



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of Garda Organisation Development Committee

Date: 12 October 2017

Venue: 90 North King Street, Dublin 7.

Attendance

Authority: Bob Collins (Chair), Valerie Judge, Pat Costello, Moling Ryan

Secretary: David Pasley

Executive: Helen Hall, Fiona Larthwell

Garda Síochána:

- Mr. Joseph Nugent, CAO (Part B and C)
- Mr. Michael Culhane, Executive Director Finance (Part B)
- Mr. Tim Willoughby, Principal Officer ICT (Part B)
- Mr. Aeneas Leane, Principal Officer ICT (Part B)
- Superintendent Tony O'Donnell (Part B)
- Superintendent Michael Flynn (Part B)
- Superintendent Pat Ryan (Part B)
- Mr. David Gilbride, Executive Director Strategy and Transformation (Part C)
- Inspector Paul Franey, Strategic Planning (Part C)

Part A: Meeting of the Organisation Development Committee

1. The following matters were considered and discussed as set out in the agenda:

- 1.1. Discussion of Chapter 5 of the 2018 Policing Plan
- 1.2. Consideration of the structure of the 4th Quarterly Report to the Minister on the progress of the implementation of recommendations contained in the Garda Inspectorate Report, "Changing Policing in Ireland (2015)"
- 1.3. Consideration of topics for the Policing Authority's Public Meeting in November
- 1.4. ICT in the Garda Síochána

2. Actions and matters of note

- 2.1 It was noted that the Authority received the latest draft of the Policing Plan on the previous day (11 October), and that there was limited time to give it an appropriate amount of consideration. It was decided that there could only be a brief discussion of the document in the meeting and that

the Committee would deliberate individually and provide feedback for the Policing Authority Executive to compile and feedback to the Garda Síochána. However, the Committee stated a provisional view that it appeared much of what had been discussed at the September Organisation Development Committee meeting with the Garda Síochána had not been included explicitly in the latest draft of the plan. Concern was also expressed about the lack of specific and measurable targets contained within the plan, and the absence interim targets for objectives to be achieved by Q4 2018.

- 2.2 The Executive presented an outline structure for the 4th Quarterly Report to the Minister. The Committee agreed that the report should contain updates on issues raised in the previous report, namely: a focus on HR and ICT, and a follow up from the last report on tracking the implementation of all recommendations from Changing Policing in Ireland (2015).
- 2.3 The Committee decided that the primary topics to be discussed at the Public Meeting of the Authority in November would be issues arising out of the 3rd Report to the Minister, namely: HR, training and ICT.

Part B: Meeting with Garda Síochána ICT representatives

3. Meeting with Garda Síochána ICT representatives

- 3.1. The Garda representatives provided a broad overview of the ICT function within the Garda Síochána. The ICT department, which is made up of internal staff and external contractors, looks after both modernisation and renewal projects and also support and maintenance. It was expressed a number of times that the support element is critical, in both its capacity to prevent security breaches and to support operational policing, and that this will always be prioritised ahead of MRP projects where there is competition for resources. The ICT representatives stated that the senior team of the ICT division in particular were “double jobbing” frequently, with both support and MRP initiatives, and that support consumes the most resources. The representatives stated that this competition for resources was coming to critical point as the MRP increases pace.
- 3.2. The ICT division is overseen by a governance board, which meets quarterly and is led by an Executive Director with both an internal team and external contractors.
- 3.3. The ICT vision, which was published in 2015, was a key input into the Modernisation and Renewal Programme (2016 – 2021). It contained 24 initiatives/projects, of which 17 are currently active, and 7 are inactive. As MRP projects are prioritised, these move onto the ICT agenda, which is reflected in the annual ICT business plans.

- 3.4. The representatives gave an overview of the origins of the PULSE system. It was initially developed as a crime recording system, but now has over 30 different functions. They also stated that they were considering what the most appropriate system for the future would be; particularly in light of data quality issues and the future systems/developments which would be “bolted on” to whichever crime recording system was in place.
- 3.5. The Committee queried whether prioritisation is carried out within the MRP and ICT vision, and if so how this is carried out. The example of the Mobility Strategy, which was initially a lower priority project, but has in recent months being advanced ahead of other projects, was used to illustrate this point.
- 3.6. The representatives stated that the Mobility Strategy was advanced, in part, due to external pressure to see tangible deliverables. It is currently at the stage of being piloted in one division, and a single app has been developed for Gardaí to look up vehicles on their mobile devices.
- 3.7. The Committee questioned resourcing issues within ICT and the degree to which external contractors/providers are used.
- 3.8. The Garda representatives stated that they had more ICT staff when the strategy was developed compared to now. This has required prioritisation and, while committed to the MRP, the ICT Department does not have capacity to take on new projects. It was once again emphasised that operational support and PULSE would be prioritised over MRP projects. While the representatives reiterated their commitment to completing the MRP, it was expressed that these challenges may influence the timing of MRP delivery. They also stated that there was external pressure coming from the need to develop systems such as PRÜM, FIND and Schengen.
- 3.9. The Garda representatives also cited training as a challenge, as it had not been initially budgeted for. Developments such as the Code of Ethics and PALF had left limited resources for training on new systems emerging from the MRP.
- 3.10. The Committee emphasised the requirement to progress civilian recruitment in this area to address capacity issues. In more general terms, they expressed their appreciation for the honest and pragmatic contribution to the meeting from the Garda representatives in highlighting the challenges to the delivery of the MRP. However, they noted that such concerns had not been raised in the past and called for a new strategy for completing the MRP.
- 3.11. This part of the meeting was concluded by a demonstration of the mobile technology used in the mobility strategy pilot and the look-up app, which had been developed.

Part C: Policing Plan Discussion

4. Policing Plan Meeting

- 4.1. The Garda representatives offered apologies for the draft Policing Plan being sent to the Policing Authority late and only the day before the meeting.
- 4.2. The Committee expressed their concern that the rich discussion between the Authority and the Garda representatives in the previous Policing Plan meetings had not been reflected in the latest draft. Specific examples provided were the exclusion of the new position of Director of Data Quality, targets from the Public Attitudes Survey regarding confidence in the effectiveness of Garda Management, objectives not having quantitative targets, and objectives due in Q4 not having a mid-year milestone. The Committee emphasised that the Policing Plan was a public document and that the targets had to be tangible and the language reflective of reform.
- 4.3. The Garda representatives stated that they were attempting to keep the document at a manageable size, and that there was a more detailed underlying milestone document. They also stated that there had been greater acceptance of the Policing Plan within the Garda Síochána and that there was considerable interest internally, among various departments in submitting items to be included on the plan. They believe this to represent a cultural shift within the organisation. They agreed to continue working on the draft.
- 4.4. The meeting was finalised with an overview of broad topics for discussion at the public Policing Authority Meeting in November.