



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of the Organisation Development Committee

Date: 9th December 2020

Venue: Online Meeting

Part A – Committee Meeting

Attendance

Authority: Paul Mageean (Chair), Pat Costello, Melanie Pine (external Committee member)

Secretary: Michal Alfasi-Hanley

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

Apologies: Valerie Judge

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 No update was provided regarding matters discussed by the Authority at its meeting on 25th November, as all the present Committee members attended or were updated by e-mail.

2.3 Update regarding the draft Policing Plan for 2021:

- The draft Policing Plan for 2021 was received from the GS and discussed.
- Feedback was obtained from the Committee (as it was from the PSP Committee) with a view for the Authority to discuss a new draft on Friday 11th December, which will then go to the Authority members at the next Authority meeting on 16th December.
- The Chair presented the idea of the new Policing Plan structure as more focused, sharper, more accessible and with less targets. However, it was felt the plan needed to be clearer around targets and milestones.
- The Committee discussed the suggestion from the GS that the Plan should focus more on the Policing side in order to make it more relevant to every members of the organisation and make it easier to cascade down.
- The view of the Committee was that the initiatives relevant to Organisation Development should still be in the Plan as they are they are key enablers of the various initiatives.
- The ways by which changes and performance would be measured and communicated through the organisation were also discussed.

3. Minutes of Previous Meeting and Matters Arising

- 3.1 The minutes of the 15th October meeting were not discussed as the feedback from the GS was not received yet and it was agreed that they will be reviewed for approval by the Committee members via e-mail.
- 3.2 Members approved the closure of two 'historic' GAR requests.
- 3.3 Updates were received for GAR requests that were made following the October meeting and their current status.
- 3.4 Members' reflections on key items to be included in the End of Year Policing Performance report were discussed under item 5.
- 3.5 Mazars report: The CEO gave a verbal update on the implementation of the Mazars report. The implementation plan will be discussed at the next Steering Group meeting.
- 3.6 Documents to note:
- Four documents received from the GS were noted:
 - *The Garda Síochána Equality, Diversity & Inclusion (EDI) Strategy Statement & Action Plan 2020 – 2021* – it was agreed that this will be discussed again in the Spring.
 - *An update on Probationer Gardaí training and supervision* (two documents).
 - *An information note on the Operating Model* (to be discussed under item 8). The slides presented to the Executive by the GS were noted.
 - A verbal update on documents received regarding Redeployment was given by the Executive.

It was mentioned that in the new Policing Plan, no specific numbers regarding recruitment and redeployment are mentioned.

It was agreed that a verbal update from the CAO will be sought during Part B of the meeting.

4. Executive update on oversight activity

4.1 Meeting with Assistant Commissioner David Sheehan – Verbal update

- The Executive met with Assistant Commissioner David Sheehan on 6th November 2020 to discuss Roads Policing and the Mobility initiative.
- The presentation given by the GS was shared with the Committee and the Executive gave a verbal update.
- The priorities for 2021 were discussed with further ICT projects linked to Mobility such as IMS, CAD, RDMS and the API being mentioned.
- The functioning of the ICT Governance Board and how the prioritisation works were discussed.
- The Committee reiterated the need for better submissions from ICT in order to get the budget needed to implement all the projects. The GS need to articulate the risks if the requested and needed resources will not be allocated.
- The Committee suggested engagement on ICT in early 2021. In the interim, it was suggested that the ICT budget will be mentioned during Part B of this meeting (under Policing Performance).

4.2 Participation at the Garda Diversity Forum – verbal update

- The Executive gave a verbal update about their participation in the Garda Diversity forum.
- Progress was noted with the appointment of a Chair, the approval of the Terms of Reference and that the first three meetings have taken place.
- Some concerns were raised regarding the shortage of staff in the Diversity Unit.
- The Executive reiterate at these meetings and to AC Hillman as well, the importance of linking between the internal facing diversity strategy and the external one.

4.3 Meeting with Chief Superintendent Tony O'Donnell regarding the Operating Model – Information note

Will be discussed under item 8.

5. Policing Plan Performance Report: Overview from September and October

5.1 Policing Plan Performance Report: Overview from September and October

- The Committee had regard to an executive report, detailing progress on performance against policing plan targets for September and October.
- The Committee expressed concerns about some initiatives being off target such as Training, Recruitment and the PALF usage.
- The Committee noted the new tabular & comparative format of the Executive Policing Performance report and gave positive feedback.

