1. Schedule of Records: FOI-005-23

Page No	Description of Document	Deletions	Relevant Sections of FOI Acts	Reason for Decision	Decision maker's decision
001 - 088	GSOC Annual Report 2021	N/A	Section 15(1)(d)	Record is already in the public domain.	Withheld.
089 - 097	GSOC document titled 'Annual report Stats 2021'	N/A	N/A	N/A	Released.
098 - 100	GSOC Annual Report External Disclosure 2021	N/A	Section 15(1)(d)	Record is already in the public domain.	Withheld.
101 - 102	Email from Kathryn Doherty, Assistant Principal to Martin Linnane, Higher Executive Officer dated 25th April 2022.	N/A	N/A	N/A	Released.
103	GSOC Document titled 'Annotated process overview'	N/A	N/A	N/A	Released.
104	GSOC Document titled 'unmarked process overview'	N/A	N/A	N/A	Released.
105 - 123	GSOC's Observations on PSCS Bill.	N/A	Section 15(1)(d)	Record is already in the public domain.	Withheld.
124 - 131	Document titled 'GSOC Transformation Review' dated 3rd June 2022.	N/A	N/A	N/A	Released.
132 - 133	Document titled 'Overview of work Themes'.	N/A	N/A	N/A	Released.
134	Document titled 'Central Pillar'	N/A	N/A	N/A	Released.
135 – 136	Document titled 'Overview of Work Themes for Transition'.	N/A	N/A	N/A	Released.

137 – 153	Document titled 'GSOC Organisational Group Steering Pack'.	Part page 147, 152. Witheld 145, 146, 148, 149, 150, 151.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
154 – 164	Document titled 'GSOC Working Group Report Pack – Meeting 2'.	Part page 160. Witheld 161, 162, 163.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
165 – 172	Document titled 'GSOC Working Group Report Pack – Meeting 3'.	Part page 171.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
173 – 181	Document titled 'GSOC Working Group Report Pack – Meeting 4'.	Part page 179.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
182 – 189	Document titled 'GSOC Working Group Report Pack – Meeting 5'.	Part page 188.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
190 – 201	Document titled 'GSOC Working Group Report Pack – Meeting 6'.	Part page 192, 198, 200 Witheld 199.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
202 – 210	Document titled 'GSOC Working Group Report Pack – Meeting 7'.	Part page 204, 205, 209.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
211 – 219	Document titled 'GSOC Working Group Report Pack – Meeting 8'.	Part page 213, 218.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
220 – 228	Document titled 'GSOC Working Group Report Pack – Meeting 9'.	Part page 224, 227.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.

229 – 238	Document titled 'GSOC Working Group Report Pack – Meeting 10'.	Part page 234, 237.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
239 – 249	Document titled 'GSOC Working Group Report Pack – Meeting 11'.	Part page 244, 248.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
250 – 261	Document titled 'GSOC Working Group Report Pack – Meeting 12'.	Part page 252, 255, 260.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
262 – 272	Document titled 'GSOC Working Group Report Pack – Meeting 13'.	Part page 264, 267, 271.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
273 – 283	Document titled 'GSOC Working Group Report Pack – Meeting 14'.	Part page 275, 278, 279, 282.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
284 – 294	Document titled 'GSOC Working Group Report Pack – Meeting 15'.	Part page 286, 289, 290, 293.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
295 – 306	Document titled 'GSOC Working Group Report Pack – Meeting 17'.	Part page 297, 298, 301, 302, 305.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
307 – 317	Document titled 'GSOC Working Group Report Pack – Meeting 18'.	Part page 309, 312, 313, 316.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
318 – 330	Document titled 'GSOC Working Group Report Pack – Meeting 19'.	Part page 320, 323, 324, 325, 328.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
331 – 343	Document titled 'GSOC Working Group Report Pack – Meeting 20'.	Part page 333, 336, 337, 338, 341.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.

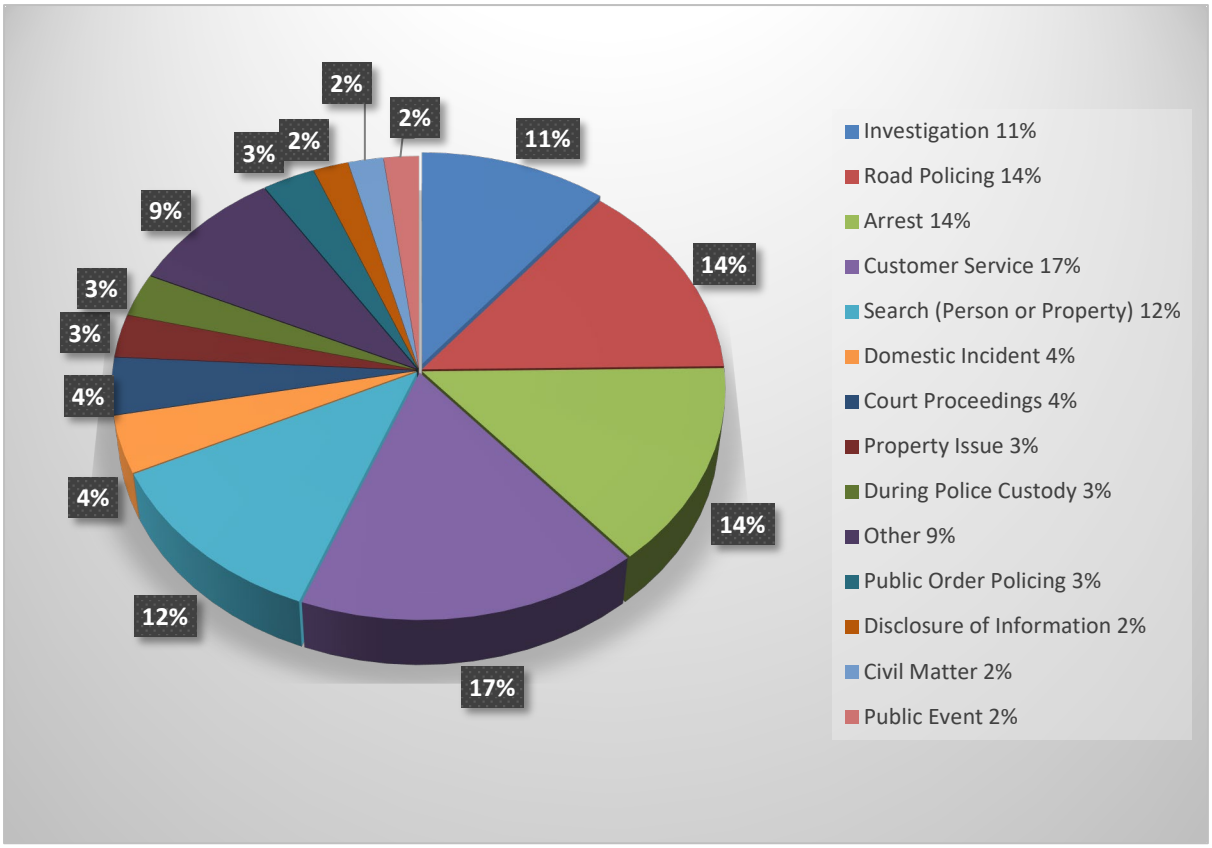
344 – 355	Document titled 'GSOC Working Group Report Pack – Meeting 21'.	Part page 346, 349, 350, 351, 354.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
356 – 368	Document titled 'GSOC Working Group Report Pack – Meeting 22'.	Part page 358, 361, 362, 363, 366.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
369 – 380	Document titled 'GSOC Working Group Report Pack – Meeting 23'.	Part page 371, 374, 375, 376, 379.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
381 – 382	Document titled 'GSOC Working Group Report Pack – Meeting 5'.	Part page 382.	Section 30(1)(b)	Functions and negotiations of FOI bodies.	Part released.
383 – 386	Document titled 'P1 Meeting Minutes 09Feb22'.	N/A	N/A	N/A	Released.
387 – 390	Document titled 'Note of P1 Meeting 11 May 2022'.	N/A	N/A	N/A	Released.
391 – 393	Document titled 'Note of P1 Meeting 11.10.2022'	N/A	N/A	N/A	Released.
394 – 397	Document titled 'Note of P1 Meeting 151221 v2'.	N/A	N/A	N/A	Released.
398 – 400	Document titled 'Note of P1 Meeting 151221'.	N/A	N/A	N/A	Released.
401 – 403	Document titled 'Minutes of P1 Meeting 15.12.22'.	N/A	N/A	N/A	Released.
404 – 406	Document titled 'Minutes of P1 Meeting 15.12.22'.	N/A	N/A	N/A	Released.
407 – 410	Document titled 'Note of P1 Meeting 11 May 2022'.	N/A	N/A	N/A	Released.
411 – 413	Document titled 'Note of P1 Meeting 11.10.22'.	N/A	N/A	N/A	Released.

414 – 417	Document titled 'Note of P1 Meeting 15.12.21'.	N/A	N/A	N/A	Released.
418 – 421	Document titled 'P1 Meeting Minutes 09Feb22'.	N/A	N/A	N/A	Released.
N/A	Document titled 'Draft Grant Thornton Report'	N/A	Section 29 (1) (a) (b)	Deliberations of FOI Bodies	Withheld

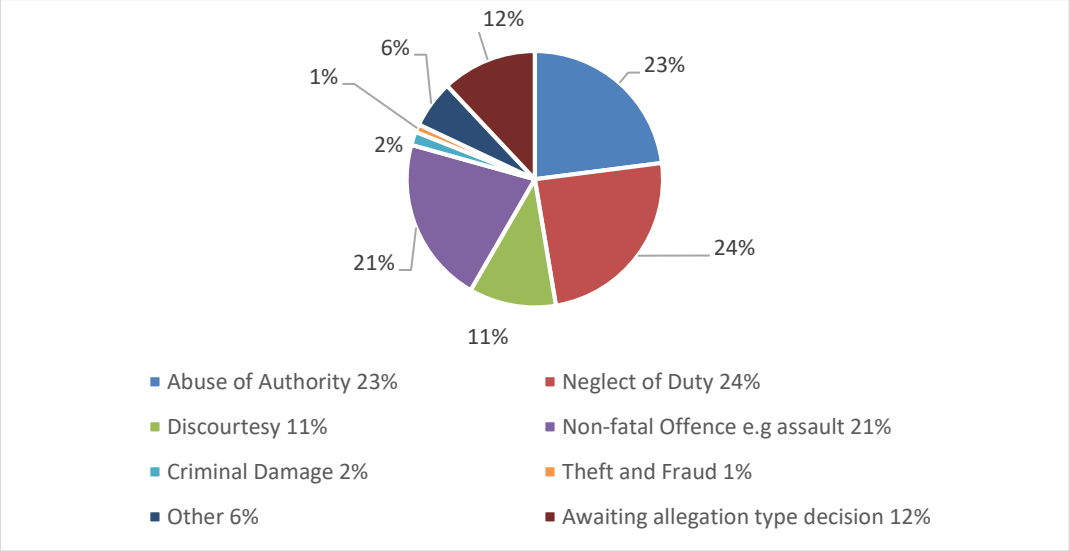
Complaints

A total of **2,189** complaints were opened in 2021, a **12 percent** increase on the 2020 figure (1,955). A complaint may contain more than one allegation, and the 2,189 complaints received in 2021 contained 3,760 separate allegations.

Circumstances of Complaints Received (Total Complaints: 2,189)



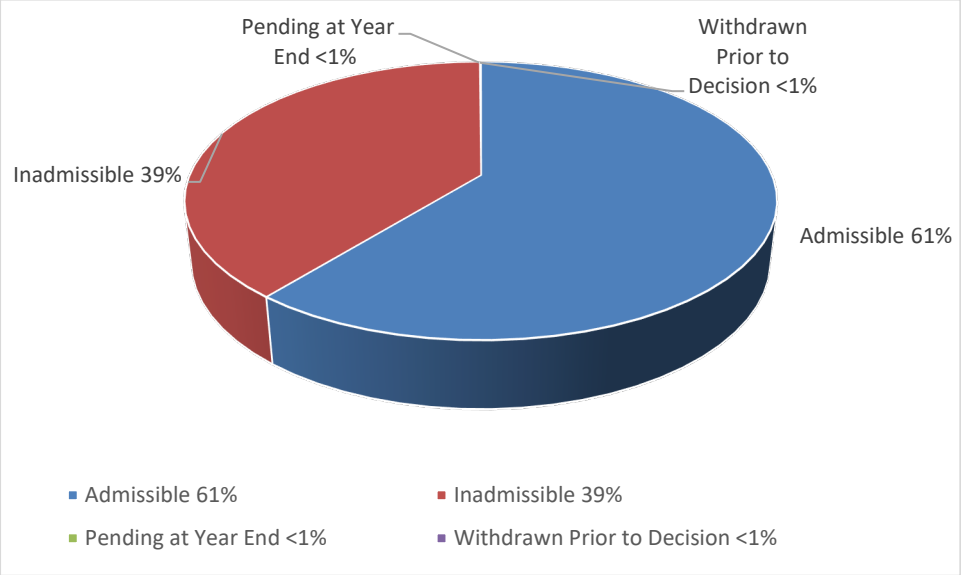
Allegation Types in Admissible Complaints (Total Allegations: 2842)



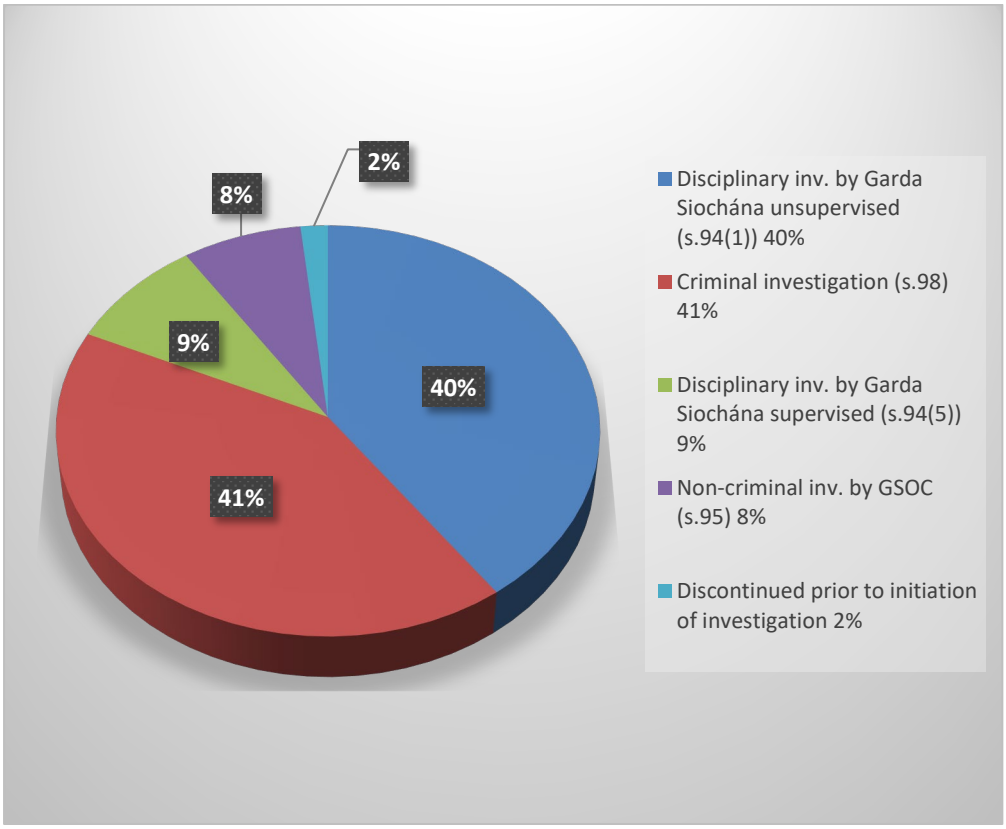
Admissibility decisions

In 2021, a total of 2189 complaints were received, of which 1332 (61 per cent) were deemed admissible (containing at least one admissible allegation). A total of 855 (39 per cent) were deemed inadmissible.

Complaint Admissibility Decisions (Total Complaints: 2189)



Investigations Opened by Type (Total Complaints Admitted for Investigation: 1,332)



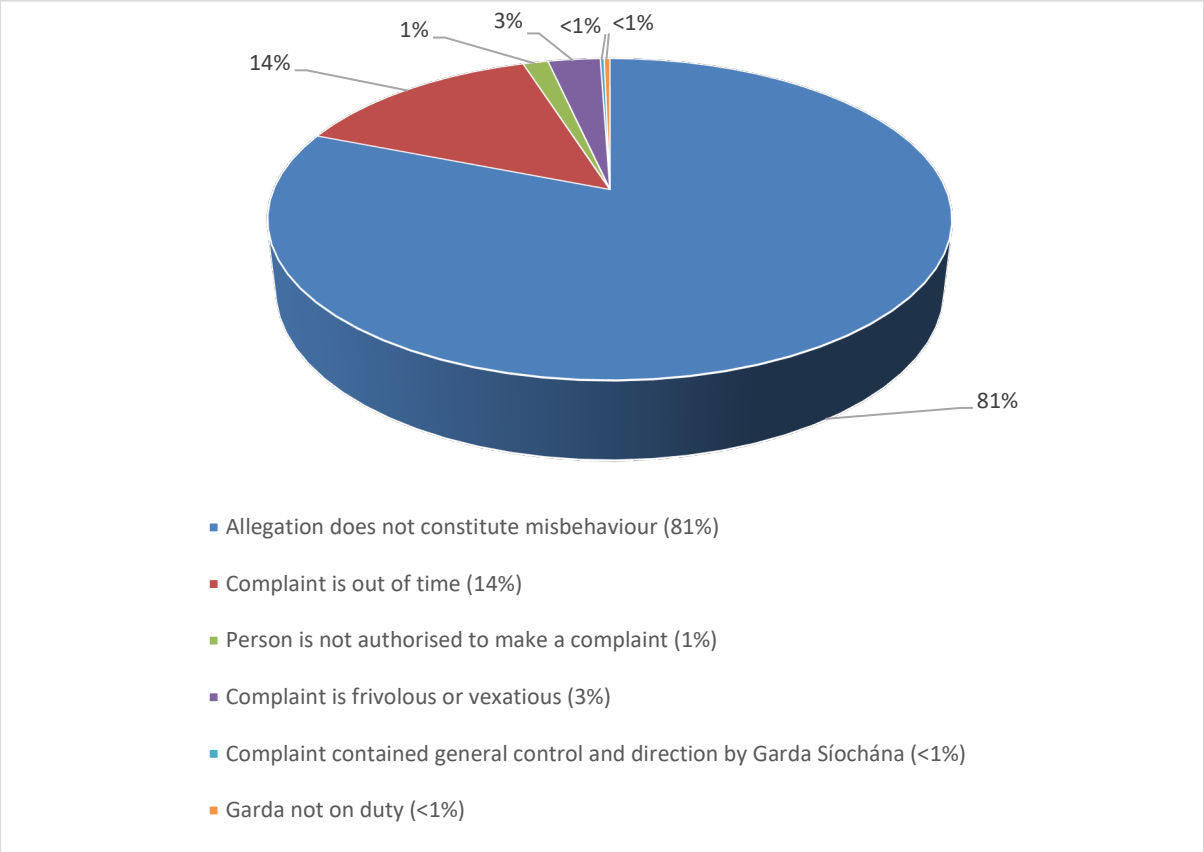
The 1332 admissible complaints (containing at least one admissible allegation) were dealt with in one of four ways:

- Criminal Investigations – 557
- Unsupervised disciplinary investigations – 533
- Supervised investigations - 118
- GSOC-led non – criminal investigations – 101
- Discontinued prior to initiation of investigation – 23

Inadmissible decisions

The 855 complaints deemed to be inadmissible in 2021, which contained 916 allegations, were deemed so for the reasons outlined in the chart below.

