



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of the Organisation Development Committee

Date: 24 April 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, Margaret Tumelty, Sharon O'Brien, Fiona Larthwell, David Pasley, Aileen Healy, Cormac Keating.

1. Closed session – Authority Members only

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

2. Chair's Opening Remarks

- a. There were no declarations of interest in respect of any of the agenda items.
- b. The Chairperson invited the Chief Executive to provide members with a brief update on a series of engagements that had taken place with the Garda Síochána Chief Information Officer since the Committee's meeting on the 2nd April. These engagements sought further information and context on developments in Garda Síochána information and technology since the publication of the Digital Connect Strategy in 2019.

The Chief Executive also advised of engagements with the Strategic Transformation Office, outlining the challenges currently being experienced by the Garda Síochána in balancing the requirements in respect of operational policing for COVID-19 with the necessity of revisiting and revising the existing Policing Plan.

Finally, the Chief Executive advised that there had been engagement between the Chairperson and the Commissioner in relation to a number of issues of relevance to the Committee. In particular, members were advised of the status of the HR Transformation Implementation Board within the overall HR structure for the organisation.

3. Minutes of Previous Meetings and Matters Arising

The minutes of previous meetings held on 22nd January, 1st April and 2nd April, were approved by the Committee. There were a number of matters arising:

- Correspondence issued from the Policing Authority Chairperson to the Commissioner, highlighting the legislative requirement to consult with the Authority in respect of training for Garda Reserves;

- The Garda Reserve Strategy has been approved and a copy of the final strategy has been requested;
- A review is being conducted of all meeting actions from 2019 and any actions outstanding will be brought to the Committee's attention;
- The draft agendas for meetings in 2020 will require re-consideration, in the context of COVID-19 and likely changes to initiatives in the Policing Plan. It was agreed that the Secretary would engage further with the Committee Chairperson on the matter.

4. Oversight Activity: Executive Update

The Committee was advised that a series of meetings had taken place with Garda representatives in relation to Culture, Ethics, ICT and the Operating Model and that briefing notes in respect of each meeting were provided under the relevant agenda item.

5. Policing Plan Performance Report: Q1

The Committee considered the Policing Plan Performance Reports for Q1, together with an Executive overview paper. The Committee gave detailed consideration to those enabling functions contained in the Plan that were likely to be impacted by the COVID-19 crisis, in particular training, supervision, resources and recruitment. The Committee also discussed the potential for broader economic challenges to impact on the organisation. In addition to agreed matters for engagement under other agenda items, the Committee agreed that it would be helpful to gain further understanding of the targets in the current year that will not be met and the Garda Síochána's sense of what can realistically be achieved.

6. Revised Policing Plan 2020:

The Committee considered a number of documents under this agenda item as follows:

- Correspondence received from acting Deputy Commissioner McMahon on 25th March, advising of the re-assessment of the Policing Plan and the organisational reform programme;
- The criteria framework being used to revise the Policing Plan 2020;
- Correspondence received from the Commissioner, advising of the establishment of the HRPD Transformation Implementation Group.

Following discussion, the Committee agreed that it would be helpful to understand the areas of highest priority to be retained or revised, in the Policing Plan, for the remainder of the year and the rationale underpinning such prioritisation. It also agreed that it would be helpful to understand whether there were any opportunities arising from the changes to current work practices. The Committee stressed the need for the plan's revision to be undertaken having regard to the totality of initiatives and the availability of resources to deliver them. Some concern was expressed that an approach looking at each initiative in isolation could lead to an unrealistic, overambitious plan.

The Committee discussed correspondence between the Commissioner and the Chairperson in relation to the establishment of a HRPD Transformation Implementation Group and agreed that this matter would be considered in more detail by the Committee at a subsequent meeting.

7. ICT: Strategy Implementation

The Committee gave detailed consideration to a document providing more information on the implementation of the Digital Connect Strategy 2019, in the context of the recently developed Data Ecosystem Vision.

The Committee welcomed the document and discussed a range of issues arising. It was agreed that the draft document provided more clarity and acknowledged that, as a work in progress, it will be subject to ongoing engagement at subsequent meetings of the Committee and the Authority.

It was clarified that the Garda Síochána will provide a roadmap for the achievement of its vision of information-led policing. The Committee expressed some concerns in relation to the potential for a disparate approach to process re-design and consequential challenges in relation to system interoperability, particularly in the areas of finance and HR. The Committee also expressed a desire to have a clearer, cohesive sense of all the elements contributing to the achievement of the Data Ecosystem Vision.