5.2 Policing Authority Assessment of Performance/Reflections for the End of Year Report

- The Committee discussed what should be incorporated in the annual report.
- Positive examples were mentioned such as the establishment of the DPSUs and the ACU as well as the progress made on the Code of Ethics signup rates.
- On the negative side, Training, Diversity, ICT and Finance were mentioned.
- The Committee Members noted the lack of a contingency plan, for example around training.

6. Ethics & Culture: Quarterly Engagement

- The Committee noted the range of matters discussed in relation to the quarterly engagement on Ethics & Culture.
- It was agreed that some concerns or questions would be raised in part B of the meeting regarding the 3,000 staff members who haven't signed the Code of Ethics, the delivery of the Decision Making training, the procurement of the new uniforms, PALF usage and the Culture Audit.

7. Information and Technology – Update

- No update was received from the GS on this topic.

8. Operating Model

- The Executive gave an update on a meeting with the GS on 23rd November 2020 and a copy of the presentation was provided for the Committee Members.
- Accommodation was flagged as the biggest blocker to progress the initiative and especially for the two last groups of Divisions.

- There were discussions about the interdependencies of some ICT projects such as RDMS and IMS with the rollout of the Operating Model and how they need to be taken into account in the rollout timelines.
- It is expected that the two first groups of divisions will progress next year but there are uncertainties about the two last ones.

Part B – Meeting with Garda Síochána Representatives

Attendance

Authority: As per Part A of meeting

Garda Síochána: Mr. Joseph Nugent (Chief Administrative Officer), Acting Deputy Commissioner McMahon (Strategy Governance & Performance), Executive Director David Gilbride (Strategy & Transformation), Principal Officer Emer Doyle (Strategy & Transformation), Acting Executive Director Mulligan (HRPD), Assistant Commissioner Clavin (Governance & Accountability), Chief Superintendent O'Donnell (Operating Model), Superintendent Armstrong (Garda Ethics & Culture Bureau), Superintendent Maher (Operating Model), Gráinne Shortall (Policing Authority Liaison Office).

9. Closed session

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

- Apologies: Assistant Commissioner Finn (Southern Region)
- The agenda order had to be rearranged to facilitate some GS attendees having to leave the meeting early.

10. Ethics & Culture – Quarterly Engagement

- The GS representatives gave updates on various initiatives regarding Culture and Ethics.
- ELearning:
 - Progress has been made for the Decision Making Model training. ○ The GS will also develop an eLearning training for Ethics next year.
- Code of Ethics Communication:
 - The Code of Ethics booklets have been reprinted.
 - Lanyards were purchased and distributed.
- Mapping the Code of Ethics with Complaints and Discipline:
 - The GS representatives are working on a project to map the complaints and discipline cases against the standards of the Code of Ethics.
 - This will help them tackle any trends identified and to deal with them by means of Internal Communication actions.
- Procurement for the Culture Audit:
 - The tender process has been approved and is now with the GS Procurement team to progress.
 - Some reassurance was given to the Committee regarding some concerns about the consistency and the ability to compare the new one with the previous. The GS representatives confirmed that the questions will be comparable.

- Anti-Corruption Units (ACU): ○ The Ethics and Culture bureau has also been working with the newly established ACU, focusing on internal and external communications.
- Uniforms:
 - The new uniforms were mentioned and the GS representatives confirmed that the procurement for new uniforms is progressing and they are currently evaluating bids received.
 - There are some delays caused by the location of production but they should be rolled out by end of next year.
- PALF usage: ○ The Committee members had questions about the low usage of PALF and expressed concerns that the target was at risk.
 - The GS representatives gave updated numbers, with usage now being 65% with a good chance of reaching 70% by the year end.
 - The GS representatives also mentioned that the data in the PALF system has been cleaned up and that it would move to an annual cycle from next year.
- Signing of the Code of Ethics: ○ The Committee asked for clarifications about the 3,000 number of people who haven't signed the Code of Ethics.
 - The GS representatives explained that this was the initial number identified but since then, the validation exercise with the divisions took place and currently the proportion of members who have signed stands on 91%.
 - The GS representatives notes that the reasons for some members not signing are various and it is believed there is no wide scale of resistance.