Reasons for Inadmissibility of Allegations in Inadmissible Complaints (Inadmissible Allegations 916)



Outcomes of complaints closed in 2021

Outcome/ Reason	Explanation	Type of investigation concerned	Number of allegations
Discontinued - Further investigation not	The most common scenario here is that an investigation is discontinued because there is		

necessary or reasonably practicable	no independent evidence to prove an allegation.	All types	1647
No breach of the Discipline Regulations identified	The allegations were investigated and the Garda whose conduct was complained of was found to have acted correctly.	Supervised or unsupervised disciplinary investigation by the Garda Síochána (s.94), or GSOC-led disciplinary investigation (s.95)	384
Allegation withdrawn	The person who made the complaint indicated that they would not pursue it.	All types	305
Non-cooperation by the complainant	The complainant failed to engage with the investigation.	All types	155
Breach of Discipline Regulations identified and sanction applied	A range of sanctions may be applied depending on the gravity of the breach found (see Table D). Under the Act, the identification of the specific breach and any sanction to be applied are solely a matter for the Garda Commissioner under the Discipline Regulations. GSOC has no role in deciding or imposing sanctions.	Supervised or unsupervised disciplinary investigation by the Garda Síochána (s.94), or GSOC-led disciplinary investigation (s.95)	60
No misbehaviour identified following criminal investigation	The most common scenario here is that there is no independent evidence to prove the allegation(s) made.	Criminal investigation by GSOC (s.98)	317
Garda Discipline Regulations no longer apply	The Garda subject of a disciplinary investigation retired or resigned prior to, or during, the investigation.	Supervised or unsupervised disciplinary investigation by the Garda Síochána (s.94), or GSOC-led disciplinary investigation (s.95)	19
Referred to the DPP - No Prosecution Directed	If there is evidence that an offence may have been committed following criminal investigation, the case is referred to the DPP, who decides whether or not to	Criminal investigation by GSOC (s.98)	

	prosecute. See for example case studies 9 and 10 below.		8
Referred to the DPP – Prosecution Directed	The DPP made a decision based on the evidence to direct a prosecution, resulting in a trial. See, for example, the case studies in Section 13 below.	Criminal investigation by GSOC (s.98)	7
Total Outcomes			**2,902**

Sanctions applied by the Garda Commissioner in 2021, following disciplinary investigations

Advice	31
Fine imposed	5
Warning	3
Caution	7
Reprimand	4
Reduction in pay not exceeding 2 weeks' pay	8
Reduction in pay not exceeding 4 weeks' pay	2
TOTAL SANCTIONS	**60**

1.1 Time taken to close investigations

In 2021, the time taken to conclude some categories of investigations was reduced, but for others, notably criminal investigations, the time taken increased. Chart 6 shows the median time it took to close cases by type by the end of 2021.

Criminal investigations

At the end of 2021, the median time taken to close criminal investigations was **311** days, an increase of 149 days on the 2020 figure. As outlined in the foreword, there are multiple factors behind this increase, including the increase in the volume and complexity of cases and the impact of the pandemic on all aspects of GSOC's investigative processes. However, another longer-term factor has been the question of resourcing.

Criminal investigations are subject to a review process, which includes standard control measures. As part of this process, cases which have been open for 60 days are formally reviewed by Senior Investigations Officers and those which have been open for 90 days are formally reviewed by the Deputy Director of Operations. Cases open for 120 days are brought to the attention of the Director

of Operations for appropriate decisions. In parallel, cases categorised as containing a very serious allegation are subject of review on a bi-monthly basis by the Director of Operations and the Ombudsman Commission.

Unsupervised and supervised disciplinary investigations

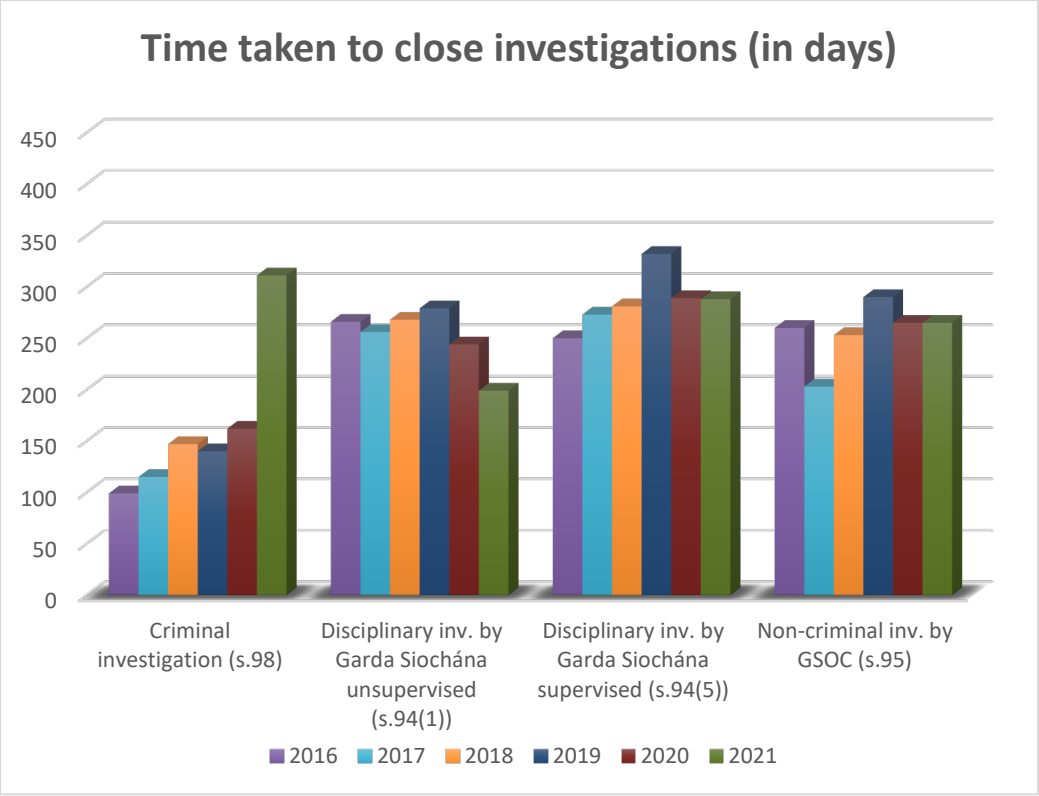
Unsupervised disciplinary investigations are undertaken by Garda Síochána Investigating Officers (GSIOs). The median duration of such investigations at the end of 2021 was **199** days, a decrease of 45 days on the 2020 outcome.

Supervised disciplinary investigations are undertaken by Garda Síochána Investigating Officers supervised by GSOC investigations officers. The Protocols between the Garda Síochána and GSOC say that supervised disciplinary investigations must be completed and an investigation report provided within 20 weeks/ 140 days. The median time duration for such investigations in 2021 was **288** days, a decrease of one day on the 2020 outcome.

GSOC-led disciplinary investigations

Non-criminal investigations by GSOC may, under section 95 of the Act, be undertaken by the GSOC's own investigators. The median duration of such investigations was **265** days which is on a par with the 2020 figure.

Median Time Taken to Close Investigations (in days)



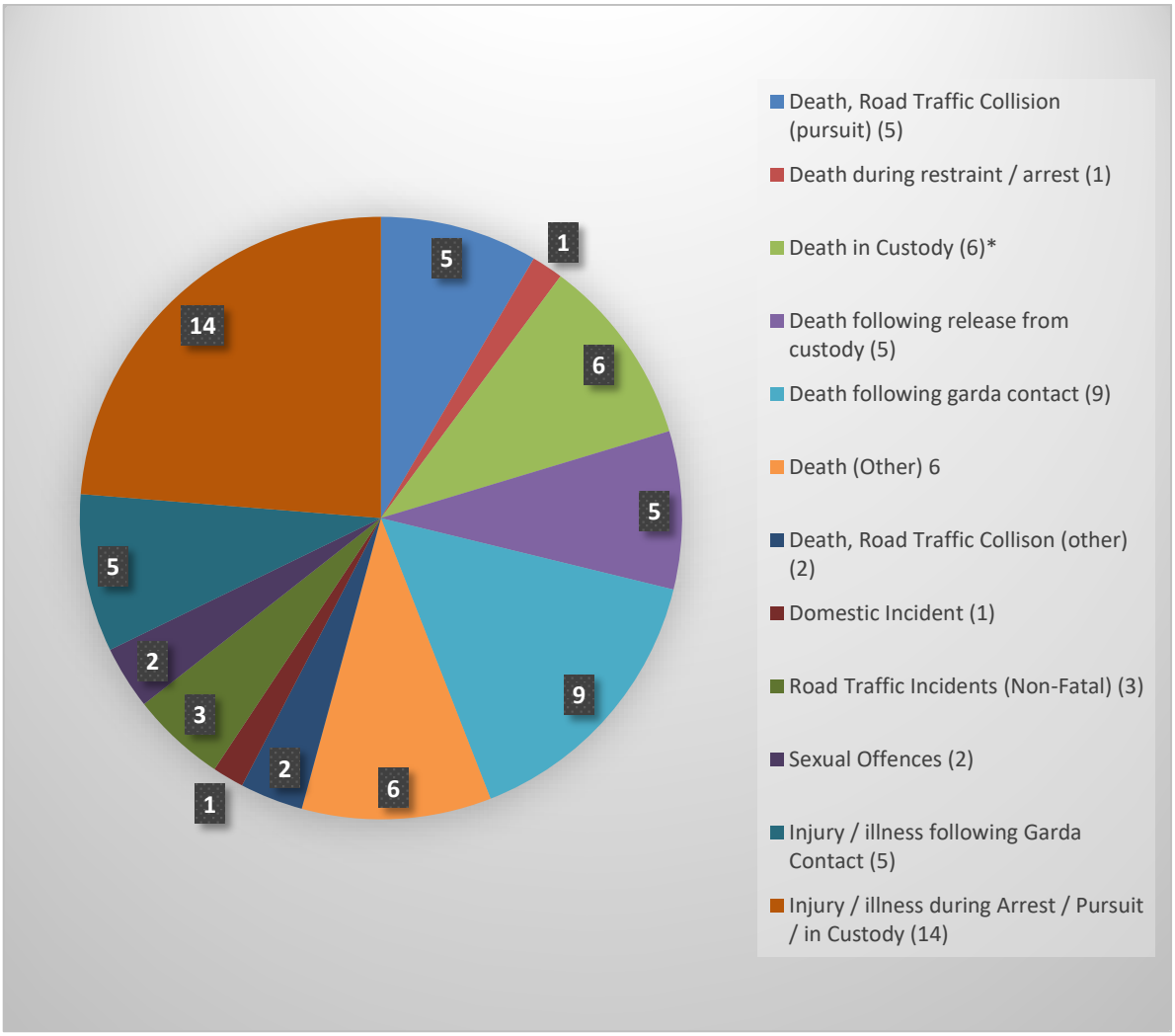
Median Closure Time

	2016	2017	2018	2019	2020	2021
Criminal investigation (s.98)	99	115	147	140	162	311
Disciplinary inv. by Garda Síochána unsupervised (s.94(1))	266	256	268	279	244	199
Disciplinary inv. by Garda Síochána supervised (s.94(5))	250	273	281	332	289	288
GSOC led disciplinary inv. (s.95)	260	203	253	290	265	265

Investigations on Referral under s102 (death or serious harm)

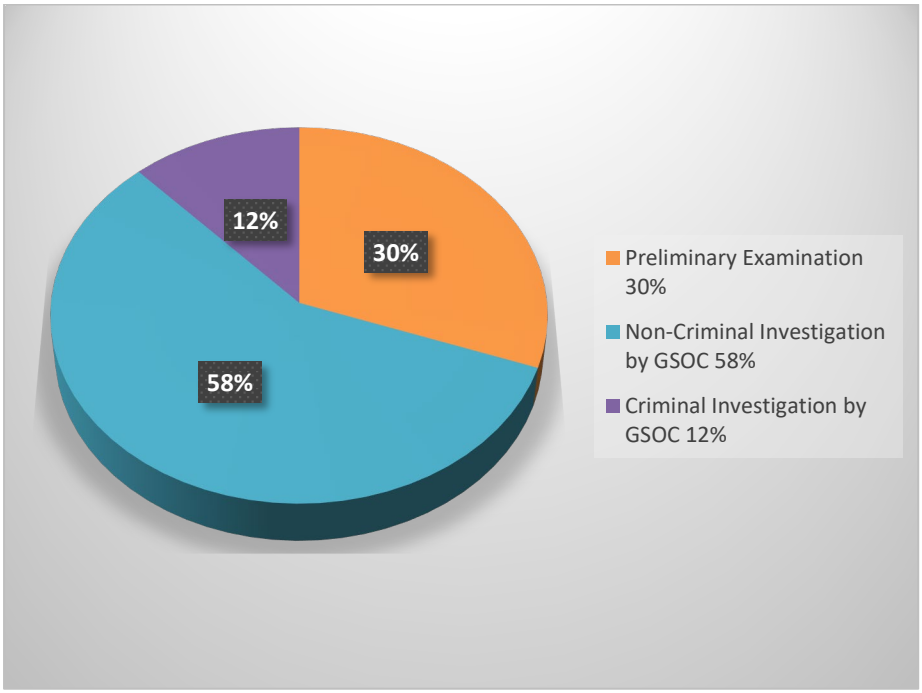
GSOC received 59 referrals under this section in 2021, compared to 43 in 2020, and 41 in 2019.

Thirty- four of the referrals received in 2021 related to fatalities. A breakdown of the circumstances is below.



*Note: Death in Custody (6) includes where a person later died in hospital.

Investigations Types in Referrals (Total Referrals received: 59)



Investigations following referrals completed in 2021

A total of 25 investigations arising from referrals were closed in 2021.

Type of investigations and their outcomes (investigations closed in 2021)

Type of investigation and outcome	Cases
Case closed after initial examination showed no evidence of misbehaviour or criminality by a garda.	3
Non-criminal investigation undertaken and concluded, finding no evidence of misbehaviour by a garda – no further action taken.	13
Non-criminal investigation undertaken and concluded - Garda Discipline Regulations no longer apply to member	0
Non-criminal investigation undertaken and concluded – sanction applied by the Garda Commissioner.	1
Non-criminal investigation undertaken and concluded – no sanction applied by the Garda Commissioner.	2
Criminal investigation undertaken and concluded, finding insufficient evidence of criminal misconduct by a garda – no further action taken.	3
Criminal investigation undertaken and concluded – referred to the DPP – prosecution directed.	0
Criminal investigation undertaken and concluded	2

– referred to the DPP – no prosecution directed.	
Case discontinued due to lack of cooperation from the injured party and no other issues of concern.	1
TOTAL	25

From: Kathryn Doherty
To: Martin Linnane
Cc: Rachel McHugh; Emma Peppard
Subject: RE: Process Maps
Date: Monday 25 April 2022 15:19:32
Attachments: Unmarked process overview.pdf
Annotated process overview.pdf

Martin

The attached documents are the best I can do in terms of a workflow within the Casework Unit.
What I have is a paper copy that I found on a shelf in my room; the author and date of the document are unknown.

One of the attachments is an unmarked copy; the other has changes marked on it following Rachel and I reviewing it for updates / changes in Casework processes only.

1. Section 102 has been expanded since this document was created and now includes, amongst others, instances where investigations are commenced at the request of the Policing Authority.
2. If a complaint is forwarded under section 85, after recording the complaint, GSOC writes to the complainant and asks them if they wish for GSOC or AGS to consider the matter.
3. The step of notifying the Garda Commissioner occurs post-admissibility decision.
4. All files are first created as a "Query" file and are only upgraded to a "Complaint" when there is sufficient information to do so.
5. Cases thought suitable for Local Intervention (LI) are identified pre-admissibility
6. The Informal Resolution Process which is set out in the top right hand corner is no longer utilised.
7. This is where unsuccessful LI cases come back into the process.
8. If a complaint has been discontinued - because, for example, GSOC is satisfied that a reasonable and proportionate investigation has been undertaken and there is no likelihood of a member being found in breach, rather than a GSIO submitting what is called a "final report" with a finding of breach / no breach – then there is no facility to have the case reviewed under section 94(10). Section 94(10) only applies where the GSIO has brought the investigation to a conclusion and has made a finding of breach / no breach.

As you know however, Casework is the unit that is going to be changed the most by the new legislation so, whilst the process overview may be useful to the Business Analysts in the first instance, its usefulness is limited. Further, whilst Rachel and I have wanted to ensure what we send through is accurate, given the changes, accuracy may not be that critical.

Regards

Kathryn

From: Martin Linnane <Martin.Linnane@gsoc.ie>
Sent: Monday 25 April 2022 10:00
To: Kathryn Doherty <Kathryn.Doherty@gsoc.ie>
Subject: Process Maps

Hi Kathryn

How are you keeping?

Just wondering, is there such thing as process maps for casework or complaint processes? We have it down as an information requirement from the Business Analysts but I can't locate one on Orion. I checked with Rachel also but she's not aware of any.

Appreciate any help on it.

Kind regards
Martin

Complaints/Section 102 Process - Overview

Important streams that are not displayed:

- A section 94(1) investigation can be escalated to a s95 or s98 investigation by the OC if deemed appropriate.
- A section 94(5) investigation can be escalated to a s95 or s98 investigation by the OC if deemed appropriate.
- A section 95 investigation can be escalated to s98 investigation, if considered appropriate by the OC.
- A section 106 examination can potentially run parallel to any ongoing investigation.
- A section 102 case can potentially run parallel to any ongoing investigation.
- Section 93 can be invoked by GSOC at anytime during an investigation.

Complaint made directly to An Garda Siochana in accordance with s85

Complaint is forwarded to GSOC by AGS

Complaint made directly to GSOC in accordance with s83

Record a copy of the complaint

Notify the Garda Commissioner of the Complaint

Written Acknowledgement to the Complainant

4 and 5

Admissibility determination made based on all information supplied

Issue relevant notification letters & close case

END

INADMISSIBLE

Inadmissible/ S90(IR)/S92/ s106(1)(a)?

