



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of the Organisation Development Committee

Date: 22nd July 2020

Venue: Online Meeting

Part A – Committee Meeting

Attendance

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

Secretary: Aoife Clabby

Executive: Helen Hall (CEO), Cormac Keating, Margaret Tumelty, Sharon O’Brien, David Pasley, Karen Shelly, Alexandre Eisenbarth, Anne Keeley.

1. Closed session – Authority Members only

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

2. Chair’s Opening Remarks

The Committee Chairperson welcomed attendees and introduced Anne Keeley who will take over the position of Secretary to the Committee.

- a. There were no declarations of interest in respect of any of the agenda items.
- b. A brief update was provided regarding matters discussed by the Authority at its meeting on 24th June.

3. Minutes of Previous Meeting and Matters Arising

- The minutes of previous meetings, held on the 24th April and 18th June, were approved by the Committee, subject to a minor amendment in respect of the 18th June minutes.
- The Committee was provided with an update on the items for action, arising from the previous meetings. It was noted that the Committee is still awaiting a copy of the Garda Síochána Reserve strategy. The Chairperson requested an update on the review of actions from 2019. The Chief Executive advised that this work was being undertaken in tandem with a review of outstanding requests on the Garda Actions Register, currently ongoing. It was agreed that a list of any relevant outstanding actions would be brought to the October meeting of the Committee for review and further action, if required.
- Media coverage of the sixth Authority report to the Minister on Policing Performance by the Garda Síochána in relation to COVID-19 regulations was discussed. It was agreed that the matter would be discussed further with Garda Síochána representatives in part B of the meeting, in addition to being raised with the Commissioner at the next Authority meeting.

4. Executive update on oversight activity

a. Meeting on Roster and Duty Management System (RDMS)

The Executive provided an overview of the meeting with Garda representatives to discuss the roll-out of the RDMS. The Committee noted the value being extracted from the system in costing policing initiatives in DMR East where it is already rolled-out. The Committee expressed concerns about the ability to accelerate the deployment of RDMS to three additional divisions by year end, having regard to the degree of organisational change involved in its introduction. The Committee also questioned the capacity of the system to integrate with other IT systems being contemplated.

b. Meeting with HR&PD

The Executive gave an update on a meeting with Garda HR&PD. The progress made by the HR Transformation Implementation Group, the lifecycle of PALF, the Diversity Strategy and the Recruitment targets were discussed.

c. Meeting with Ethics & Culture Bureau

The Executive provided an overview of its quarterly engagement with the Ethics and Culture Bureau. Progress made in a number of areas was noted, in particular, the audit of the Code of Ethics signing rates, the mapping and communication of initiatives designed to address the findings of the 2018 Culture Audit and engagements undertaken by the Bureau with relevant policing plan business owners. The Committee expressed its concern regarding ongoing discrepancies between the actual numbers that had signed the Code, compared with those reported up to now. However, the fact that the numbers were much higher than expected was welcomed. The Committee also noted that procurement considerations would impact on the timeline for undertaking a further culture audit. It was agreed that these matters would be discussed further with Garda representatives in Part B of the meeting.

d. Meeting on Operating Model

The Committee considered an Executive paper detailing a meeting held on the roll-out of the Operating Model. It was agreed that the Operating Model would be the subject of detailed consideration by the Committee at a later date.

5. Policing Plan Performance Report: Q2 Overview

The Committee had regard to an executive report, detailing progress on performance against policing plan targets for quarter 2. The Chief Executive apprised members of discussions that had taken place at the meeting of the PSP Committee in respect of the centrality of the policing plan, the measures used to determine its achievement and the potential for reviewing the approach to the plan's development in 2021.

The Committee viewed with concern the significant increase in the number of initiatives contained in the revised Policing Plan. In addition, the Committee noted the deferral of the achievement of targets to later in the year and queried their realism and achievability. It agreed that this matter would be explored further in Part B of the meeting.

The Committee briefly considered the draft half-year report on policing performance. It was agreed that any additional observations would be provided to the Committee's Secretary prior to the circulation of a revised draft of the report.

6. Ethics & Culture: Quarterly Engagement

The Committee noted the range of matters discussed in relation to the quarterly engagement on Ethics & Culture, under item 4 of the agenda. It was agreed that it would be helpful to explore how reports of the Authority might link into the Garda organisation's work in the area of culture.

7. ICT: Vision for Garda Síochána Data Ecosystem

It was noted that the Vision for the Garda Síochána Data Ecosystem had yet to be received, pending its consideration by the Garda Senior Leadership Team. Following discussion, the Committee expressed its disappointment at not receiving the document at this time, in particular having regard to the linkages between the ICT vision and work in the areas of finance and HR&PD. It was agreed that this would be conveyed to the CAO.

8. HR: Transformation Implementation Group

Having regard to the documents received and the Executive overview provided under item 4 of the agenda, it was agreed that further clarity would be sought in the approach to workforce planning. In this regard, the Committee considered work on the new Operating Model in addition to the government decision in respect of additional Garda members and staff.