8. Garda Síochána Culture & Code of Ethics

The Committee considered a range of documents received from the Garda Síochána, in response to a quarterly request for information detailing progress against commitments made in respect of culture and ethics in 2020. The Committee also had regard to a note of a meeting held with the Ethics and Culture Bureau on 8th April. The Committee noted a number of developments in both areas as follows:

- The mapping exercise undertaken to link the findings of the Cultural Audit 2018 to change initiatives contained in the Policing Plan 2020, with a particular emphasis on the need for stronger, clearer communications in articulating these links;
- The proposal to review and assess the impact of the 12 culture initiatives undertaken in 2019;
- The further validation being undertaken in respect of numbers who have signed the Code of Ethics and consideration of whether any pockets of resistance to signing the Code are evident;
- The strong links envisaged between the Ethics & Culture Bureau and the Anti-Corruption Unit, in particular the vision for close links with the Integrity Building section of that unit;
- The links established between the Strategic Transformation Office and Internal Communications.

The Committee discussed the potential impact of COVID-19 on the different initiatives planned by the Bureau, particularly in the areas of training and communications. The Committee also questioned the likely impact of the current crisis on conducting a Culture Audit later in the year. It was agreed that representatives of the Ethics and Culture Bureau would be invited to present to the next meeting of the Committee.

Part B – Meeting with Garda Síochána Representatives

Attendance

Authority: As per Part A of meeting

Garda Síochána: Joseph Nugent (Chief Administrative Officer), Anne Marie McMahon (Acting Deputy Commissioner, Strategy Governance and Performance), David Gilbride (Executive Director Strategy and Transformation), Andrew O’Sullivan (Chief Information Officer), Aeneas Leane (Acting Director ICT), Gráinne Shortall (PALO), Audrey Guilmartin (PALO).

9. Closed Session

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

10. Revised Policing Plan 2020

At the outset of the item, the Chairperson expressed his appreciation to the Garda Síochána representatives for continued engagement with the Committee’s work, in the context of the current crisis.

Garda representatives were invited to provide their assessment of the impact of COVID-19 on operations generally. A number of matters were highlighted including changes in rostering, arrangements for working remotely and the consequential dispersion of staff. Garda representatives referred to the redeployment of members and increased Garda Síochána visibility in the community. The organisation’s resilience and positive morale at the current time was also referenced. The Committee was advised that Garda trainees, who had been attested on 20th March, were operating in an assisting capacity only and that arrangements were being contemplated to ensure the completion of their formal training.

Garda representatives then outlined the approach to the revision of the Policing Plan 2020 and highlighted a number of factors including meetings with the business owners for each existing initiative; the inclusion of new initiatives arising from COVID-19 policing; and, a consideration of the likely future economic and financial situation and potential impacts, particularly in relation to initiatives requiring large-scale investment. A revised draft plan is scheduled for submission to the Authority in advance of its meeting on 29th April and the Committee was advised that this document will be specific regarding what is achievable in the current year. The importance of the Criteria Framework document, in facilitating prioritisation and decision making in respect of the revised plan, was emphasised.

In the interim, the Committee was advised that all operational effort in the short-term will be in support of the government-mandated COVID-19 health emergency. An overview was provided of the approach to operationalising the Commissioner’s four strategic objectives for policing the COVID-19 crisis, with a particular emphasis on ensuring visibility, engagement and community response. The financial challenges were highlighted, particularly taking into account the current additional spend on rosters, fleet and PPE equipment.

The Committee sought further detail regarding the likely outcomes from the process of revising the existing Policing Plan. Having regard to future policing requirements, Garda representatives advised that the organisation would continue to resource the area of protective services and will prioritise the roll-out of the divisional protective services units. However, areas such as training will be severely impacted across the organisation, other than in areas where e-learning can be rolled out. The Committee was advised that measures are being actively considered to facilitate training, with social distance, in the Garda College. The challenges to large-scale change initiatives such as IMS and the roll-out of the Operating Model were also referenced, in circumstances where there is limited capacity for engagement at divisional level. In addition, Garda representatives highlighted the challenge to conducting the Public Attitudes Survey at the current time. The Committee was also advised that the Culture Audit was unlikely to proceed this year. However, Garda representatives expressed the view that valuable opportunities existed to enhance the culture of the organisation, through senior leadership's cohesive, consistent articulation of the organisation's community policing ethos and the resultant standards expected of Garda members and staff.