S90(IR)

6

Send appropriate notification & documentation (s88(2))

Seek Consent of all relevant Parties

END

Notify Garda Commissioner of Resolution of Complaint.

Consent received from all parties?

NO

YES

1

S102 – Other investigations by OC

Death or Serious Harm - 102(1) or 102(2)(b)?

NO

S102(7)(a) or (b)?

NO

YES

YES

S102(4) – OC decide to investigate in the public interest **Or** S102(4)(A) – Authority request the OC to investigate **Or** s102(5) – Minister request OC to investigate.

S102(7)(a) or S102(7)(b) – OC to consider investigation

Begin s106(1)(a)

S106(a)

s92

7

S92 - Where a case is not inadmissible and cannot be resolved informally, The OC will decide upon the next phase of the case

Decides on next action

Conduct Informal Resolution

NO

YES

Resolved?

YES

S106(1)(a) – If the OC considers it appropriate - Examination of Practice, Policy or Procedure for the purpose of the prevention/reduction of complaints.

Notify the Garda Commissioner of- Specific policy, practice or procedure to be examined and the reasons for the examination - s106(4)(b)&(c)

Originated from S106(1)(b)?

YES

NO

The OC shall report to the Minister/Authority with the results of the examination - s106(5)(a)

Include recommendations of the OC in the report (s106(5)(b)) and provide the Garda Commissioner with a copy of the report - s106(5)(c)

END

S106(1)(b) – The OC shall conduct an Examination of Practice, Policy or Procedure for the purpose of the prevention/reduction of complaints. Upon request of the Minister(s106(b)(i)) or the Authority (s106(b)(ii))

Notify the Garda Commissioner of the nature of the request(s106(4)(a))

Examine under s91 in order to make a recommendation on the type of investigation required

Investigate?

NO

END

Issue relevant notification letters & close case

S95/s98?

s93

s93/s94(1)/ s94(5)/s95/s98

S95

S98

S94(5)

S94(1)

GSOC Notifies relevant Parties of final Outcome

Garda Commissioner reports back with outcome of review

Case Closed - END

Issue notifications and supporting documents in accordance with s88(2) & request the appointment of GSIO from the GC

GSIO appointed – GSOC issue relevant notifications and documentation

GSIO conducts investigation

Report Submitted

Outcome sent to GSOC and complainant & Member(s)

8

Complainant offered a review of the outcome

Review requested?

NO

YES

Notify Garda Commissioner of review request

Review conducted in accordance with s94(10)

Request the Garda Commissioner to review investigation & report back with their outcome

S94(11)(a)

Begin s95 or s98 in accordance with s94(11)(b)

S94(11)(b)

S94(11)(a) or s94(11)(b)

YES

Further action required?

NO

Notify all relevant parties of result of Review

Case Closed - END

Issue notifications and supporting documents in accordance with s88(2)

Conduct Investigation - Provide opportunity to Member(s) and Complainant to be heard, present evidence and make submission (s95(1)(a)(b))

Consider powers under s96, if required, to assist investigation

Prepare Report

s95(4)

Send report to Garda Commissioner in accordance with s97

END

S94(7)

Agree Investigation Strategy with GSIO – s94 (5) (a-d)

GSIO Conducts investigation in line with strategy

Report Submitted

Consider s94(7) or s94(8)

S94(8)

Begin s98 or s101

Issue notifications and supporting documents in accordance with s88(2)

Conduct Investigation

Prepare Report

YES

Provide investigation report for the consideration of the OC in accordance with s101

S101(2)?

NO

YES

Report sent to the DPP

DPP Reviews and makes Decision

Prosecution?

NO

YES

END

S95?

NO

YES

Begin s95

S101(7)

NFA- S101(7)/ S101(6)?

S101(6)

NO

Send relevant notifications & close case

END

Begin s95/s94(1)/ s94(5)

S98

Issue notifications and supporting documents in accordance with s88(2)

Key:

"GSIO" = Garda Senior investigation Officer
"OC" = Ombudsman Commission
"D.P.P." = Director Of Public Prosecutions
"Authority" = Policing Authority
"AGS" = An Garda Síochána
"NFA" = No Further Action

- Action
- Decision/option
- Initial stages & Admissibility
- S102 origin cases
- S106 Examination
- Informal resolution
- Criminal Investigation (s98)
- Disciplinary Investigation (s95)
- Disciplinary Investigation (s94(5) Supervised)
- Disciplinary Investigation (s94(1) Unsupervised)
- An Garda Síochána Process
- D.P.P. Process
- GSOC Process

Complaints/Section 102 Process - Overview

Important streams that are not displayed:

- A section 94(1) investigation can be escalated to a s95 or s98 investigation by the OC if deemed appropriate.
- A section 94(5) investigation can be escalated to a s95 or s98 investigation by the OC if deemed appropriate.
- A section 95 investigation can be escalated to s98 investigation, if considered appropriate by the OC.
- A section 106 examination can potentially run parallel to any ongoing investigation.
- A section 102 case can potentially run parallel to any ongoing investigation.
- Section 93 can be invoked by GSOC at anytime during an investigation.

Complaint made directly to An Garda Siochana in accordance with s85

Complaint is forwarded to GSOC by AGS

Written Acknowledgement to the Complainant

Admissibility determination made based on all information supplied

Issue relevant notification letters & close case

END

Send appropriate notification & documentation (s88(2))

Seek Consent of all relevant Parties

END

Notify Garda Commissioner of Resolution of Complaint.

Complaint made directly to GSOC in accordance with s83

Record a copy of the complaint

Notify the Garda Commissioner of the Complaint

S102(4) – OC decide to investigate in the public interest
Or
S102(4)(A) – Authority request the OC to investigate
Or
s102(5) – Minister request OC to investigate.

INADMISSIBLE

Inadmissible/ S90(IR)/S92/ s106(1)(a)?

S90(IR)

Begin s106(1)(a)

S106(a)

s92

S92 - Where a case is not inadmissible and cannot be resolved informally, The OC will decide upon the next phase of the case

Decides on next action

NO

Consent received from all parties?

YES

Conduct Informal Resolution

NO

Resolved?

YES

S102 – Other investigations by OC

Death or Serious Harm - 102(1) or 102(2)(b)?

NO

S102(7)(a) or (b)?

NO

YES

S102(7)(a) or S102(7)(b) – OC to consider investigation

YES

Examine under s91 in order to make a recommendation on the type of investigation required

Investigate?

NO

END

Issue relevant notification letters & close case

s93

s93/s94(1)/ s94(5)/s95/s98

S106(1)(a) – If the OC considers it appropriate - Examination of Practice, Policy or Procedure for the purpose of the prevention/reduction of complaints.

Notify the Garda Commissioner of- Specific policy, practice or procedure to be examined and the reasons for the examination - s106(4)(b)&(c)

Originated from S106(1)(b)?

YES

NO

S106(1)(b) – The OC shall conduct an Examination of Practice, Policy or Procedure for the purpose of the prevention/reduction of complaints. Upon request of the Minister(s106(b)(i)) or the Authority (s106(b)(ii))

Notify the Garda Commissioner of the nature of the request(s106(4)(a))

The OC shall report to the Minister/Authority with the results of the examination - s106(5)(a)

Include recommendations of the OC in the report (s106(5)(b)) and provide the Garda Commissioner with a copy of the report - s106(5)(c)

END

S95/s98?

S95

S98

S94(5)

S94(1)

GSOC Notifies relevant Parties of final Outcome

Garda Commissioner reports back with outcome of review

Case Closed - END

Key:

"GSIO" = Garda Senior investigation Officer
"OC" = Ombudsman Commission
"D.P.P." = Director Of Public Prosecutions
"Authority" = Policing Authority
"AGS" = An Garda Síochána
"NFA" = No Further Action

Action

Decision/option

Initial stages & Admissibility

S102 origin cases

S106 Examination

Informal resolution

Criminal Investigation (s98)

Disciplinary Investigation (s95)

Disciplinary Investigation (s94(5) Supervised)

Disciplinary Investigation (s94(1) Unsupervised)

An Garda Síochána Process

D.P.P. Process

GSOC Process

S98

END

Issue notifications and supporting documents in accordance with s88(2)

Begin s95/s94(1)/ s94(5)

Send relevant notifications & close case

S101(7)

S101(6)

NFA- S101(7)/ S101(6)?

NO

Conduct Investigation

Prepare Report

YES

Provide investigation report for the consideration of the OC in accordance with s101

S101(2)?

NO

YES

Report sent to the DPP

DPP Reviews and makes Decision

Prosecution?

NO

YES

END

S95?

NO

YES

Begin s95

Issue notifications and supporting documents in accordance with s88(2)

Conduct Investigation - Provide opportunity to Member(s) and Complainant to be heard, present evidence and make submission (s95(1)(a)(b))

Consider powers under s96, if required, to assist investigation

Prepare Report

s95(4)

Send report to Garda Commissioner in accordance with s97

END

Begin s98 or s101

S94(8)

Consider s94(7) or s94(8)

S94(7)

Issue notifications and supporting documents in accordance with s88(2) & request the appointment of GSIO from the GC

GSIO appointed – GSOC issue relevant notifications and documentation

Agree Investigation Strategy with GSIO – s94 (5) (a-d)

GSIO Conducts investigation in line with strategy

Report Submitted

Issue notifications and supporting documents in accordance with s88(2) & request the appointment of GSIO from the GC

GSIO appointed – GSOC issue relevant notifications and documentation

GSIO conducts investigation

Report Submitted

Outcome sent to GSOC and complainant & Member(s)

Complainant offered a review of the outcome

Review requested?

NO

YES

Case Closed - END

Notify all relevant parties of result of Review

NO

Further action required?

YES

Notify Garda Commissioner of review request

Review conducted in accordance with s94(10)

Begin s95 or s98 in accordance with s94(11)(b)

S94(11)(b)

S94(11)(a) or s94(11)(b)

S94(11)(a)

Request the Garda Commissioner to review investigation & report back with their outcome

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

GSOC Transformation Review

Information provided to the Grant Thornton Project Team to assist with the collection of data for GSOC Organisational Review and Roadmap for the Reformed Organisation

Author: Transition Team
Issue/Publication Date: 03/06/2022

Table of Contents

DRAFT

1. Introduction

In May 2022 following a tendering process, GSOC commenced the process of conducting a full organisational review and the development of a roadmap for the reformed organisation in collaboration with Grant Thornton.

This document will record the information shared with Grant Thornton in relation to Stakeholders for the purposes of interviews, benchmarking and project oversight.

This is a living document which will be updated throughout the project as further information is shared.

DRAFT

2. Stakeholder Interview List

2.1 Internal Stakeholders

Position	Name
Chairperson	Judge Rory McCabe
Commissioner	Emily Logan
Commissioner	Hugh Hume
Director of Administration	Aileen Healy
Director of Investigation & Operations	Peter Whelan
Principal Officer, Administration	George O'Doherty
Principal Officer, Knowledge & Quality Management	Darren Wright
Head of Legal	Claire O'Regan
Deputy Directors of Operations	Garrett Croke
	Nick Harden
	Jon Leeman
Head of Communications	Walter Jayawardene
Head of HR and Training	Claire O'Sullivan
Former Head of HR and Training	Lesley Gray
Head of Corporate Services	Amanda McLoughlin
Head of ICT	David McCormack
Assistant Principal Policy / Former Commissioner	Kieran FitzGerald
Assistant Principal Data and Governance	Pauline Byrne
Assistant Principal Quality Assurance & Review	Joanne O'Donohue
Librarian	Deirdre Quinn
Senior Legal Officer	Thomas Flanagan
	Suzanne Hackett
	Suzanne Mullally
Senior Case Officers	Kathryn Doherty
	Rachel McHugh
	Emma Peppard

DRAFT

Senior Investigating Officer PDU	Rody Butler
Senior Investigating Officer Longford	Johan Groenewald
Senior Investigating Officer Cork	Graham Batey
Senior Investigating Officer Dublin	Louise Woods
	Shane White
	Paul Taggart
	William Hickey
	Richard Gomm
	Stuart Duguid

DRAFT

2.2 External Stakeholders

Organisation	Contact
Department of Justice	Doncha O'Sullivan, Assistant Secretary
An Garda Síochána	Commissioner / Deputy Commissioner Shauna Coxon
Fórsa	
AHCPS	
DPP	Catherine Pierse
Policing Authority	Helen Hall
Garda Inspectorate	Mark Toland, Former GSOC Commissioner
Coroner's Office	
Tusla	
Oberstown Children Detention Campus	
GRA	General Secretary
AGSI	
Association of Garda Superintendents	
ICCL	
IHREC	
Rape Crisis Centre	
Women's Aid	
Migrant Rights Centre	
Immigrant Council of Ireland	
Probation Service	
Irish Prison Service	
Pavee Point	
AdVIC	
Victim's Rights Alliance	

DRAFT

3. Comparator Bodies for Benchmarking

Organisation	Contact
Police Ombudsman Northern Ireland	
Independent Office for Police Conduct (England and Wales)	
Police Investigations & Review Commissioner (Scotland)	
The Office of the Ombudsman	
Ombudsman for Children	
Data Protection Commissioner	
Competition and Consumer Protection Commission	
Health and Safety Authority	

DRAFT

4. Membership of Project Steering Committee

Project Steering Committee Members:

Aileen Healy, GSOC Director of Administration

Peter Whelan, GSOC Director of Operations

Eamonn O'Halloran, Department of Justice & Equality

George O'Doherty, GSOC Deputy Director of Administration

Claire O'Sullivan, Head of HR & Training

Grant Thornton Team to attend and report at meetings

Patrick Gallen, Grant Thornton

Neil Hughes, Grant Thornton

Transition Team to attend meetings

Barbara Page, GSOC Transition Team

Louise Prendergast, GSOC Transition Team

Martin Linnane, GSOC Transition Team

DRAFT

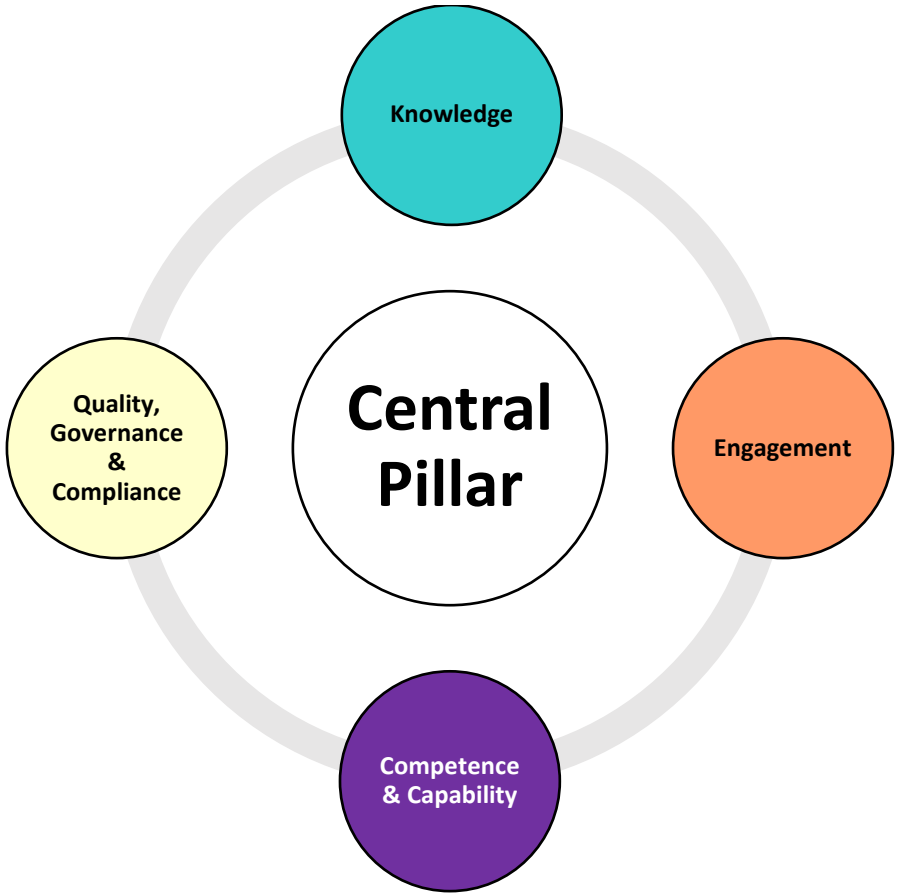
OVERVIEW OF WORK THEMES FOR TRANSITION

Overview of Work Themes

Engagement	Competence & Capability
Improved Customer Experience	Secure Sufficient Resources for the Transition Process
Effective Two-Way Internal Communications & Staff Engagement	Secure Sufficient Resources for the Reformed Organisation
Implement Proactive Change Management Programme	Engage in Strategic Workforce Planning
Stakeholder Engagement	Implement Effective Operating Model
Corporate identity	Learning and Development
Improve Public Understanding of Role and Functions	In house project management expertise
Promote public confidence in the processes for the resolution of complaints and investigations through effective external communication	Embed Innovation
Effective External Communication (merge with above)	Develop New Processes to Deal with Expanded Remit* *(Expanded below)*
Successful Launch of Reformed Organisation	Protected Disclosures
	Transitional Arrangements* *(Expanded below)*
	Engage with Independent Examiner of Security Legislation
Knowledge	**Quality, Governance & Compliance**
Whole Organisation Knowledge Management	Performance Management
Effective ICT Systems to Support Work	Ombudsman / Deputy Ombudsman Model / CAO
Effective CMS Systems to Support Work	Establish a Review Process
Secure, Organised Records Management System	Develop Policy Capability
Data Protection / FOI Function that Ensures Organisational Compliance	Develop Quality Management Unit
Research and Analysis Function that Empowers the Reformed Body to Make Knowledge Based Decisions	Develop Enhanced Risk Management Structures
Development of Analyst Function & Capabilities	Broadening of scope of judicial inquiry
Appropriate and Timely Information Sharing	Appropriate Delegation of Powers
Effective Management of Recommendations to Garda Commissioner	Develop Efficient and effective systems and procedures for the handling of complaints and the conduct of investigations in a fair, timely and effective manner
Incorporate international best practice in police complaints	Timely Publication of Annual Report & 3 Year Strategy

OVERVIEW OF WORK THEMES FOR TRANSITION

Competence & Capability	
Develop New Processes to Deal with Expanded Remit*	Pre-admissibility enquiries
	Transfer of local resolution to AGS
	Single Investigative Process
	Complaints against Garda Civilian Staff
	Notifications
	Expansion of definition of serious harm
	Power of Garda Commissioner to refer a public interest matter to the Ombudsman
	Notification of Incidents of concern
Transitional Arrangements*	Phasing out of existing s94(1) Cases once Bill enacted
	Phasing out of Local Intervention Cases once Bill enacted
	Transitional arrangements for investigations
	Phasing out or transfer of GSOC open cases



Central Pillar

The Central Pillar consists of the legislation, policies and obligations that the reformed body must take account of or comply with.

