



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of the Organisation Development Committee

Date: 15th October 2020

Venue: Online Meeting

Part A – Committee Meeting

Attendance

Authority: Paul Mageean (Chair), Valerie Judge, Pat Costello

Secretary: Michal Alfasi-Hanley

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

Apologies: Melanie Pine (external Committee member)

1. Closed session – Authority Members only

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

2. Chair's Opening Remarks

- Apologies: Melanie Pine
- The Committee Chairperson welcomed attendees and introduced Michal Alfasi-Hanley, who will take over the position of Secretary to the Committee.

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

2.2 No update was provided regarding matters discussed by the Authority at its meeting on 30th September, as all the present Committee members attended.

3. Minutes of Previous Meeting and Matters Arising

3.1 The minutes of the 13th July meeting were approved by the Committee.

3.2 The minutes of the 22nd meeting were approved by the Committee, subject to a minor amendment flagged by PALO (There were two additional attendees from the Garda Síochána at that meeting and they will be added to the minutes).

3.3 Log of Actions: The Committee reviewed the log of actions 2019-2020 from previous meetings and agreed on closing the items recommended by the Executive as the material requested has been received, except for one action (OD_24_06 – To provide the PA a copy of the GS position paper on estate management) that needed clarification from the GS CAO.

3.4 Documents to note:

- A copy of a letter to the Minister regarding advice on GS resources was noted.
- Three other documents received from the GS were noted:
 - *The EDI Strategy Statement and Action Plan 2020 -2021*
 - *The Diversity Integration Strategy Implementation- Progress Report for June:*

- The Committee members noted they would be happy to see establishment of more actual targets and measurements, rather than evidence of problems the GS are facing with respect to policing diverse communities and hate crimes.
- It was also agreed that a more detailed engagement with the GS on this subject will take place in one of the next meetings.
- Diversity is on the agenda for the November Authority meeting in public, at which the members of the Committee will address some of the issues raised.
- *The Workforce Modernisation Briefing - Submission received from CAO to supplement the Authority's letter on Resources (Received 5-Oct).*

4. Executive update on oversight activity

4.1 Meeting with the Garda Ethics & Culture Bureau (will be discussed under item 6)

The Executive met with the Garda Ethics & Culture Bureau on the 16th September 2019. It was decided to discuss this under agenda item 6. Ethics & Culture: Quarterly Engagement.

4.2 Meeting with the National Diversity Forum and Andy George from the PSNI

The Executive gave an overview of the meeting with Andy George, an Inspector with the PSNI and President of the National Black Police Association (NBPA) in Northern Ireland, England and Wales on the 14th of September 2020.

It was mentioned that the GS are working with Insp. George on strategy and seeking to learn from his experience internally on diversity and inclusion, as well as externally on working with minority and ethnic groups.

It was agreed that the Policing Authority will be invited to the next national diversity forum

4.3 Meeting with ICT Division (will be discussed in item 7)

The Executive met with the Garda Information & Technology division on the 28th September 2019.

It was decided to discuss this under agenda item 7. Information and Technology: Vision for GS Data Ecosystem.

5. Policing Plan Performance Report: Overview from July and August

The Committee had regard to two executive reports, detailing progress on performance against policing plan targets for July and August. In addition, a verbal update was provided with respect to the September Performance Report.

The Committee expressed concerns about some Learning and Development initiatives especially with Garda Staff training and the issues of compatibility between LMS and OneLearning.

The Committee also mentioned the need for clarification about the role of the OPW in the upgrade of ICT systems to facilitate online training.

The potential for reviewing the approach to the plan's development in 2021 was discussed, with focus on realistic targets and less initiatives.

6. Ethics & Culture: Quarterly Engagement

The Committee noted the range of matters discussed in relation to the quarterly engagement on Ethics & Culture, under item 5 of the agenda. Some material of importance was received and discussed regarding the validation breakdown of the signing of the Code of Ethics by division.

7. ICT: Vision for Garda Síochána Data Ecosystem

A range of material was discussed including the Vision for the Garda Síochána Data Ecosystem that was received. The Committee welcomed the receipt of the documents and welcomed the ambitious plans, but expressed concerns about the lack of an implementation plan with more clarity on timelines and a better sense of prioritisation. It was agreed that a request for receipt of such information and updates on a regular basis will be made to the CIO.

