection in the way the Public Service funding was working as the budget for increasing the workforce was not accompanied by relevant increase for accommodation and other resources needed for the new starters. There is a need to take in the extra cost associated with new recruits, such as training and uniforms. The GS is not

represented at the table for these discussions. The Committee asked about the GS plan to address this.

- The CAO mentioned the Mazars report, which highlighted the fact that there was a general lack of understanding about funding and budget in the organisation. However, the implementation of the Op Model should address this, as the local leadership will be responsible and accountable for all the money in the regions. Having said that, there will still be a need for systems and staff to support this. It was noted that due to the current operations to police COVID-19, there is extra money spent and ICT is impacted by this.