This includes: Policing Security & Community Safety Bill, Garda Síochána (Powers) Bill, Protected Disclosures (Amendment) Bill 2021, Human Rights legislation, Data Protection legislation/GDPR, Open Data Directive, HR legislation, Civil Service Circulars, Public Sector Reform, GSOC Statement of Strategy 2020-2023, Business Plans, Innovation, Risk and many other legislative obligations.

OVERVIEW OF WORK THEMES FOR TRANSITION

Engagement	Competence & Capability
Provide Quality Customer Experience: *Head 143(2)(b), Our Public Service 2020, Action 2*	**Secure Sufficient Resources for the Transition Process**: *to fulfil Head 143 & GSOC Strategy*
Enhance Effective Two-Way Internal Communications & Staff Engagement: *GSOC Strategy 2021-2023*	**Secure Sufficient Resources for the Reformed Organisation:** *Head 5, to fulfil Head 143, Parts 5 &6 pertaining to expansion of remit & GSOC Strategy 2021-2023*
Implement Proactive Change Management Programme: *143(5)(a), GSOC Strategy 2021-2023*	**Engage in Strategic Workforce Planning:** *Head 140, 147, fulfil Head 143 & GSOC Strategy 2021-2023*
Develop New Corporate Identity: *Heads 139, 143*	**Implement Effective Operating Model:** *to fulfil Head 143 & GSOC Strategy 2021-2023*
Improve Public Understanding of Role and Functions: *Head 143(5)*	**Enhance Learning and Development:** *149, CSR 2024: Workforce, GSOC Strategy 2021-2023*
Promote public confidence in the processes for the resolution of complaints and investigations through effective external communication: *Head 143(2)(b)*	**Establish In-house Project Management Expertise:** *Our Public Service 2020, Action 10*
	Embed Innovation: *Civil Service Renewal 2024: Digital First & Innovation*
Increase Stakeholder Engagement: *Head 143(5)(a), GSOC Strategy 2021-2023*	**Develop New Processes to Deal with Expanded Remit* *(Expanded below):*** *Part 6 PS&CS Bill*
Ensure Successful Launch of Reformed Organisation: *GSOC Strategy 2021-2023*	**Implement Changes to Protected Disclosures Arrangements:** *Head 167*
	Set Up Transitional Arrangements* *(Expanded below)*: *Head 186*
	ge with Independent Examiner of Security Legislation: *Part 7 PS&CS Bill*
Knowledge	**Quality, Governance & Compliance**
Establish Whole Organisation Knowledge Management: *GSOC Strategy 2021-2023*	**epare for Financial Independence:** *Head 5, 152, 155*
Ensure Effective ICT Systems to Support Work: *fulfil Head 143, 143(6) & GSOC Strategy*	**Establish Ombudsman / Deputy Ombudsman Model / CAO:** *Heads 139-142, 144, 147, 152*
Ensure Effective CMS Systems to Support Work: *to fulfil Head 143 & GSOC Strategy*	**Establish a Review Process:** *Head 182*
Develop GSOC's Secure, Organised Records Management System: *GSOC Strategy*	**Develop Policy Capability:** *Civil Service Renewal 2024: Evidence-informed Policy & Services*
Ensure Data Protection / FOI Function that Ensures Organisational Compliance: *GSOC Strategy 2021-2023, Heads 154, 229*	**Progress Quality Management Unit:** *Head 143(2)(b), GSOC Strategy 2021-2023*
Set Up Research and Analysis Function that Empowers Knowledge-Based Decisions: *Head 143(3)(h), Civil Service Renewal 2024: Evidence-informed Policy & Services*	**Develop Enhanced Risk Management Structures:** *GSOC Strategy 2021-2023*
	Consider Implications of Broadened Scope of judicial inquiry: *Head 183*
Develop Analyst Function & Capabilities: *Head 143(3)(h), Civil Service Renewal 2024: Evidence-informed Policy & Services*	**Ensure Appropriate Delegation of Powers:** *Head 143(8), 149*
Ensure Appropriate and Timely Information Sharing: *Heads 154, 229*	**Enhance Performance Management:** *CSR 2024: Evidence-informed Policy & Services, GSOC Strategy 2021-2023*
Arrange Effective Management of Recommendations to Garda Commissioner: *Heads 143(3)(e), 174*	**Develop efficient and effective systems and procedures for the handling of complaints and the conduct of investigations in a fair, timely and effective manner:** *Head 143(6)*
Incorporate International Best Practice in Police Complaints: *GSOC Strategy 2021-2023*	**Ensure Timely Publication of Annual Report & 3 Year Strategy:** *Head 145, 146*

OVERVIEW OF WORK THEMES FOR TRANSITION

Competence & Capability	
Develop New Processes to Deal with Expanded Remit*	Pre-admissibility enquiries: How to record outcomes, training required, policy/procedures, boundaries *(Head 160(5))*
	Transfer of local resolution to AGS: Research, categories of complaints, working group with AGS, Joint Intake Centre *(Head 160-163)*
	Single Investigative Process: Research, mapping Heads of Bill, resources required, potential restructuring, protocols *(Head 168-172, 221)*
	Complaints against Garda Civilian Staff: Research, Volume of complaints, stats from AGS *(Head 2, 143(a), 159, 222)*
	Notifications: Changes as per Bill, guidelines for notifications, other notifications, ability to delay with good reason (Heads *160(8), 160(9), 166(8), 172(3), 176)*
	Expansion of definition of serious harm: Training needed, extra resourcing assessment, need for processes *(Heads 157, 164)*
	Power of Garda Commissioner to refer a public interest matter to the Ombudsman: Impact and volume, engage with PONI *(Head 166(7)*
	Notification of Incidents of concern: How process will work, volume and resources required, communication of outcomes to AGS *(Head 165)*
Transitional Arrangements*	Phasing out of existing s94(1) Cases once Bill enacted: Opportunities for positions, what training may be useful, staff support *(result of single investigation process Heads 168-172)*
	Phasing out of Local Intervention Cases once Bill enacted: Determine LI function wind up, training for team, support *(result of Head 160-163)*
	Transitional arrangements for investigations: legal complexity due to period of duality *(Head 186)*
	Phasing out or transfer of GSOC open cases: Determine if migration of cases necessary, schedule migration, ensure searchability *(Head 186)*

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Steering Group Pack

Meeting date: 2nd August 2022

Grant Thornton

Agenda

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Steering Group Terms Of Reference (for Approval)	3
Project Scope and Deliverables (for Reference)	4
Project Plan Review	5
Project Status Update	7
Risks and Issues	16
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Steering Group Draft Terms of Reference (for Approval)

Role & Responsibilities	▪ Ensures project is aligned with deliverables required. ▪ Ensures project makes good use of assets. ▪ Assist with resolving strategic level issues and risks. ▪ Approve or reject changes to the project with a high impact on timelines and budget. ▪ Assess project progress and report on project to senior management and higher authorities. ▪ Provide advice and guidance on business issues facing the project. ▪ Use influence and authority to assist the project in achieving its outcomes. ▪ Review and approve final project deliverables.
Membership and Deputies	Patrick Gallen – Grant Thornton Neil Hughes – Grant Thornton Aileen Healy – GSOC Peter Whelan – GSOC George O'Doherty - GSOC Claire O'Sullivan – GSOC Eamon O'Halloran – Department of Justice Deputies to be agreed
Quorum	To be agreed
Frequency of meeting	Monthly or as required

Project Scope and Deliverables (for Reference)

Scope of the Project

Grant Thornton will ultimately deliver a Business Transformation Proposal to GSOC, including proposals for a new organisation structure, scaling of the organisation, resourcing approach and workforce plan, skillset requirements, process maps, and a target operation model.

To inform the Business Transformation Proposal, the GT team will carry out a review of current operations and structures, focussing on those which will still be relevant for the transformed body, in addition to the legacy workload from older legislation, addressing requirements for new processes or functions, and incorporating process improvement and service improvement initiatives across the organisation, including to highlight opportunities for using technology and innovative practices to enhance customer service. They will provide assistance with projecting the cost of resourcing and establishment of reformed structures and processes as well as future operating costs.

The team will also support in the development of implementation plans to support the roadmap for change including definition and sequencing of tasks, resourcing requirements, identification of risks and dependencies, timelines etc.

Key Deliverables

Grant Thornton will be responsible for delivery of the following outcomes from the project, working with GSOC to achieve them:

- An interim ‘As-Is’ report outlining the findings from the ‘Discover’ phase of the project, including the current operating model, processes, systems and resource requirements;
- A final report with recommendations, i.e. ‘Business Transformation Proposal’, which includes a new organisation structure, scaling of the organisation, resourcing approach and workforce plan, skillset requirements, process maps, target operational model and an implementation roadmap which highlights the definition and sequencing of tasks, resourcing requirements, identification of risks and dependencies, timelines, etc.

Project Plan RAG Status

Green

Commentary

- Discovery Phase nearing Completion
- Preparation for Interim Report and Phase 3

Key activities

Phase 1: Project Initiation	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
Project Kick off meeting	■	■												
Confirm stakeholders and engagement plan	■	■	■											
Develop and agree governance, scope project plan, PID and ways of working	■	■												
Identify performance metrics and aligned information	■	■												
Agreement at a high level, the format of final report	■	■												
Phase 2- Discover														
Carry out desktop research and analysis including document review			■	■	■	■								
Conduct stakeholder mapping and consultations including staff surveys (if required)			■	■	■	■								
Conduct focus groups with identified participants				■	■	■	■	■	■	■				
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping				■	■	■	■	■	■	■				
Stakeholder one-to-one interviews and workshops				■	■	■	■	■	■	■	■			
Conduct benchmark analysis of international best practice				■	■	■	■	■	■	■	■			
Draft initial target state characteristics, design principles and capabilities				■	■	■	■	■	■	■	■			
Draft and delivery of interim report.				■	■	■	■	■	■	■	■	■		

Project Plan RAG Status

Green

Commentary

- Discovery Phase nearing Completion
- Preparation for Interim Report and Phase 3

Key activities	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
Phase 3- Build														
Visioning lab and co-design workshops to define operational and capability requirements												■		
Complete the gap analysis												■		
Target State Design and testing												■	■	
Phase 4- Deliver														
Draft future state roadmap & implementation plan													■	■
Present findings													■	■
Issue final report													■	■
Sign-off project													■	■
Ongoing activities														
Stakeholder engagement & Communications	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Project and contract management	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Risk and Issue management	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Project Status Summary

Project RAG Status Green

Work Area	Status
Document Review	62 documents received for detailed review
Staff Survey	117 Staff completed the survey out of the 151 invited (77% response rate)
Process Reviews	12 Process workshops completed and one scheduled
Internal focus groups and Interviews	10 internal interviews and 3 internal workshops completed with a further 4 scheduled. These include planned visits to the Cork and Longford offices.
External Stakeholder Focus Group	Included representatives from: Rape Crisis Centre; Women's Aid; Immigrant Council of Ireland; Pavee Point; AdVIC.
External Stakeholder Interviews	21 people have been interviewed from 14 organisations and 2 further interviews are scheduled

Project Status Update – Process Reviews High Level Findings

The Grant Thornton team have carried out a number process analysis workshops with various teams within GSOC. These analysis workshops have been carried out on the following processes:

- How Queries are dealt with upon receipt
- How enquiries are conducted
- Admissibility process
- Inadmissible process notifications
- S94(1) unsupervised investigations process
- Local Intervention process
- Closures
- Designation Process
- Allocations Process
- S95 Disciplinary investigations
- S98 Criminal Investigations
- S102 Process
- Reporting at the end of an investigation process
- Legal Processes
- Protected Disclosures Process
- How Strategic Decisions are received and how decisions are recorded

- It was acknowledged by the majority of participants that many of GSOC's process steps are defined by legislation and that is it often difficult to change processes due to the policies in place.
- However, there were a number of key themes identified from the process workshops which make the processes less efficient. We will comment on these in our interim report.

[redacted]

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[redacted]

Project Status Update – Internal Staff Interviews - High Level Findings

[redacted]

Project Status Update – Staff Survey - High Level Results

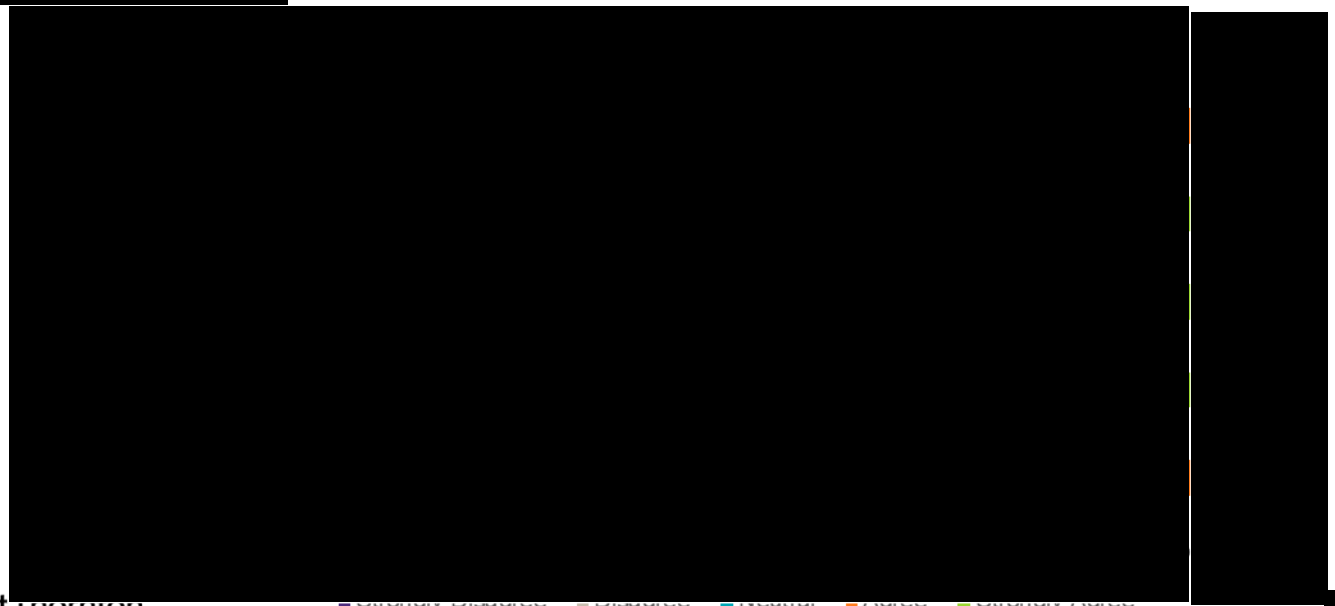
Responses

Of the 151 individuals who were invited to complete the survey, **117** responded, equating to a **77% response rate**.

Directorate	Number of Respondents	% of Total Respondents
Senior Leadership Team	11	10%
Administration	35	30%
Operations	70	60%

(One survey respondent skipped this question)

[redacted]



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149

[redacted]

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[redacted]

[redacted]

[redacted]

[redacted]

- [redacted]
- [redacted]
- [redacted]

RAID Log – Risks & Issues

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	G
2	All	Availability of GSOC staff members for consultation sessions.	GSOC and GT to work together at a program level to ensure diary commitments are communicated in a timely fashion as early as possible to staff.	GT & GSOC	G
3	All	There is a risk that project requests will place demands on GSOC staff who need to continue performing BAU activities.	GSOC and GT to work together at a program level to ensure required resources are identified early and demands on time are minimised where possible.	GT & GSOC	G
4	All	Scheduling risk. The risk that activities will take longer than expected. May lead to delay in delivery.	Regular review of project progress and assessment of impediments.	GT	A
5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	G
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	A

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps

- Complete stakeholder consultations – internal and external one-to-ones and workshops
- Complete Survey Analysis
- Complete Process Mapping
- Draft Interim Report
- Commence external Benchmarking work

Any Other Business

- Confirm date for next steering group

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 14th June 2022 (Meeting 2)

Grant Thornton

Agenda

Agenda Item
Project Plan update and RAG Status
Actions/Decisions for today
Spotlight – Risks and Issues, Draft Staff Survey Questions
RAID Log
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Open	
01-03	GSOC to consider and prepare draft Stakeholder Interview List	GSOC	01/06/22	21/06/22	Open	Meeting to take place with NH & EF to plan and agree internal and external stakeholders to be included and approach

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-02	GSOC to review and approve WG Report Pack	GSOC	01/06/22	08/06/22	Closed	
01-04	GSOC to confirm membership of Steering Group	GSOC	01/06/22	08/06/22	Closed	
01-05	GSOC to confirm day and time for weekly meetings	GSOC	01/06/22	08/06/22	Closed	
01-06	GT to provide GSOC with doc review inventory	GT	01/06/22	08/06/22	Closed	
01-07	GT to provide GSOC with org review models	GT	01/06/22	08/06/22	Closed	
01-08	GT to work with GSOC WG to draft introductory staff Comms	GT	01/06/22	08/06/22	Closed	
01-09	GT to draft staff survey questions	GT	01/06/22	08/06/22	Closed	
01-10	GT to schedule Risks and Issues workshop for first WG	GT	01/06/22	08/06/22	Closed	

Project RAG Status

Green

Commentary

- Project Initiation Complete
- Information gathering under way

Key activities

	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08
Phase 1: Project Initiation													
Project Kick off meeting	■	■											
Confirm stakeholders and engagement plan	■	■	■										
Develop and agree governance, scope project plan, PID and ways of working	■	■											
Identify performance metrics and aligned information	■	■											
Agreement at a high level, the format of final report	■	■											
Phase 2- Discover													
Carry out desktop research and analysis including document review			■	■	■	■							
Conduct stakeholder mapping and consultations including staff surveys (if required)			■	■	■	■							
Conduct focus groups with identified participants				■	■	■	■	■					
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping				■	■	■	■	■					
Stakeholder one-to-one interviews and workshops				■	■	■	■	■					
Conduct benchmark analysis of international best practice				■	■	■	■	■					
Draft initial target state characteristics, design principles and capabilities				■	■	■	■	■					
Draft and delivery of interim report.				■	■	■	■	■					

Project RAG Status

Green

Commentary

- Project Initiation Complete
- Information gathering under way

Key activities	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08
Phase 3- Build													
Visioning lab and co-design workshops to define operational and capability requirements									■	■	■		
Complete the gap analysis									■	■	■		
Target State Design and testing									■	■	■		
Phase 4- Deliver													
Draft future state roadmap & implementation plan											■	■	■
Present findings											■	■	■
Issue final report											■	■	■
Sign-off project											■	■	■
Ongoing activities													
Stakeholder engagement & Communications	■	■	■	■	■	■	■	■	■	■	■	■	■
Project and contract management	■	■	■	■	■	■	■	■	■	■	■	■	■
Risk and Issue management	■	■	■	■	■	■	■	■	■	■	■	■	■