The Committee welcomed the sense of communication and team work expressed in the documents and the user-led development approach. The Committee agreed to deep dive into specific projects to get a better sense of the way the work is undertaken and communicated to front line members.

Lastly, the Committee reiterated its concerns in regard to the linkages between the ICT vision and work in the areas of finance and HR&PD not being detailed. It was agreed that this would be conveyed to the CAO.

Part B – Meeting with Garda Síochána Representatives

Attendance

Authority: As per Part A of meeting

Garda Síochána: Joseph Nugent (Chief Administrative Officer), David Gilbride (Executive Director Strategy and Transformation), Andrew O’Sullivan (Chief Information Officer), Aeneas Leane (A/Director, ICT), Lois West (Deputy Head of GSAS), Sara Parsons (Deputy Head of GSAS), David Kelly (AP, ICT), Gráinne Shortall (AP, Policing Authority Liaison Office).

8. Closed session

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

9. Policing Plan Performance July/August and looking to 2021

General overview of performance

The Garda Síochána 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 L&D as an area of concern in the current uncertainty regarding the restrictions due to COVID-19. They mentioned the need to change the culture to move to online training but there are challenges in terms of resources and availability for creating and delivering the training. They are trying to mitigate the uncertainty by constantly reviewing the priorities and their achievability.

Discussion around specific initiatives

The GS mentioned the initiatives that were on track and expected to be delivered on time.

Examples given were the ACU (with only a slight deferral on the go live date), the roll out of the DPSUs, Schengen.

The GS representatives mentioned some difficulties around allowances and the Roster. The GS are engaging with the unions on the latter. Despite those difficulties, some progress was made which is again, unfortunately, not reflected in the performance report.

The Committee Chairperson enquired about the hate crime training, which was mentioned in the July performance report as under 'substantial progress'. The GS representatives confirmed that new modules have been developed, however they didn't have any further information and will get back to the PA on this matter.

The supervision of new probationers (newly attested)

The CAO confirmed that this is a matter kept under constant review. Their progress is monitored by CPDs and Sergeants on the ground. The GS representatives mentioned that although the probationer's situation is well-managed, it is unfortunately not well reflected in the performance report.

It was agreed that the GS will provide an update on this subject to the PA.

Learning and Development Director

Another source of concern which was discussed is that the job description / booklet for the Learning and Development had not been approved by the PA yet. The GS representatives were made aware that the PA had responded on this matter and that a response is awaited from the GS. The GS agreed to revert to the PA with an update on this matter.

New Discipline Regulations

The GS representatives mentioned that a submission regarding the Discipline regulations will be submitted to the DoJ shortly, following the implementation of the Commissioner's views.

The PA CEO requested to be copied when the submission is sent. The CAO will check possibilities to do so.

New GS Budget

The Committee discussed the budget for 2021 and members asked whether the figure of an extra 500 Garda members refers to additional 500 members or the amount required to achieve the 15,000 target. The GS representatives didn't have an answer yet, as they are still studying the proposed budget. The CAO confirmed that a clearer understanding will be provided to the PA at the next Authority meeting. The PA CEO reiterated the importance of such clarification, due to the PA role in approving business cases for the GS and the effort to avoid creating any backlog.

Redeployment

The GS representatives highlighted two areas of priorities – (1) call dispatching; (2) front-of-house staff. GS representatives said that both require face-to-face training, which are impossible at the moment and therefore there are delays. A further update on this will be provided to the PA at the next Authority meeting.

PMDS and PALF

The Committee discussed the roll out of Performance Management for Garda Members and Staff. The GS representatives confirmed that progress is ongoing on PMDS and it is expected that a pilot will begin next year, while PALF usage for Garda members is still actively worked on. GEMS as a sole source of reporting was welcomed by the Committee members and was acknowledged as a game changer for the organisation.

Policing Plan 2021

The Committee discussed the approach to the Policing Plan's development for 2021. The Committee members mentioned the need for it to be redesigned in order to better assist the Authority in its oversight role. Some areas discussed were the need for less targets, more measurable outcomes and less focus on processes but also how the overall initiatives in the Plan fit together. The GS representatives confirmed that they are engaging with the PA on this matter and are preparing a presentation for the PSP Committee meeting the following week.