HRPD Transformation Implementation Group

Garda representatives outlined progress in the establishment of the group. While noting that the development of the People Strategy had been a significant achievement, its implementation is currently in various stages of progress. It was stated that the implementation group will play a key role in driving and supporting specific initiatives including workforce planning, the Operating Model and HR information systems, amongst other things. The development of a detailed work programme is nearing completion and the group is scheduled to meet in early May.

Following discussion, it was agreed that a copy of the work programme would be provided to the Authority. It was also agreed that it would be helpful for the implementation group to liaise with the Policing Authority appointments function, to explore ways in which support can be provided to the work of the implementation group.

11. ICT: Strategy Implementation

The Garda CIO provided the Committee with a short overview of the Garda Síochána Information and Technology Vision 2020-2023, highlighting the manner in which the goals of information-led policing and an 'information first' approach can be achieved. The evolution of the Vision and the links to the Digital Connect Strategy were outlined, in particular the manner in which the technology systems outlined in that strategy can provide business value in the form of 'actionable insight'. The CIO emphasised the development of a more mature vision, moving from a technology strategy to an information strategy.

An agile project management approach to delivering the Vision was noted as being critical to its successful delivery and examples of responding to the COVID-19 crisis were cited, in this regard.

With regard to implementation planning and the measurement of progress, the key elements of project portfolio status reporting, an ICT 2-3 year roadmap and the development of an ICT service catalogue were addressed. The outline costs associated with new and existing technology systems were provided and the Committee was advised that the cataloguing and assessment of existing systems is ongoing.

Arising from the overview provided, the Committee sought a number of clarifications and further detail in relation to:

- The status of an implementation plan;
- The assessment process for existing systems;
- The degree of communication with internal stakeholders on the Vision's achievement;
- The detail underpinning the high-level budget figure provided;
- The capacity of the Mobility initiative; and,
- The shared service approach in respect of HR and finance.

The Committee was advised that the portfolio report is an iterative implementation plan for the strategy, tracked on a monthly basis and currently spanning a period of 18 months. The Committee was also advised that the assessment of the service catalogue of systems would be completed by the end of May and that the approach to each system would vary, dependent on a range of factors.

It was acknowledged that the development of a 'current state' picture of information and technology would be challenging. However, the development of, and engagement on, a 'future state' picture will be critical to the successful implementation of the vision. In that regard, co-operation with the Strategic Transformation Office and the pairing of business owners with dedicated ICT personnel on all initiatives, were seen as vital components in achieving the Vision outlined.

With regard to budget, it was acknowledged that, at the current level of investment, it would take several years to achieve the desired outcome. However, in the view of the CIO, the most important issue was the absence of the requisite human resources to achieve the Vision.

While emphasising the GS 'shared service' policy approach of in respect of HR and finance, in tandem with the wider justice and civil service, the Committee was advised that a lot could be done to further leverage existing systems. The Committee was also advised that the external review of the GS finance function was nearing completion and would be useful in providing the Committee and the Authority with supporting information for consideration.

The Committee again reiterated the statutory role of the Authority in providing advice to the Minister as to the adequacy of resources available to the Garda Síochána and the importance of having the requisite information in pursuit of that function.

In concluding the discussions, the Committee requested the provision of the key documents associated with 'Implementing Planning and Measuring Progress', as outlined in the paper provided by the Garda Síochána. In addition, the Committee requested a copy of the external review of the Garda Síochána finance function.

12. Operating Model-Approach to Implementation

At the outset of discussion on the item, Garda representatives provided a short overview of the impact of policing COVID-19 on the delivery of structural change in the organisation and the roll-out

of the Operating Model. Noting that planning on the Operating Model is now progressing on a six-weekly basis, the Committee was advised that further time is required to assess what can be delivered over the remainder of 2020. In addition, Garda representatives noted that agility and capacity were key elements underpinning the Model's roll-out at this juncture. The Committee requested a copy of the next iterative six-week plan.

The Committee and Garda representatives then discussed a range of other aspects of the Operating Model matters that have the capacity to be brought forward or advanced at the current time including the review and optimisation of a significant range of business processes; further roll-out of the model at HQ level; the alignment of the Security and Intelligence Operating Model and the integration of Special Crime Operations. The Committee suggested the need for improved communication in order to re-assure stakeholders that the implementation of the Operating Model was ongoing. Garda representatives noted that the revision and re-publication of the Policing Plan 2020 would provide a useful communications opportunity in this regard.

Part C- Committee Meeting

13. Confirmation of actions required and information to be requested