Spotlight

- Risks and Issues
- Draft Staff Survey and Interview Questions

RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	G
2	All	Availability of GSOC staff members for consultation sessions.	GSOC and GT to work together at a program level to ensure diary commitments are communicated in a timely fashion as early as possible to staff.	GT & GSOC	G
3	All	There is a risk that project requests will place demands on GSOC staff who need to continue performing BAU activities.	GSOC and GT to work together at a program level to ensure required resources are identified early and demands on time are minimised where possible.	GT & GSOC	G
4	All	Scheduling risk. The risk that activities will take longer than expected. May lead to delay in delivery.	Regular review of project progress and assessment of impediments.	GT	G
5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	G

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

[redacted]

[redacted]

[redacted]

Next Steps and any other business

Next Steps :

- Issue staff comms
- Workshop and confirm stakeholder interviews and interview questions
- Interview invites
- Confirm and issue staff survey

Next Meeting:

21 June 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 21st June 2022 (Meeting 3)

Grant Thornton

Agenda

Agenda Item
GSOC Office Access
Project Plan update and RAG Status
Actions/Decisions for today
Risks and Issues
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
SW-04	GT to schedule interviews/workshops	GT	13/06/22	21/06/22	Open	
SW-05	GSOC to provide details and confirm points of contact for relevant external stakeholders, and issue comms to external stakeholders	GSOC	13/06/22	21/06/22	Open	
02-03	GSOC to review and approve updated survey and interview questions	GSOC	14/06/22	21/06/22	Open	Interview questions approved, awaiting survey questions approval
02-04	GT to facilitate a workshop regarding the report structure with the working group and agree on the strawman	GT	14/06/22	21/06/22	Open	

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Closed	
01-02	GSOC to review and approve WG Report Pack	GSOC	01/06/22	08/06/22	Closed	
01-03	GSOC to consider and prepare draft Stakeholder Interview List	GSOC	01/06/22	21/06/22	Closed	Meeting to take place with NH & EF to plan and agree internal and external stakeholders to be included and approach
01-04	GSOC to confirm membership of Steering Group	GSOC	01/06/22	08/06/22	Closed	
01-05	GSOC to confirm day and time for weekly meetings	GSOC	01/06/22	08/06/22	Closed	

Project Working Group Actions Log

Closed Actions (Continued)

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-06	GT to provide GSOC with doc review inventory	GT	01/06/22	08/06/22	Closed	
01-07	GT to provide GSOC with org review models	GT	01/06/22	08/06/22	Closed	
01-08	GT to work with GSOC WG to draft introductory staff Comms	GT	01/06/22	08/06/22	Closed	
01-09	GT to draft staff survey questions	GT	01/06/22	08/06/22	Closed	
01-10	GT to schedule Risks and Issues workshop for first WG	GT	01/06/22	08/06/22	Closed	
02-01	GT to confirm GT point of contact for internal communications	GT	14/06/22	21/06/22	Closed	Point of contact – Lara Hutchinson
SW-02	GSOC to confirm attendees and groups for internal workshops/focus groups	GSOC	13/06/22	21/06/22	Closed	
SW-03	GSOC to provide contact details for interviewees	GSOC	13/06/22	21/06/22	Open	Internal interviewee details received
02-02	GSOC to circulate internal communications	GSOC	14/06/22	21/06/22	Closed	

Project RAG Status

Green

Commentary

- Project Initiation Complete
- Information gathering under way

Key activities

	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08
Phase 1: Project Initiation													
Project Kick off meeting	■	■											
Confirm stakeholders and engagement plan	■	■	■										
Develop and agree governance, scope project plan, PID and ways of working	■	■											
Identify performance metrics and aligned information	■	■											
Agreement at a high level, the format of final report	■	■											
Phase 2- Discover													
Carry out desktop research and analysis including document review			■	■	■	■							
Conduct stakeholder mapping and consultations including staff surveys (if required)			■	■	■	■							
Conduct focus groups with identified participants				■	■	■	■	■					
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping				■	■	■	■	■					
Stakeholder one-to-one interviews and workshops				■	■	■	■	■					
Conduct benchmark analysis of international best practice				■	■	■	■	■					
Draft initial target state characteristics, design principles and capabilities				■	■	■	■	■					
Draft and delivery of interim report.				■	■	■	■	■					

Project RAG Status

Green

Commentary

- Project Initiation Complete
- Information gathering under way

Key activities	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08
Phase 3- Build													
Visioning lab and co-design workshops to define operational and capability requirements									■	■	■		
Complete the gap analysis									■	■	■		
Target State Design and testing									■	■	■		
Phase 4- Deliver													
Draft future state roadmap & implementation plan											■	■	■
Present findings											■	■	■
Issue final report											■	■	■
Sign-off project											■	■	■
Ongoing activities													
Stakeholder engagement & Communications	■	■	■	■	■	■	■	■	■	■	■	■	■
Project and contract management	■	■	■	■	■	■	■	■	■	■	■	■	■
Risk and Issue management	■	■	■	■	■	■	■	■	■	■	■	■	■

RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	G
2	All	Availability of GSOC staff members for consultation sessions.	GSOC and GT to work together at a program level to ensure diary commitments are communicated in a timely fashion as early as possible to staff.	GT & GSOC	G
3	All	There is a risk that project requests will place demands on GSOC staff who need to continue performing BAU activities.	GSOC and GT to work together at a program level to ensure required resources are identified early and demands on time are minimised where possible.	GT & GSOC	G
4	All	Scheduling risk. The risk that activities will take longer than expected. May lead to delay in delivery.	Regular review of project progress and assessment of impediments.	GT	G
5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	G

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps and any other business

Next Steps :

- Interview invites
- Confirm and issue staff survey

Next Meeting:

28 June 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 28th June 2022 (Meeting 4)

Grant Thornton

Agenda

Agenda Item
Project Plan update and RAG Status
Actions/Decisions for today
Risks and Issues
Spotlight – Report Structure
Spotlight – Project Plan Review
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
SW-04	GT to schedule interviews/workshops	GT	13/06/22	28/06/22	Open	Workshops scheduled External one-to-ones being scheduled
02-04	GT to facilitate a workshop regarding the report structure with the working group and agree on the strawman	GT	14/06/22	28/06/22	Open	To be included in working group project meeting 28/06/22
03-01	GT to assist GSOC with funding estimates for 2023/2024	GT & GSOC	21/06/22	27/07/22	Open	

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Closed	
01-02	GSOC to review and approve WG Report Pack	GSOC	01/06/22	08/06/22	Closed	
01-03	GSOC to consider and prepare draft Stakeholder Interview List	GSOC	01/06/22	21/06/22	Closed	Meeting to take place with NH & EF to plan and agree internal and external stakeholders to be included and approach
01-04	GSOC to confirm membership of Steering Group	GSOC	01/06/22	08/06/22	Closed	
01-05	GSOC to confirm day and time for weekly meetings	GSOC	01/06/22	08/06/22	Closed	
01-06	GT to provide GSOC with doc review inventory	GT	01/06/22	08/06/22	Closed	
01-07	GT to provide GSOC with org review models	GT	01/06/22	08/06/22	Closed	

Project Working Group Actions Log

Closed Actions (Continued)

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-08	GT to work with GSOC WG to draft introductory staff Comms	GT	01/06/22	08/06/22	Closed	
01-09	GT to draft staff survey questions	GT	01/06/22	08/06/22	Closed	
01-10	GT to schedule Risks and Issues workshop for first WG	GT	01/06/22	08/06/22	Closed	
02-01	GT to confirm GT point of contact for internal communications	GT	14/06/22	21/06/22	Closed	Point of contact – Lara Hutchinson
SW-02	GSOC to confirm attendees and groups for internal workshops/focus groups	GSOC	13/06/22	21/06/22	Closed	
SW-03	GSOC to provide contact details for interviewees	GSOC	13/06/22	21/06/22	Closed	Internal interviewee details received
02-02	GSOC to circulate internal communications	GSOC	14/06/22	21/06/22	Closed	
02-03	GSOC to review and approve updated survey and interview questions	GSOC	14/06/22	28/06/22	Closed	Interview questions approved, awaiting survey questions approval Survey circulated 21/06/22
SW-05	GSOC to provide details and confirm points of contact for relevant external stakeholders, and issue comms to external stakeholders	GSOC	13/06/22	28/06/22	Closed	Comms to be issued 22/06/22

Project RAG Status

Green

Commentary

- Project Initiation Complete
- Information gathering under way

Key activities

Phase 1: Project Initiation	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08
Project Kick off meeting	■	■											
Confirm stakeholders and engagement plan	■	■	■										
Develop and agree governance, scope project plan, PID and ways of working	■	■											
Identify performance metrics and aligned information	■	■											
Agreement at a high level, the format of final report	■	■											
Phase 2- Discover													
Carry out desktop research and analysis including document review			■	■	■	■							
Conduct stakeholder mapping and consultations including staff surveys (if required)			■	■	■	■							
Conduct focus groups with identified participants				■	■	■	■	■					
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping				■	■	■	■	■					
Stakeholder one-to-one interviews and workshops				■	■	■	■	■					
Conduct benchmark analysis of international best practice				■	■	■	■	■					
Draft initial target state characteristics, design principles and capabilities				■	■	■	■	■					
Draft and delivery of interim report.				■	■	■	■	■					

Project RAG Status

Green

Commentary

- Project Initiation Complete
- Information gathering under way

Key activities	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08
Phase 3- Build													
Visioning lab and co-design workshops to define operational and capability requirements									■	■	■		
Complete the gap analysis									■	■	■		
Target State Design and testing									■	■	■		
Phase 4- Deliver													
Draft future state roadmap & implementation plan											■	■	■
Present findings											■	■	■
Issue final report											■	■	■
Sign-off project											■	■	■
Ongoing activities													
Stakeholder engagement & Communications	■	■	■	■	■	■	■	■	■	■	■	■	■
Project and contract management	■	■	■	■	■	■	■	■	■	■	■	■	■
Risk and Issue management	■	■	■	■	■	■	■	■	■	■	■	■	■

RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	G
2	All	Availability of GSOC staff members for consultation sessions.	GSOC and GT to work together at a program level to ensure diary commitments are communicated in a timely fashion as early as possible to staff.	GT & GSOC	G
3	All	There is a risk that project requests will place demands on GSOC staff who need to continue performing BAU activities.	GSOC and GT to work together at a program level to ensure required resources are identified early and demands on time are minimised where possible.	GT & GSOC	G
4	All	Scheduling risk. The risk that activities will take longer than expected. May lead to delay in delivery.	Regular review of project progress and assessment of impediments.	GT	G
5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	G

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Spotlight

- Report Structure
- Project Plan Review

Next Steps and any other business

Next Steps :

- GSOC to issue a reminder to complete the staff survey

Next Meeting:

05 July 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 05 July 2022 (Meeting 5)

Grant Thornton

Agenda

Agenda Item
Project Plan update and RAG Status
Actions/Decisions for today
Risks and Issues
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
SW-04	GT to schedule interviews/workshops	GT	13/06/22	28/06/22	Open	Workshops and internal one-to-ones scheduled External one-to-ones currently being scheduled
03-01	GT to assist GSOC with funding estimates for 2023/2024	GT & GSOC	21/06/22	27/07/22	Open	

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Closed	
01-02	GSOC to review and approve WG Report Pack	GSOC	01/06/22	08/06/22	Closed	
01-03	GSOC to consider and prepare draft Stakeholder Interview List	GSOC	01/06/22	21/06/22	Closed	Meeting to take place with NH & EF to plan and agree internal and external stakeholders to be included and approach
01-04	GSOC to confirm membership of Steering Group	GSOC	01/06/22	08/06/22	Closed	
01-05	GSOC to confirm day and time for weekly meetings	GSOC	01/06/22	08/06/22	Closed	
01-06	GT to provide GSOC with doc review inventory	GT	01/06/22	08/06/22	Closed	
01-07	GT to provide GSOC with org review models	GT	01/06/22	08/06/22	Closed	
01-08	GT to work with GSOC WG to draft introductory staff Comms	GT	01/06/22	08/06/22	Closed	

Project Working Group Actions Log

Closed Actions (Continued)

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-09	GT to draft staff survey questions	GT	01/06/22	08/06/22	Closed	
01-10	GT to schedule Risks and Issues workshop for first WG	GT	01/06/22	08/06/22	Closed	
02-01	GT to confirm GT point of contact for internal communications	GT	14/06/22	21/06/22	Closed	Point of contact – Lara Hutchinson
SW-02	GSOC to confirm attendees and groups for internal workshops/focus groups	GSOC	13/06/22	21/06/22	Closed	
SW-03	GSOC to provide contact details for interviewees	GSOC	13/06/22	21/06/22	Closed	Internal interviewee details received
02-02	GSOC to circulate internal communications	GSOC	14/06/22	21/06/22	Closed	
02-03	GSOC to review and approve updated survey and interview questions	GSOC	14/06/22	28/06/22	Closed	Interview questions approved, awaiting survey questions approval Survey circulated 21/06/22
SW-05	GSOC to provide details and confirm points of contact for relevant external stakeholders, and issue comms to external stakeholders	GSOC	13/06/22	28/06/22	Closed	Comms to be issued 22/06/22
02-04	GT to facilitate a workshop regarding the report structure with the working group and agree on the strawman	GT	14/06/22	28/06/22	Closed	To be included in working group project meeting 28/06/22
04-01	GT to share revised project plan with GSOC for approval	GT	28/06/22	05/07/22	Open	Shared 30/06/22
04-02	GT to share steering group deck to the WG for approval	GT	28/06/22	01/07/22	Open	Shared 30/06/22
04-03	GT to share survey response numbers	GT	28/06/22	01/07/22	Open	Shared 01/07/22

Project RAG Status

Green

Commentary

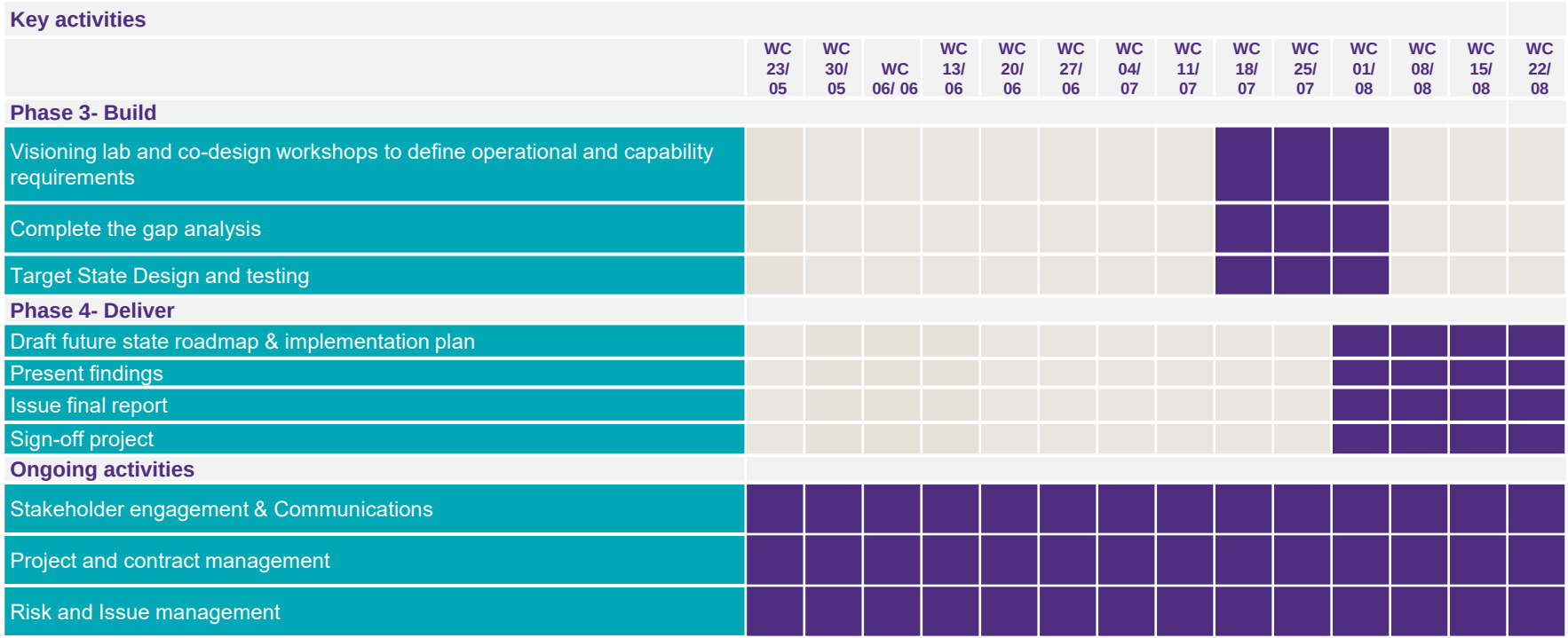
- Project Initiation Complete
- Information gathering under way

Project RAG Status

Green

Commentary

- Project Initiation Complete
- Information gathering under way



RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	G
2	All	Availability of GSOC staff members for consultation sessions.	GSOC and GT to work together at a program level to ensure diary commitments are communicated in a timely fashion as early as possible to staff.	GT & GSOC	G
3	All	There is a risk that project requests will place demands on GSOC staff who need to continue performing BAU activities.	GSOC and GT to work together at a program level to ensure required resources are identified early and demands on time are minimised where possible.	GT & GSOC	G
4	All	Scheduling risk. The risk that activities will take longer than expected. May lead to delay in delivery.	Regular review of project progress and assessment of impediments.	GT	A
5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]					

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps and any other business

Next Steps :

- Continuing with stakeholder consultations – internal workshops, one-to-ones and external one-to-ones

Next Meeting:

Requested reschedule to 14 July 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 14 July 2022 (Meeting 6)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Project Plan update and RAG Status
Project Update
Risks and Issues
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
SW-04	GT to schedule interviews/workshops	GT	13/06/22	15/07/22	Open	Workshops and internal one-to-ones scheduled External one-to-ones currently being scheduled
03-01	GT to assist GSOC with funding estimates for 2023/2024	GT & GSOC	21/06/22	27/07/22	Open	
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	
05-02	GSOC to provide list of processes for GT to begin process mapping, providing rough timescales for completing the process end-to-end	GSOC	05/07/22	08/07/22	Open	Initial list received, further info TBC
05-06	GT to provide project update in WG project meeting, 14 July	GT	05/07/22	14/07/22	Open	