Part B – Meeting with Garda Síochána Representatives

Attendance

Authority: As per Part A of meeting
Garda Síochána: Joseph Nugent (Chief Administrative Officer), Patrick Clavin (Assistant Commissioner Governance & Accountability), Majella Armstrong (Superintendent Garda Ethics & Culture Bureau), Emer Doyle (Principal Officer, Strategic Transformation Office), Alice Donovan (Principal Officer), Jenny Nolan (Principal Officer), Gráinne Shortall (AP, Policing Authority Liaison Office)

9. Closed session

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

10. Policing Plan Performance Report Q2

Garda Síochána representatives provided an overview of performance against the amended Policing Plan 2020. Committee members expressed concern in respect of the achievability of the plan in the context of the significant increase in the number of targets contained in the revised plan, the deferral of the achievement of a large number of targets to later in the year and the absence of identified risks and mitigating factors. In acknowledging the concerns expressed, Garda representatives advised that there would be a clearer sense of the plan's achievability by early

September, having regard to the evolving situation in respect of the COVID-19 pandemic and the required policing response.

The Committee went on to discuss the approach to contingency planning and the mechanisms deployed by the Garda senior leadership team to evaluate progress against the plan. The Committee sought clarity on the mechanisms used to ensure that Policing Plan initiatives and their achievement cascade down through the organisation and the extent to which achievement of the plan is driven at every level. The Committee also questioned the extent to which the achievement of the Policing Plan is linked to the individual goals set by Garda members, as part of the PALF process. The importance of individual Garda members knowing that their work is directed toward the organisation's priorities was emphasised by the Committee. An overview of the manner in which divisional plans link to the overall Policing Plan and the role played by the strategic transformation office in this regard, was provided. PAF meetings were also cited as having the capacity to drive the Policing Plan at regional, divisional and local level and a degree of confidence was expressed that this was happening. With regard to linking the achievement of the plan to individual performance, Garda representatives highlighted challenges in this regard, in the context of the low levels of usage of the PALF system. The Committee was advised that considerable work was currently being undertaken to drive PALF usage as an essential tool in delivering the Policing Plan objectives.

11. Ethics & Culture: Quarterly Engagement

Representatives of the Garda Síochána Ethics and Culture Bureau provided an overview of progress across a range of policing plan targets in the areas of culture and ethics. The Committee noted the progress being made in definitively establishing the numbers who have now signed the Code of Ethics and in particular that the rate of signing was higher than had been anticipated. Members were advised that a more accurate picture would be established by September. The difficulties in receiving information on the numbers signed were discussed in detail, from a logistical and a cultural perspective. The delays to training on the Decision Making Model were also considered.

Garda representatives highlighted the positive response to the Newsbeat article on culture and the interest that it had generated among Garda members. The Committee was advised that the review of the 12 culture initiatives, undertaken in 2019, was almost complete and that work on a tender process for the culture audit was in progress. Garda representatives also advised on the planned communications approach to culture, being developed in conjunction with internal communications and the strategic transformation office, highlighting the materials and mechanisms to be used.

12. ICT: Vision for GS Data Ecosystem

At the outset of the item, the Committee noted that no further information on additional resource requirements, as developed through the estimates process, had been provided by the Garda Síochána to the Chief Executive, arising from commitments made at the 13th July meeting. The Committee enquired whether any additional information would be made available to the Authority, in support of its statutory function to advise the Minister on the adequacy of resources available to the Garda Síochána to perform its functions. The CAO highlighted areas requiring financial investment and advised that further work was being undertaken in determining priorities, in circumstances where the majority of the budget is consumed by day-to-day operational expenses. Members noted that supporting documentation would be provided to the Authority at an early date.

The Committee reiterated the Authority's capacity to advocate in respect of the adequacy of resources, but emphasised the critical requirement to receive information from the Garda Síochána in order to do so.

The Committee requested an update on the status of the ICT 'Vision for a Garda Síochána Data Ecosystem' and was advised that the vision document had been approved by the Garda Executive and would be provided to the Authority at an early date. It was agreed that a dedicated meeting on ICT would be considered, pending the timely receipt of material.

13. HR: Transformation Implementation Group

Garda Síochána representatives provided an overview of the work of the HR Transformation Implementation Group and advised that a meeting was scheduled for Friday 24th July to assess progress and prioritise further actions.

Details were provided regarding progress and likely timeframes for the roll-out of ePMDS for Garda staff. The comprehensive work being undertaken to ensure Garda Síochána readiness to maintain the ePMDS system was welcomed by the Committee. Members were advised that it is expected to pilot ePMDS by year end, subject to workforce data being available.

The Committee also discussed progress on the HR Operating Model and the nature of engagements to date between the Garda Síochána and the National Shared Services Office (NSSO). The importance of appropriate linking of finance and HR systems and ensuring that data is not siloed was discussed. The related importance of signing off the report reviewing the future needs of the Garda finance function was highlighted by the CAO.