11. Policing Plan Performance & Draft Policing Plan 2021

- Discussion about the draft Policing Plan 2021:
 - This item was not officially on the agenda. ○ The Chair asked the GS Representatives to give their views on the new Policing Plan. ○ The GS representatives said the idea was to make the Plan more relevant to the day to day of the members in the area of Policing, to 'connect the dots' between their roles and the Plan and to drive performance and emphasis on Policing targets.
 - The GS representatives mentioned the new plan will allow for better reporting.
 - The GS representatives stressed the fact that just because an initiative is not in the Policing Plan, it does not mean it is not being done or reported about internally.
 - The Committee members welcomed the reduced numbers of targets as it would allow them to get more regular updates and deep dives into specific projects, including areas that are not in the Plan.
 - The Committee members also mentioned the need for a balance between making the Plan sharp, focused, with priorities and relevant to the regular GS members and, making sure the enablers are reflected as they are central to Policing.
 - The GS representatives mentioned that they are trying to move towards "outcomes".
 - The Committee members said the progress should give a sense of direction of travel.

- General overview of performance:
 - The GS representatives provided an overview of performance against the Policing Plan 2020.
 - Committee members enquired about targets at risk of not being achieved by year end.
 - The GS representatives mentioned that 70/80% of the targets in the Policing Plan are Green and they are confident another one or two targets currently marked as “amber” will be green by the end of the year. Their assessment was that this was a successful achievement in the context of COVID-19.
 - On the initiatives that are expected to remain off-target, the GS representatives mentioned Redeployment (where they expect to probably reach 50% of the target) and Training.
 - The GS representatives expect next year to be challenging with the move to eLearning, reduced capacity in Templemore College, the “hangover” training from this year and the uncertainties around potential restrictions due to COVID-19.

12. Information and Technology:

- The Committee members reiterated the need for the GS to make a written submission for funding especially when the appropriate budget is not granted and mostly absorbed by day to day cost of existing systems.
- Members mentioned the GS should highlight the risks of not getting funded and the consequences on policing, and why their current systems are not fit for purpose.
- The Committee members mentioned the existence of the National Development Plan where budget for ICT could be submitted.
- It was agreed that further engagement between the GS and the PA early in 2021 is essential to enable the PA to advocate on behalf of GS regarding the finances and resources required to implement the proposed vision.
- It was also agreed that the CAO will provide the Policing Authority the detailed submission made to the Dept. of Justice.

13. Operating Model:

- The GS representatives gave an update on the roll out of the Operating Model.
- The current focus is on the Business Functional Area and implementing the associated processes.
- The first group of divisions should be implemented by end of February 2021 while the other divisions would be six months later.
- The GS representatives explained that setting up the Business Functional area takes six months and the Performance Insurance area will take another six months to setup. Finally the rest of the areas will take 18 months.
- Additional delays may be expected for the last groups of divisions as they are experiencing serious issues with accommodation and they are working with OPW and looking into leasing to solve the issue.
- The Operating Model team is building a network of communication in all Divisions and each Chief is asked to assign 10% of his staff on the communication for Operating Model. Each Division also has an Inspector assigned to Communication and is supported by the National

Unit. The rest should be spread across grades, roles and geographically in order to have a solid network. The team is also in regular communication with the local associations and unions.

- The Committee enquired about the steps taken to ensure consistency across the Divisions. GS answered that the local APs are in charge and reporting to the National Unit. Once the Performance Insurance area is set up, it will take over from the Operating Model team in each Division.
- There were questions from the Committee regarding the allocation of headcount. The Operating Model team said the numbers are based on percentages based on the pilot Division (Cork).
- Finally, the GS representatives mentioned that the Business Functional area was a standalone area but now that they have started working on the Performance Insurance and the other areas, it becomes more complex as the roll-out Operating Model is linked to other projects/initiatives, especially ICT. This adds some complexity as some key systems were designed for a district structure and not a divisional organisation (e.g. IMS, RDMS, PULSE etc.).
- The GS representatives offered to provide a presentation for the Authority members with feedback 'from the ground'. This was welcomed by the Committee members.

Part C – Private Meeting (Garda Síochána Representatives leave)

- As the Authority will have new members next year, they will need a briefing on the various issues, including the Operating Model.
- The Policing Authority's CEO to follow up regarding the ICT Budget.
- Discipline regulations were submitted to the Department of Justice and should be raised to the Authority.
- The Chairperson, Valerie and Melanie will meet with the Executive on the 18th of December to discuss dates and topics for next years' ODC meetings.
- Confirmation of actions required and information to be requested.