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Closed	
01-02	GSOC to review and approve WG Report Pack	GSOC	01/06/22	08/06/22	Closed	
01-03	GSOC to consider and prepare draft Stakeholder Interview List	GSOC	01/06/22	21/06/22	Closed	Meeting to take place with NH & EF to plan and agree internal and external stakeholders to be included and approach
01-04	GSOC to confirm membership of Steering Group	GSOC	01/06/22	08/06/22	Closed	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-05	GSOC to confirm day and time for weekly meetings	GSOC	01/06/22	08/06/22	Closed	
01-06	GT to provide GSOC with doc review inventory	GT	01/06/22	08/06/22	Closed	
01-07	GT to provide GSOC with org review models	GT	01/06/22	08/06/22	Closed	
01-08	GT to work with GSOC WG to draft introductory staff Comms	GT	01/06/22	08/06/22	Closed	
01-09	GT to draft staff survey questions	GT	01/06/22	08/06/22	Closed	
01-10	GT to schedule Risks and Issues workshop for first WG	GT	01/06/22	08/06/22	Closed	
02-01	GT to confirm GT point of contact for internal communications	GT	14/06/22	21/06/22	Closed	Point of contact – Lara Hutchinson
SW-02	GSOC to confirm attendees and groups for internal workshops/focus groups	GSOC	13/06/22	21/06/22	Closed	
SW-03	GSOC to provide contact details for interviewees	GSOC	13/06/22	21/06/22	Closed	Internal interviewee details received
02-02	GSOC to circulate internal communications	GSOC	14/06/22	21/06/22	Closed	
02-03	GSOC to review and approve updated survey and interview questions	GSOC	14/06/22	28/06/22	Closed	Interview questions approved, awaiting survey questions approval Survey circulated 21/06/22
SW-05	GSOC to provide details and confirm points of contact for relevant external stakeholders, and issue comms to external stakeholders	GSOC	13/06/22	28/06/22	Closed	Comms to be issued 22/06/22
02-04	GT to facilitate a workshop regarding the report structure with the working group and agree on the strawman	GT	14/06/22	28/06/22	Closed	To be included in working group project meeting 28/06/22

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
04-01	GT to share revised project plan with GSOC for approval	GT	28/06/22	05/07/22	Open	Shared 30/06/22
04-02	GT to share steering group deck to the WG for approval	GT	28/06/22	01/07/22	Open	Shared 30/06/22
04-03	GT to share survey response numbers	GT	28/06/22	01/07/22	Open	Shared 01/07/22
05-05	GT to circulate list of outstanding external stakeholder interviews to be organised	GT	05/07/22	05/07/22	Closed	Circulated 05/07/22
05-07	GSOC to approve and agree on additional risk being added to RAID log	GSOC	05/07/22	14/07/22	Closed	
05-03	GT to issue updated interview question set to GSOC WG for approval	GT	05/07/22	06/07/22	Closed	
05-04	GT to close survey on Friday, 08 July	GT	05/07/22	08/07/22	Closed	Closed with 117 responses out of c151 (77% response rate)

Project RAG Status

Green

Commentary

- Project Initiation Complete
- Information gathering under way

Key activities

Phase 1: Project Initiation	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
Project Kick off meeting	■	■												
Confirm stakeholders and engagement plan	■	■	■											
Develop and agree governance, scope project plan, PID and ways of working	■	■												
Identify performance metrics and aligned information	■	■												
Agreement at a high level, the format of final report	■	■												
Phase 2- Discover														
Carry out desktop research and analysis including document review			■	■	■	■								
Conduct stakeholder mapping and consultations including staff surveys (if required)			■	■	■	■								
Conduct focus groups with identified participants				■	■	■	■	■	■	■				
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping				■	■	■	■	■	■	■				
Stakeholder one-to-one interviews and workshops				■	■	■	■	■	■	■				
Conduct benchmark analysis of international best practice				■	■	■	■	■	■	■				
Draft initial target state characteristics, design principles and capabilities				■	■	■	■	■	■	■				
Draft and delivery of interim report.				■	■	■	■	■	■	■				

Project RAG Status

Green

Commentary

- Project Initiation Complete
- Information gathering under way

Key activities	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
Phase 3- Build														
Visioning lab and co-design workshops to define operational and capability requirements									■	■	■			
Complete the gap analysis									■	■	■			
Target State Design and testing									■	■	■			
Phase 4- Deliver														
Draft future state roadmap & implementation plan											■	■	■	■
Present findings											■	■	■	■
Issue final report											■	■	■	■
Sign-off project											■	■	■	■
Ongoing activities														
Stakeholder engagement & Communications	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Project and contract management	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Risk and Issue management	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Project Update

- Document Review
- Survey Analysis
- Internal Workshops
- Stakeholder one-to-one Interviews
- Process Mapping

✓ Total of 69 documents received for review

✓ Closed with 117 responses out of c151 (77% response rate)

✓ 3 out of 4 workshops facilitated with 13 participants

✓ 11 out of 20 external meetings conducted

✓ 7 process map consultations complete;

- How enquiries are conducted
- Inadmissible process notifications
- Closures
- Admissibility process
- S94(1) Unsupervised investigations process
- Local Investigations Process
- How strategic decisions are received in the Secretariat and how decisions are recorded and its journey back to the case owner

Document Review High Level Findings

- GSOC currently have 151 members of staff
- 34 new joiners in 2022, 10 leavers
- Properties in Dublin, Cork and Longford, GSOC recommends to acquire four additional offices - [redacted], [redacted]
- GSOC has 16 business units;

Investigations, Governance, Secretariat, Section 94 and LI, Quality Management, PDU, Policy, Library, ICT, HR, Corporate Services, Comms, Admissibility, AST Child Protection, Analyst and Legal

- The number of complaints received by GSOC has risen steadily over the last few years - 12% increase in 2021

Impact of proposed legislation:

- Shift in structure from the Commission Model to Ombudsman Model;
- Transition to a Vote Accounting system;
- Increased volume and complexity of workload;
- Expanding remit;
- Requirement for additional staffing; and
- The relationship with the NSSO could change with the new legislation.

[redacted]

RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	G
2	All	Availability of GSOC staff members for consultation sessions.	GSOC and GT to work together at a program level to ensure diary commitments are communicated in a timely fashion as early as possible to staff.	GT & GSOC	G
3	All	There is a risk that project requests will place demands on GSOC staff who need to continue performing BAU activities.	GSOC and GT to work together at a program level to ensure required resources are identified early and demands on time are minimised where possible.	GT & GSOC	G
4	All	Scheduling risk. The risk that activities will take longer than expected. May lead to delay in delivery.	Regular review of project progress and assessment of impediments.	GT	A
5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps and any other business

Next Steps :

- Continuing with stakeholder consultations – internal workshops, one-to-ones and external one-to-ones
- Survey Analysis in progress
- Process Mapping in progress

Next Meeting:

19 July 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 19 July 2022 (Meeting 7)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Project Plan update and RAG Status
Risks and Issues
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	
06-01	GSOC to collate any KPI/SLA findings/information for process mapping and timings	GSOC	14/07/22	19/07/22	Open	
06-02	GSOC to discuss and confirm attendees for discussion surrounding administrative support for Investigators	GSOC	14/07/22	19/07/22	Open	
06-03	GT to organise steering group meeting, week commencing 01/08/22	GT	14/07/22	19/07/22	Open	

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Closed	
01-02	GSOC to review and approve WG Report Pack	GSOC	01/06/22	08/06/22	Closed	
01-03	GSOC to consider and prepare draft Stakeholder Interview List	GSOC	01/06/22	21/06/22	Closed	Meeting to take place with NH & EF to plan and agree internal and external stakeholders to be included and approach
01-04	GSOC to confirm membership of Steering Group	GSOC	01/06/22	08/06/22	Closed	
01-05	GSOC to confirm day and time for weekly meetings	GSOC	01/06/22	08/06/22	Closed	
01-06	GT to provide GSOC with doc review inventory	GT	01/06/22	08/06/22	Closed	
01-07	GT to provide GSOC with org review models	GT	01/06/22	08/06/22	Closed	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-08	GT to work with GSOC WG to draft introductory staff Comms	GT	01/06/22	08/06/22	Closed	
01-09	GT to draft staff survey questions	GT	01/06/22	08/06/22	Closed	
01-10	GT to schedule Risks and Issues workshop for first WG	GT	01/06/22	08/06/22	Closed	
02-01	GT to confirm GT point of contact for internal communications	GT	14/06/22	21/06/22	Closed	Point of contact – Lara Hutchinson
SW-02	GSOC to confirm attendees and groups for internal workshops/focus groups	GSOC	13/06/22	21/06/22	Closed	
SW-03	GSOC to provide contact details for interviewees	GSOC	13/06/22	21/06/22	Closed	Internal interviewee details received
02-02	GSOC to circulate internal communications	GSOC	14/06/22	21/06/22	Closed	
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
SW-05	GSOC to provide details and confirm points of contact for relevant external stakeholders, and issue comms to external stakeholders	GSOC	13/06/22	28/06/22	Closed	Comms to be issued 22/06/22
02-04	GT to facilitate a workshop regarding the report structure with the working group and agree on the strawman	GT	14/06/22	28/06/22	Closed	To be included in working group project meeting 28/06/22
04-01	GT to share revised project plan with GSOC for approval	GT	28/06/22	05/07/22	Closed	Shared 30/06/22
04-02	GT to share steering group deck to the WG for approval	GT	28/06/22	01/07/22	Closed	Shared 30/06/22
04-03	GT to share survey response numbers	GT	28/06/22	01/07/22	Closed	Shared 01/07/22

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
05-05	GT to circulate list of outstanding external stakeholder interviews to be organised	GT	05/07/22	05/07/22	Closed	Circulated 05/07/22
05-07	GSOC to approve and agree on additional risk being added to RAID log	GSOC	05/07/22	14/07/22	Closed	
05-03	GT to issue updated interview question set to GSOC WG for approval	GT	05/07/22	06/07/22	Closed	
05-04	GT to close survey on Friday, 08 July	GT	05/07/22	08/07/22	Closed	Closed with 117 responses out of c151 (77% response rate)
SW-04	GT to schedule interviews/workshops	GT	13/06/22	15/07/22	Closed	Workshops and internal one-to-ones scheduled External one-to-ones currently being scheduled
03-01	GT to assist GSOC with funding estimates for 2023/2024	GT & GSOC	21/06/22	27/07/22	Closed	Date pushed forward to week commencing 11/07/22
05-02	GSOC to provide list of processes for GT to begin process mapping, providing rough timescales for completing the process end-to-end	GSOC	05/07/22	08/07/22	Closed	Initial list received, further info TBC
05-06	GT to provide project update in WG project meeting, 14 July	GT	05/07/22	14/07/22	Closed	

Project RAG Status

Green

Commentary

- Project Initiation Complete
- Information gathering under way

Key activities

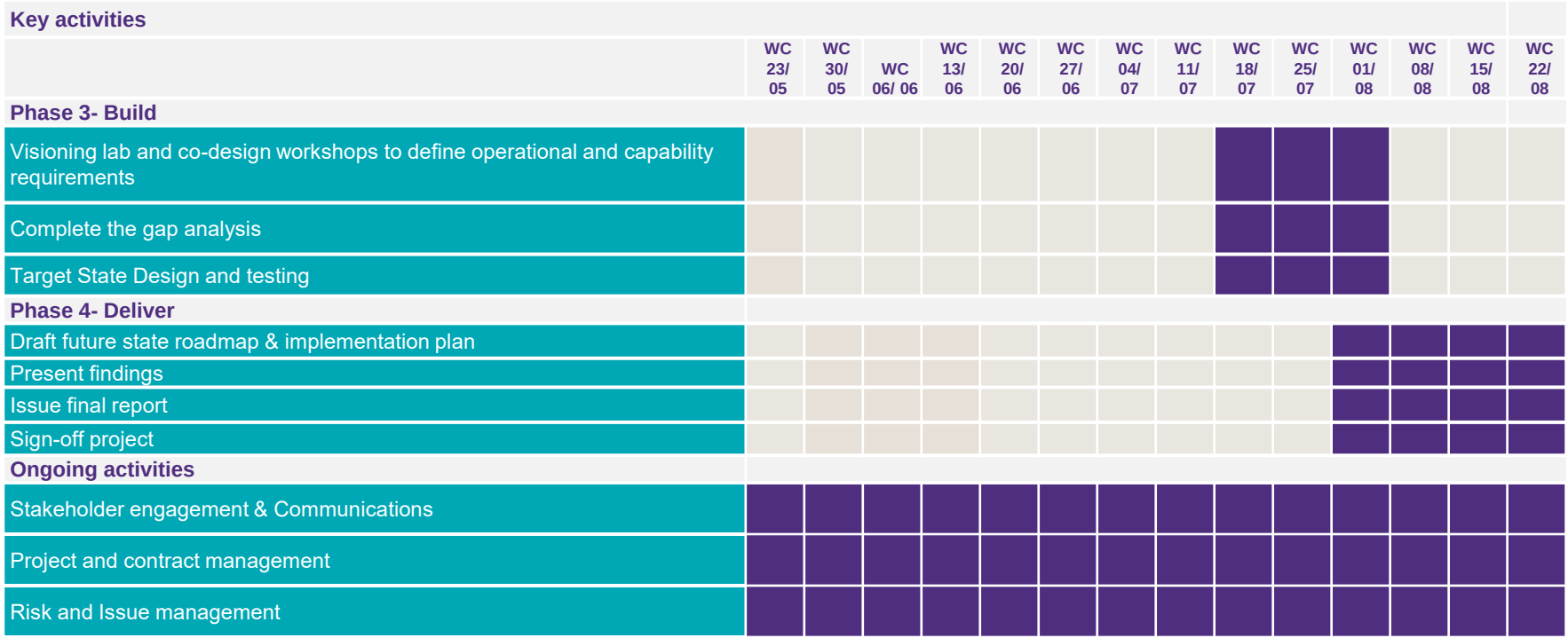
Phase 1: Project Initiation	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
Project Kick off meeting	■	■												
Confirm stakeholders and engagement plan	■	■	■											
Develop and agree governance, scope project plan, PID and ways of working	■	■												
Identify performance metrics and aligned information	■	■												
Agreement at a high level, the format of final report	■	■												
Phase 2- Discover														
Carry out desktop research and analysis including document review			■	■	■	■								
Conduct stakeholder mapping and consultations including staff surveys (if required)			■	■	■	■								
Conduct focus groups with identified participants				■	■	■	■	■	■	■				
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping				■	■	■	■	■	■	■				
Stakeholder one-to-one interviews and workshops				■	■	■	■	■	■	■				
Conduct benchmark analysis of international best practice				■	■	■	■	■	■	■				
Draft initial target state characteristics, design principles and capabilities				■	■	■	■	■	■	■				
Draft and delivery of interim report.				■	■	■	■	■	■	■				

Project RAG Status

Green

Commentary

- Project Initiation Complete
- Information gathering under way



RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	G
2	All	Availability of GSOC staff members for consultation sessions.	GSOC and GT to work together at a program level to ensure diary commitments are communicated in a timely fashion as early as possible to staff.	GT & GSOC	G
3	All	There is a risk that project requests will place demands on GSOC staff who need to continue performing BAU activities.	GSOC and GT to work together at a program level to ensure required resources are identified early and demands on time are minimised where possible.	GT & GSOC	G
4	All	Scheduling risk. The risk that activities will take longer than expected. May lead to delay in delivery.	Regular review of project progress and assessment of impediments.	GT	A
5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	G
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	A

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps and any other business

Next Steps :

- Continuing with stakeholder consultations – internal and external one-to-ones
- Survey Analysis in progress
- Process Mapping in progress

Next Meeting:

26 July 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 26 July 2022 (Meeting 8)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Project Plan update and RAG Status
Steering Group Pack for review
Risks and Issues
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	
06-01	GSOC to collate any KPI/SLA findings/information for process mapping and timings	GSOC	14/07/22	26/07/22	Open	
06-02	GSOC to discuss and confirm attendees for discussion surrounding administrative support for Investigators	GSOC	14/07/22	26/07/22	Open	Ellie and Louise scheduled meeting to discuss 20/07/22 Workshop being scheduled

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Closed	
01-02	GSOC to review and approve WG Report Pack	GSOC	01/06/22	08/06/22	Closed	
01-03	GSOC to consider and prepare draft Stakeholder Interview List	GSOC	01/06/22	21/06/22	Closed	Meeting to take place with NH & EF to plan and agree internal and external stakeholders to be included and approach
01-04	GSOC to confirm membership of Steering Group	GSOC	01/06/22	08/06/22	Closed	
01-05	GSOC to confirm day and time for weekly meetings	GSOC	01/06/22	08/06/22	Closed	
01-06	GT to provide GSOC with doc review inventory	GT	01/06/22	08/06/22	Closed	
01-07	GT to provide GSOC with org review models	GT	01/06/22	08/06/22	Closed	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-08	GT to work with GSOC WG to draft introductory staff Comms	GT	01/06/22	08/06/22	Closed	
01-09	GT to draft staff survey questions	GT	01/06/22	08/06/22	Closed	
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02-01	GT to confirm GT point of contact for internal communications	GT	14/06/22	21/06/22	Closed	Point of contact – Lara Hutchinson
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02-02	GSOC to circulate internal communications	GSOC	14/06/22	21/06/22	Closed	
02-03	GSOC to review and approve updated survey and interview questions	GSOC	14/06/22	28/06/22	Closed	Interview questions approved, awaiting survey questions approval Survey circulated 21/06/22
SW-05	GSOC to provide details and confirm points of contact for relevant external stakeholders, and issue comms to external stakeholders	GSOC	13/06/22	28/06/22	Closed	Comms to be issued 22/06/22
02-04	GT to facilitate a workshop regarding the report structure with the working group and agree on the strawman	GT	14/06/22	28/06/22	Closed	To be included in working group project meeting 28/06/22
04-01	GT to share revised project plan with GSOC for approval	GT	28/06/22	05/07/22	Closed	Shared 30/06/22
04-02	GT to share steering group deck to the WG for approval	GT	28/06/22	01/07/22	Closed	Shared 30/06/22
04-03	GT to share survey response numbers	GT	28/06/22	01/07/22	Closed	Shared 01/07/22

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
05-05	GT to circulate list of outstanding external stakeholder interviews to be organised	GT	05/07/22	05/07/22	Closed	Circulated 05/07/22
05-07	GSOC to approve and agree on additional risk being added to RAID log	GSOC	05/07/22	14/07/22	Closed	
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05-04	GT to close survey on Friday, 08 July	GT	05/07/22	08/07/22	Closed	Closed with 117 responses out of c151 (77% response rate)
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03-01	GT to assist GSOC with funding estimates for 2023/2024	GT & GSOC	21/06/22	27/07/22	Closed	Date pushed forward to week commencing 11/07/22
05-02	GSOC to provide list of processes for GT to begin process mapping, providing rough timescales for completing the process end-to-end	GSOC	05/07/22	08/07/22	Closed	Initial list received, further info TBC
05-06	GT to provide project update in WG project meeting, 14 July	GT	05/07/22	14/07/22	Closed	
06-03	GT to organise steering group meeting, week commencing 01/08/22	GT	14/07/22	19/07/22	Closed	Scheduled for the 2nd of August, Cork visit 3rd August