Cultural Audit

Lastly, the Committee raised some concerns about the Cultural Audit and the importance of the ability to compare between the previous audit and the new one. The CAO confirmed that this is an issue he is aware of and he will provide further updates to the PA on this matter. Within this discussion, the new uniforms were mentioned and the GS representatives confirmed that the procurement for new uniforms is underway – they are currently evaluating bids received.

Estate Management Document

The Committee referred to a request for information made in December last year regarding the above, which derived from a recommendation made under the CFP that the 'Management of the police estate, and the budget to maintain it, should be placed under the control of the Garda Commissioner'.

The CAO provided an update on the paper the GS prepared on this matter.

It was agreed that Gráinne Shortall from PALO will engage with the CAO to arrange for a copy of this document to be shared with the PA.

10. Information and Technology: Vision for GS Data Ecosystem

GS Presentation

Representatives of the Garda Síochána ICT Division presented two short videos to illustrate concrete scenarios demonstrating the transformation of data into information. The short movies showed the same incident (burglary) from the point of view of the victim and the Garda member responding to the incident, and the second one from the back office and resource planning viewpoint.

The CIO explained that the purpose of the videos is to clarify expectations and it is intended to produce more videos to various audiences.

As per the recommendation of the GS internal ICT Prioritisation Board, the GS chose to focus on the mobility devices in these videos, with the hope that through the use of mobility devices, Garda members and staff will see the importance of data and the importance of entering accurate data will be reinforced.

As the videos were showing a vision of an integrated flow of information not only between the GS but also other agencies in the Criminal Justice system, the Chair asked about capability and capacity of the DPP to receive this kind of information (electronic files). The GS representative explained that the videos were aspirational as some organisation within the criminal justice system have limited capabilities to receive and/or send information. It is expected that future updates in the Mobility program will add functionality and help the dissemination and the sending of information.

Implementation and discussion about the suite of documents provided to the PA

The Committee welcomed the received documents but asked about a clearer implementation plan. The GS explained that the Vision and Service Catalogue were high-level Statement of Direction documents, while the three other documents provided (Roadmap, Portfolio Status Report and Risk Status) were in fact planning documents. They further explained that when a project goes live, it appears in the Portfolio status report where the requirements, the cost and the target dates are detailed.

The CIO mentioned that he would be reluctant to go into detailed planning for all projects until he is assured that the budget and resources are available. This ties in with the reduction in the 2021 ICT budget, leaving very little space to implement new projects since most of the budget is absorbed by the maintenance and running of current systems.

Current ICT system - Challenges

The Committee questioned the intention mentioned in the documents not to develop bespoke customised systems and rather to focus on changing business processes. The GS gave the example of GEMS that it will use as data source for ePMDS as a good example of using current data and changing business processes instead of building a customised system, which is not possible under the budget restrictions. It was agreed that the GS will provide the PA an update following the pilot of ePMDS (early 2021).

The Committee then asked about the accessibility of the Digital Hub from local stations and the security/permissions. The GS gave assurance that the access level will be at data level not at app level.

On the question of the ICT systems currently marked as 'tolerate', the GS representative explained that 'tolerate' is not a good place to be with major information systems. While they can be tolerated in short terms, these systems are incapable of supporting organisational change. With increased investment, they could progress to the 'invest' category to become change enablers.

There are systems that will be kept but needed to be worked on. For instance, PULSE will be kept but some of its functionalities will be delegated to Mobility or IMS, so it will reduce the number of people who need to access it. At the same time, more apps will have access to the data hub.

CAD2

The next point discussed was the integration of CAD2 with the operation resources. The GS representatives explained that it is very difficult to extract data from the current CAD1 system. The new planned CAD2, as a modern system, would be more amenable to data extraction and analysis.

Issues of limited GSAS resources and the need for more budget were mentioned as well.

Further engagement

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.

The Chair agreed with a quarterly engagement with the GS ICT division to track progress.

Part C – Private Meeting (Garda Síochána Representatives leave)

- Concerns were expressed about the cut in the ICT budget.
- Concerns were raised around not prioritising Finance and HR.
- It was agreed next meeting date will be the 9th of December.