Project RAG Status

Green

Commentary

- Discovery Phase nearing Completion

Key activities

Phase 1: Project Initiation	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
Project Kick off meeting	■	■												
Confirm stakeholders and engagement plan	■	■	■											
Develop and agree governance, scope project plan, PID and ways of working	■	■												
Identify performance metrics and aligned information	■	■												
Agreement at a high level, the format of final report	■	■												
Phase 2- Discover														
Carry out desktop research and analysis including document review			■	■	■	■								
Conduct stakeholder mapping and consultations including staff surveys (if required)			■	■	■	■								
Conduct focus groups with identified participants				■	■	■	■	■	■	■				
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping				■	■	■	■	■	■	■				
Stakeholder one-to-one interviews and workshops				■	■	■	■	■	■	■	■			
Conduct benchmark analysis of international best practice				■	■	■	■	■	■	■	■			
Draft initial target state characteristics, design principles and capabilities				■	■	■	■	■	■	■	■			
Draft and delivery of interim report.				■	■	■	■	■	■	■	■	■		

Project RAG Status

Green

Commentary

- Preparation for Phase 3

Key activities	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
Phase 3- Build														
Visioning lab and co-design workshops to define operational and capability requirements												■		
Complete the gap analysis												■		
Target State Design and testing												■	■	
Phase 4- Deliver														
Draft future state roadmap & implementation plan													■	■
Present findings													■	■
Issue final report													■	■
Sign-off project													■	■
Ongoing activities														
Stakeholder engagement & Communications	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Project and contract management	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Risk and Issue management	■	■	■	■	■	■	■	■	■	■	■	■	■	■

RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	G
2	All	Availability of GSOC staff members for consultation sessions.	GSOC and GT to work together at a program level to ensure diary commitments are communicated in a timely fashion as early as possible to staff.	GT & GSOC	G
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5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]					
[redacted]					

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps and any other business

Next Steps :

- Continuing with stakeholder consultations – internal and external one-to-ones
- Survey Analysis in progress
- Process Mapping in progress

Next Meeting:

02 August 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 04 August 2022 (Meeting 9)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Steering Group – verbal update
Project Plan update and RAG Status (including Project Re-plan proposal)
Risks and Issues
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
06-01	GSOC to collate any KPI/SLA findings/information for process mapping and timings	GSOC	14/07/22	29/07/22	Open	Louise to circulate information
08-01	GT to schedule workshop on discussion surrounding administrative support for Investigators	GT	26/07/22	03/08/22	Open	

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Closed	
01-02	GSOC to review and approve WG Report Pack	GSOC	01/06/22	08/06/22	Closed	
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01-06	GT to provide GSOC with doc review inventory	GT	01/06/22	08/06/22	Closed	
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01-08	GT to work with GSOC WG to draft introductory staff Comms	GT	01/06/22	08/06/22	Closed	
01-09	GT to draft staff survey questions	GT	01/06/22	08/06/22	Closed	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-10	GT to schedule Risks and Issues workshop for first WG	GT	01/06/22	08/06/22	Closed	
02-01	GT to confirm GT point of contact for internal communications	GT	14/06/22	21/06/22	Closed	Point of contact – Lara Hutchinson
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04-01	GT to share revised project plan with GSOC for approval	GT	28/06/22	05/07/22	Closed	Shared 30/06/22
04-02	GT to share steering group deck to the WG for approval	GT	28/06/22	01/07/22	Closed	Shared 30/06/22
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05-05	GT to circulate list of outstanding external stakeholder interviews to be organised	GT	05/07/22	05/07/22	Closed	Circulated 05/07/22
05-07	GSOC to approve and agree on additional risk being added to RAID log	GSOC	05/07/22	14/07/22	Closed	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
05-03	GT to issue updated interview question set to GSOC WG for approval	GT	05/07/22	06/07/22	Closed	
05-04	GT to close survey on Friday, 08 July	GT	05/07/22	08/07/22	Closed	Closed with 117 responses out of c151 (77% response rate)
SW-04	GT to schedule interviews/workshops	GT	13/06/22	15/07/22	Closed	Workshops and internal one-to-ones scheduled External one-to-ones currently being scheduled
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06-02	GSOC to discuss and confirm attendees for discussion surrounding administrative support for Investigators	GSOC	14/07/22	26/07/22	Closed	Ellie and Louise scheduled meeting to discuss 20/07/22 Workshop being scheduled
06-03	GT to organise steering group meeting, week commencing 01/08/22	GT	14/07/22	19/07/22	Closed	Scheduled for the 2nd of August, Cork visit 3rd August
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
08-02	GSOC to review Steering Group Report Pack and to revert back with any feedback by Friday, 29/07/22	GSOC	26/07/22	29/07/22	Open	

Project RAG Status

Green

Commentary

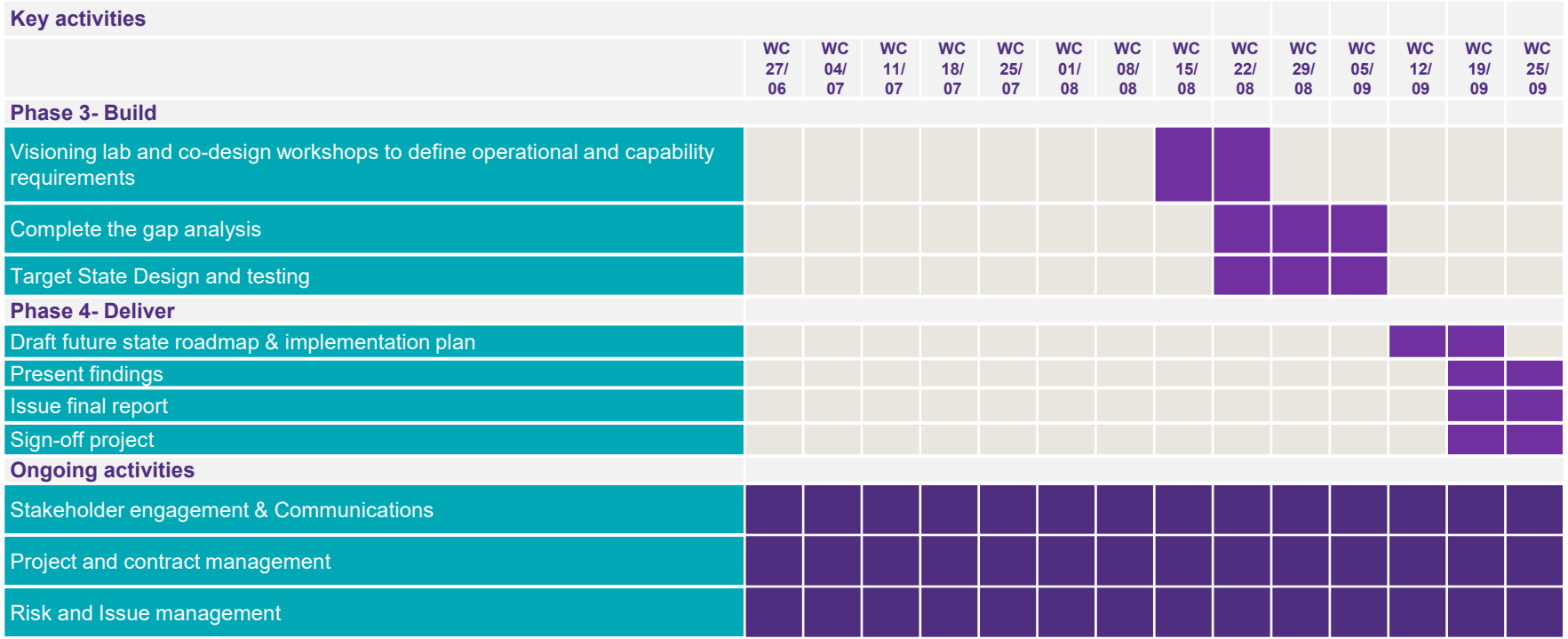
- Discovery Phase nearing Completion

Project RAG Status

Green

Commentary

- Preparation for Phase 3



RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	A
2	All	Availability of GSOC staff members for consultation sessions.	GSOC and GT to work together at a program level to ensure diary commitments are communicated in a timely fashion as early as possible to staff.	GT & GSOC	G
3	All	There is a risk that project requests will place demands on GSOC staff who need to continue performing BAU activities.	GSOC and GT to work together at a program level to ensure required resources are identified early and demands on time are minimised where possible.	GT & GSOC	G
4	All	Scheduling risk. The risk that activities will take longer than expected. May lead to delay in delivery.	Regular review of project progress and assessment of impediments.	GT	A
5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]					
[redacted]					

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps and any other business

Next Steps :

- Continuing with stakeholder consultations – internal and external one-to-ones
- Survey Analysis in progress
- Process Mapping in progress
- Draft interim report commenced

Next Meeting:

09 August 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 09 August 2022 (Meeting 10)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Project Plan update and RAG Status
Risks and Issues
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
06-01	GSOC to collate any KPI/SLA findings/information for process mapping and timings	GSOC	14/07/22	29/07/22	Open	Louise to circulate information
09-01	GSOC to circulate new project plan with relevant stakeholders for approval	GSOC	04/08/22	09/08/22	Open	
09-02	GSOC to share progress updates with GT on their review of the new Bill	GSOC	04/08/22	30/08/22	Open	
09-03	GSOC to send complaints information received by An Garda Síochána	GSOC	04/08/22	09/08/2022	Open	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Closed	
01-02	GSOC to review and approve WG Report Pack	GSOC	01/06/22	08/06/22	Closed	
01-03	GSOC to consider and prepare draft Stakeholder Interview List	GSOC	01/06/22	21/06/22	Closed	Meeting to take place with NH & EF to plan and agree internal and external stakeholders to be included and approach
01-04	GSOC to confirm membership of Steering Group	GSOC	01/06/22	08/06/22	Closed	
01-05	GSOC to confirm day and time for weekly meetings	GSOC	01/06/22	08/06/22	Closed	
01-06	GT to provide GSOC with doc review inventory	GT	01/06/22	08/06/22	Closed	
01-07	GT to provide GSOC with org review models	GT	01/06/22	08/06/22	Closed	
01-08	GT to work with GSOC WG to draft introductory staff Comms	GT	01/06/22	08/06/22	Closed	
01-09	GT to draft staff survey questions	GT	01/06/22	08/06/22	Closed	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-10	GT to schedule Risks and Issues workshop for first WG	GT	01/06/22	08/06/22	Closed	
02-01	GT to confirm GT point of contact for internal communications	GT	14/06/22	21/06/22	Closed	Point of contact – Lara Hutchinson
SW-02	GSOC to confirm attendees and groups for internal workshops/focus groups	GSOC	13/06/22	21/06/22	Closed	
SW-03	GSOC to provide contact details for interviewees	GSOC	13/06/22	21/06/22	Closed	Internal interviewee details received
02-02	GSOC to circulate internal communications	GSOC	14/06/22	21/06/22	Closed	
02-03	GSOC to review and approve updated survey and interview questions	GSOC	14/06/22	28/06/22	Closed	Interview questions approved, awaiting survey questions approval Survey circulated 21/06/22
SW-05	GSOC to provide details and confirm points of contact for relevant external stakeholders, and issue comms to external stakeholders	GSOC	13/06/22	28/06/22	Closed	Comms to be issued 22/06/22
02-04	GT to facilitate a workshop regarding the report structure with the working group and agree on the strawman	GT	14/06/22	28/06/22	Closed	To be included in working group project meeting 28/06/22
04-01	GT to share revised project plan with GSOC for approval	GT	28/06/22	05/07/22	Closed	Shared 30/06/22
04-02	GT to share steering group deck to the WG for approval	GT	28/06/22	01/07/22	Closed	Shared 30/06/22
04-03	GT to share survey response numbers	GT	28/06/22	01/07/22	Closed	Shared 01/07/22
05-05	GT to circulate list of outstanding external stakeholder interviews to be organised	GT	05/07/22	05/07/22	Closed	Circulated 05/07/22
05-07	GSOC to approve and agree on additional risk being added to RAID log	GSOC	05/07/22	14/07/22	Closed	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
05-03	GT to issue updated interview question set to GSOC WG for approval	GT	05/07/22	06/07/22	Closed	
05-04	GT to close survey on Friday, 08 July	GT	05/07/22	08/07/22	Closed	Closed with 117 responses out of c151 (77% response rate)
SW-04	GT to schedule interviews/workshops	GT	13/06/22	15/07/22	Closed	Workshops and internal one-to-ones scheduled External one-to-ones currently being scheduled
03-01	GT to assist GSOC with funding estimates for 2023/2024	GT & GSOC	21/06/22	27/07/22	Closed	Date pushed forward to week commencing 11/07/22
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05-06	GT to provide project update in WG project meeting, 14 July	GT	05/07/22	14/07/22	Closed	
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08-02	GSOC to review Steering Group Report Pack and to revert back with any feedback by Friday, 29/07/22	GSOC	26/07/22	29/07/22	Open	
08-01	GT to schedule workshop on discussion surrounding administrative support for Investigators	GT	26/07/22	03/08/22	Closed	

Project RAG Status

Green

Commentary

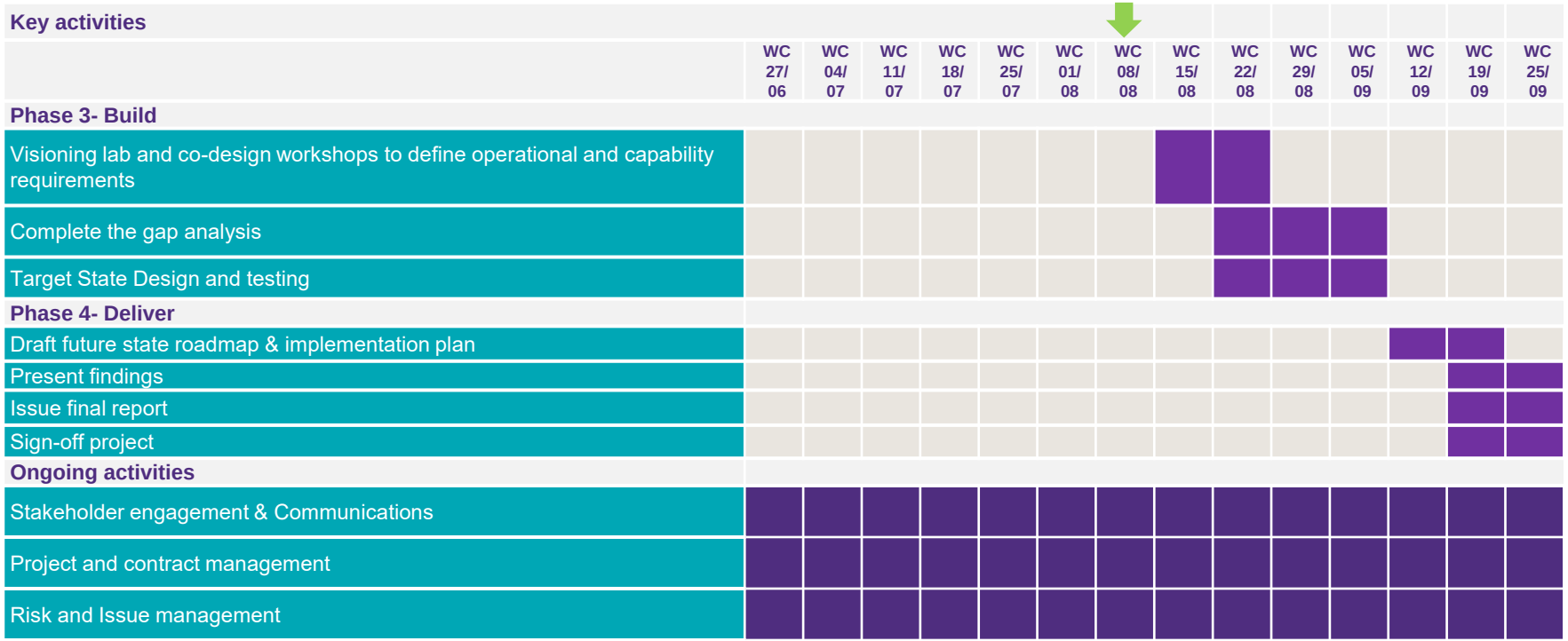
- Discovery Phase nearing Completion

Project RAG Status

Green

Commentary

- Preparation for Phase 3



RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	A
2	All	Availability of GSOC staff members for consultation sessions.	GSOC and GT to work together at a program level to ensure diary commitments are communicated in a timely fashion as early as possible to staff.	GT & GSOC	G
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[redacted]					

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps and any other business

Next Steps :

- Complete the final internal and external stakeholder interviews
- Survey Analysis Complete
- Benchmarking under way
- Process Mapping Complete
- Draft interim report commenced

Next Meeting:

16 August 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 16 August 2022 (Meeting 11)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Project Plan update and RAG Status
Spotlight
Risks and Issues
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
09-02	GSOC to share progress updates with GT on their review of the new Bill	GSOC	04/08/22	30/08/22	Open	Louise circulated relevant information Keeping this action open as review is ongoing
10-01	GT to continue working on the draft interim report	GT	09/08/22	19/08/22	Open	
10-02	GT to schedule in-person one-to-one with Peter	GT	09/08/22	16/08/22	Open	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Closed	
01-02	GSOC to review and approve WG Report Pack	GSOC	01/06/22	08/06/22	Closed	
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01-10	GT to schedule Risks and Issues workshop for first WG	GT	01/06/22	08/06/22	Closed	
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Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
02-02	GSOC to circulate internal communications	GSOC	14/06/22	21/06/22	Closed	
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Project Working Group Actions Log

Closed Actions

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[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	

Project RAG Status

Green

Commentary

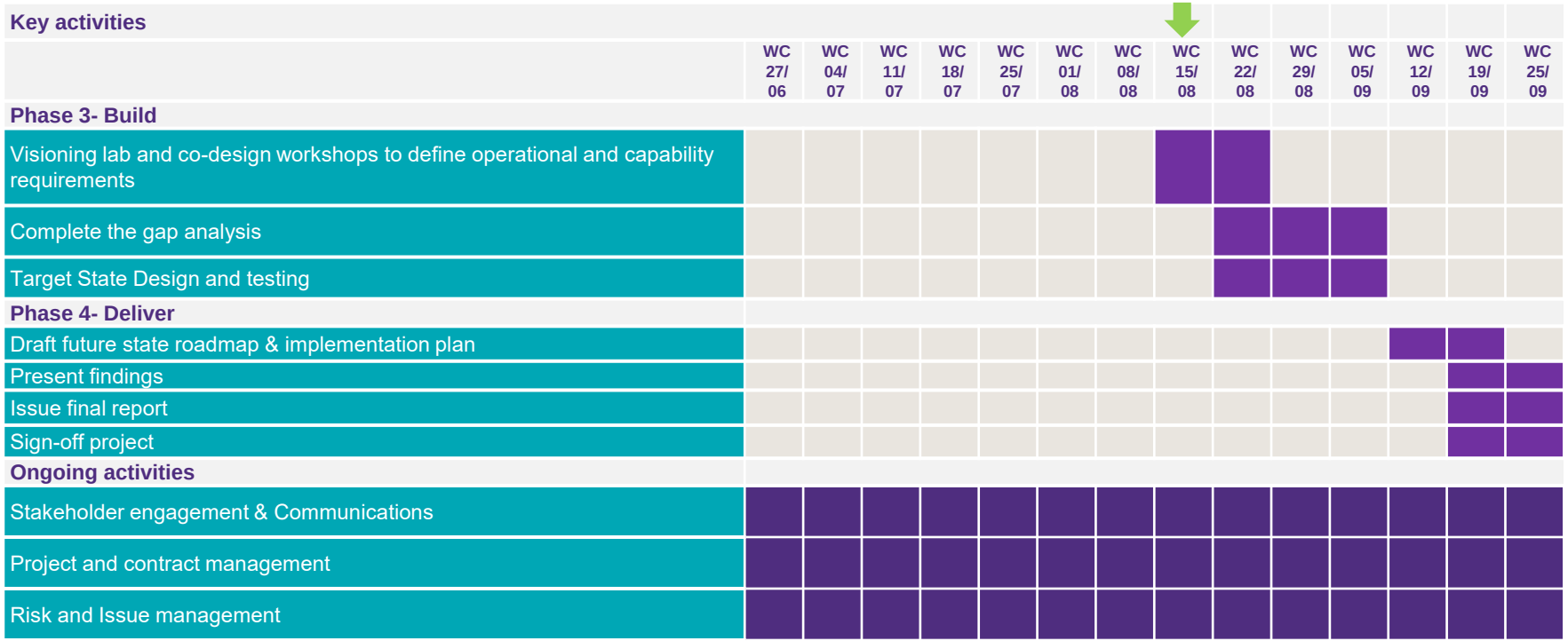
- Discovery Phase nearing Completion

Project RAG Status

Green

Commentary

- Preparation for Phase 3



Spotlights

- Admin Support Workshop
- Operations Training Cell

RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
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[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps and any other business

Next Steps :

- Complete the final internal and external stakeholder interviews
- Survey Analysis Complete
- Process Mapping Complete
- Benchmarking under way
- Draft interim report commenced

Next Meeting:

23 August 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 23 August 2022 (Meeting 12)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Project Plan update and RAG Status
Spotlight
Risks and Issues
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
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Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Closed	
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Project Working Group Actions Log

Closed Actions

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Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
10-02	GT to schedule in-person one-to-one with Peter	GT	09/08/22	16/08/22	Closed	Two meetings conducted

Project RAG Status

Amber

Commentary

- Discovery Phase nearing Completion

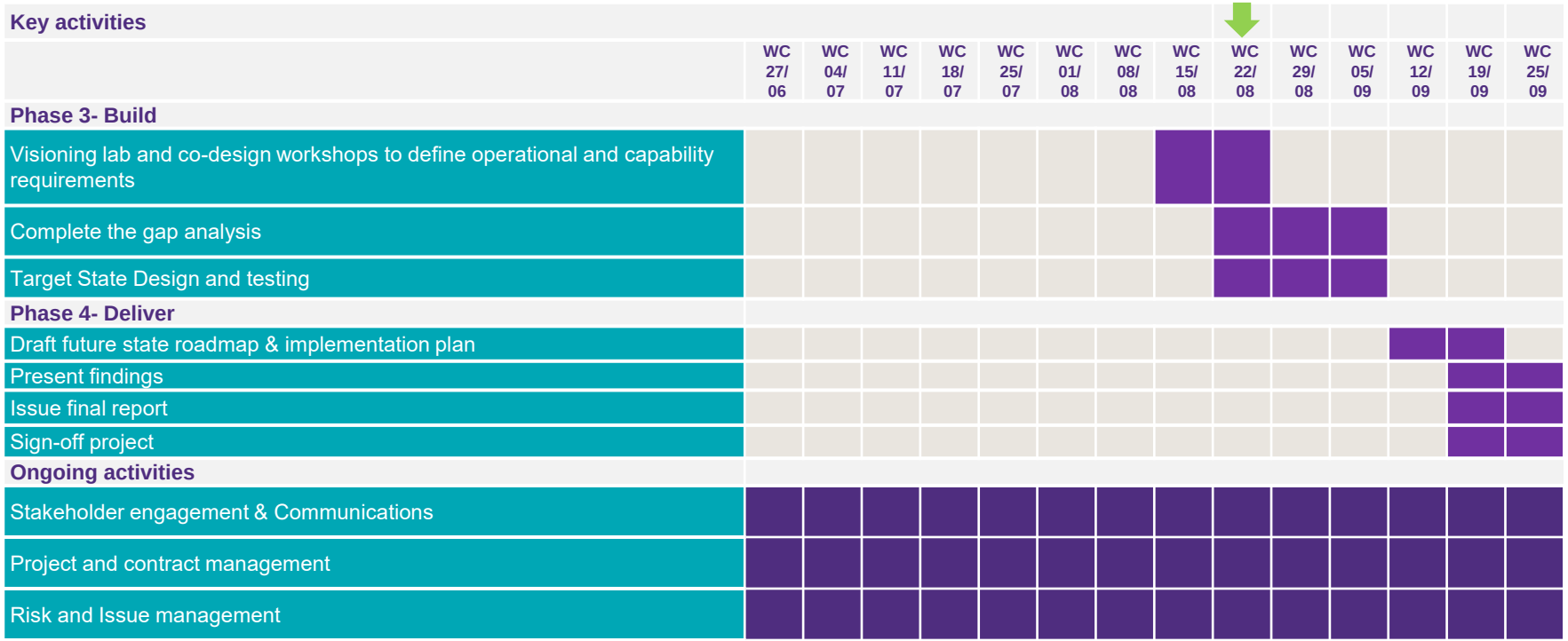
Key activities	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
Phase 1: Project Initiation														
Project Kick off meeting														
Confirm stakeholders and engagement plan														
Develop and agree governance, scope project plan, PID and ways of working														
Identify performance metrics and aligned information														
Agreement at a high level, the format of final report														
Phase 2- Discover														
Carry out desktop research and analysis including document review														
Conduct stakeholder mapping and consultations including staff surveys (if required)														
Conduct focus groups with identified participants														
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping														
Stakeholder one-to-one interviews and workshops														
Conduct benchmark analysis of international best practice														
Draft initial target state characteristics, design principles and capabilities														
Draft and delivery of interim report.														

Project RAG Status

Amber

Commentary

- Preparation for Phase 3



Spotlight

- Update on delivery of Interim Report

- Update on Benchmarking

RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	A
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3	All	There is a risk that project requests will place demands on GSOC staff who need to continue performing BAU activities.	GSOC and GT to work together at a program level to ensure required resources are identified early and demands on time are minimised where possible.	GT & GSOC	G
4	All	Scheduling risk. The risk that activities will take longer than expected. May lead to delay in delivery.	Regular review of project progress and assessment of impediments.	GT	A
5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]					G

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps and any other business

Next Steps :

- Complete the final external stakeholder interviews
- Survey Analysis Complete
- Process Mapping Complete
- Document Review Complete
- Benchmarking under way
- Draft interim report commenced

Next Meeting:

30 August 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 30 August 2022 (Meeting 13)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Project Plan update and RAG Status
Risks and Issues
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
09-02	GSOC to share progress updates with GT on their review of the new Bill	GSOC	04/08/22	30/08/22	Open	Louise circulated relevant information Keeping this action open as review is ongoing
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Closed	
01-02	GSOC to review and approve WG Report Pack	GSOC	01/06/22	08/06/22	Closed	
01-03	GSOC to consider and prepare draft Stakeholder Interview List	GSOC	01/06/22	21/06/22	Closed	Meeting to take place with NH & EF to plan and agree internal and external stakeholders to be included and approach
01-04	GSOC to confirm membership of Steering Group	GSOC	01/06/22	08/06/22	Closed	
01-05	GSOC to confirm day and time for weekly meetings	GSOC	01/06/22	08/06/22	Closed	
01-06	GT to provide GSOC with doc review inventory	GT	01/06/22	08/06/22	Closed	
01-07	GT to provide GSOC with org review models	GT	01/06/22	08/06/22	Closed	
01-08	GT to work with GSOC WG to draft introductory staff Comms	GT	01/06/22	08/06/22	Closed	
01-09	GT to draft staff survey questions	GT	01/06/22	08/06/22	Closed	
01-10	GT to schedule Risks and Issues workshop for first WG	GT	01/06/22	08/06/22	Closed	
02-01	GT to confirm GT point of contact for internal communications	GT	14/06/22	21/06/22	Closed	Point of contact – Lara Hutchinson
SW-02	GSOC to confirm attendees and groups for internal workshops/focus groups	GSOC	13/06/22	21/06/22	Closed	
SW-03	GSOC to provide contact details for interviewees	GSOC	13/06/22	21/06/22	Closed	Internal interviewee details received

Project Working Group Actions Log

Closed Actions

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02-04	GT to facilitate a workshop regarding the report structure with the working group and agree on the strawman	GT	14/06/22	28/06/22	Closed	To be included in working group project meeting 28/06/22
04-01	GT to share revised project plan with GSOC for approval	GT	28/06/22	05/07/22	Closed	Shared 30/06/22
04-02	GT to share steering group deck to the WG for approval	GT	28/06/22	01/07/22	Closed	Shared 30/06/22
04-03	GT to share survey response numbers	GT	28/06/22	01/07/22	Closed	Shared 01/07/22
05-05	GT to circulate list of outstanding external stakeholder interviews to be organised	GT	05/07/22	05/07/22	Closed	Circulated 05/07/22
05-07	GSOC to approve and agree on additional risk being added to RAID log	GSOC	05/07/22	14/07/22	Closed	
05-03	GT to issue updated interview question set to GSOC WG for approval	GT	05/07/22	06/07/22	Closed	
05-04	GT to close survey on Friday, 08 July	GT	05/07/22	08/07/22	Closed	Closed with 117 responses out of c151 (77% response rate)
SW-04	GT to schedule interviews/workshops	GT	13/06/22	15/07/22	Closed	Workshops and internal one-to-ones scheduled External one-to-ones currently being scheduled

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
03-01	GT to assist GSOC with funding estimates for 2023/2024	GT & GSOC	21/06/22	27/07/22	Closed	Date pushed forward to week commencing 11/07/22
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06-02	GSOC to discuss and confirm attendees for discussion surrounding administrative support for Investigators	GSOC	14/07/22	26/07/22	Closed	Ellie and Louise scheduled meeting to discuss 20/07/22 Workshop being scheduled
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08-01	GT to schedule workshop on discussion surrounding administrative support for Investigators	GT	26/07/22	03/08/22	Closed	
06-01	GSOC to collate any KPI/SLA findings/information for process mapping and timings	GSOC	14/07/22	29/07/22	Closed	Louise to circulate information
09-01	GSOC to circulate new project plan with relevant stakeholders for approval	GSOC	04/08/22	09/08/22	Closed	Approved
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
10-02	GT to schedule in-person one-to-one with Peter	GT	09/08/22	16/08/22	Closed	Two meetings conducted

Project RAG Status

Amber

Commentary

- Discovery Phase nearing Completion

Key activities

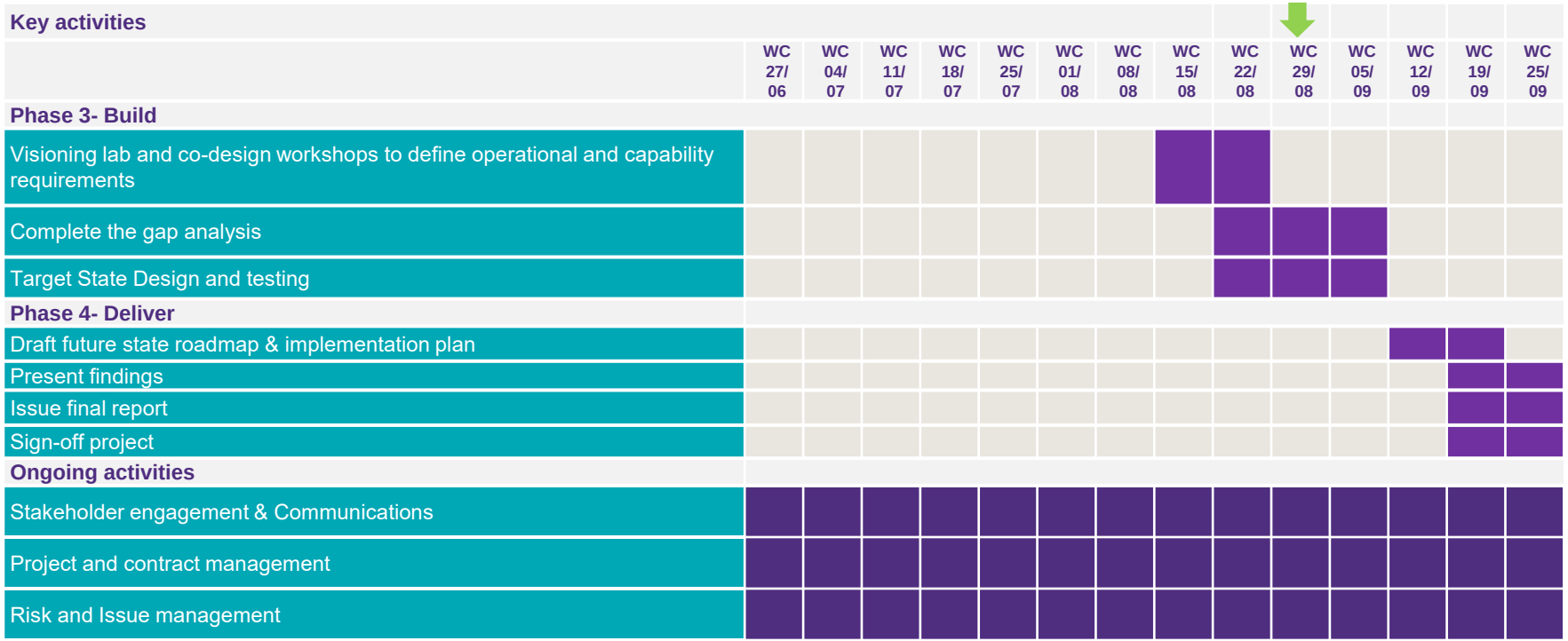
Phase 1: Project Initiation	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
Project Kick off meeting														
Confirm stakeholders and engagement plan														
Develop and agree governance, scope project plan, PID and ways of working														
Identify performance metrics and aligned information														
Agreement at a high level, the format of final report														
Phase 2- Discover														
Carry out desktop research and analysis including document review														
Conduct stakeholder mapping and consultations including staff surveys (if required)														
Conduct focus groups with identified participants														
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping														
Stakeholder one-to-one interviews and workshops														
Conduct benchmark analysis of international best practice														
Draft initial target state characteristics, design principles and capabilities														
Draft and delivery of interim report.														

Project RAG Status

Amber

Commentary

- Preparation for Phase 3



RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	A
2	All	Availability of GSOC staff members for consultation sessions.	GSOC and GT to work together at a program level to ensure diary commitments are communicated in a timely fashion as early as possible to staff.	GT & GSOC	G
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5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]					G

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps and any other business

Next Steps :

- Complete the final external stakeholder interviews
- Benchmarking under way
- Draft interim report to be shared with GSOC

Next Meeting:

6th September 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 07 September 2022 (Meeting 14)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Project Plan update and RAG Status
Risks and Issues
Proposed Next Steps and AOB

Project Working Group Actions Log

[redacted]

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
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Project Working Group Actions Log

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Project Working Group Actions Log

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Project Working Group Actions Log

Closed Actions

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Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
10-02	GT to schedule in-person one-to-one with Peter	GT	09/08/22	16/08/22	Closed	Two meetings conducted
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	

Project RAG Status

Amber

Commentary

- Discovery Phase Completed

Key activities

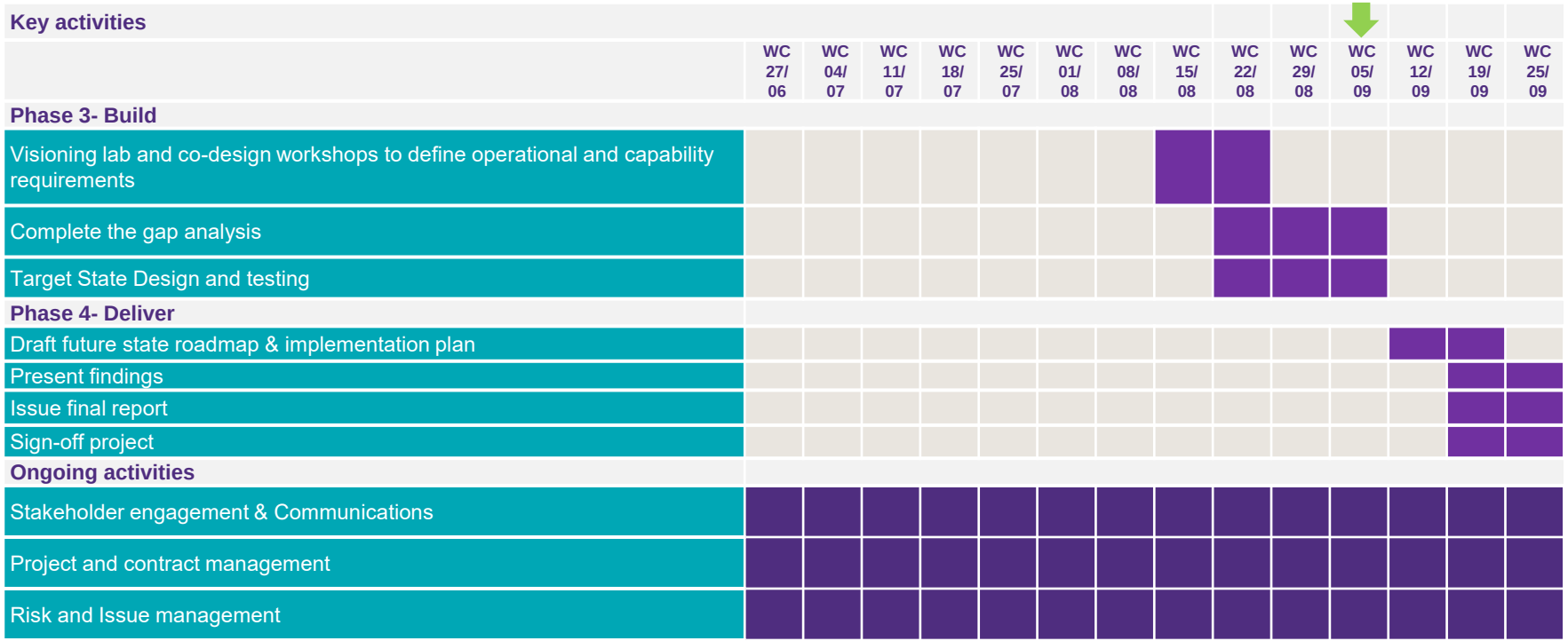
Phase 1: Project Initiation	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
Project Kick off meeting	■	■												
Confirm stakeholders and engagement plan	■	■	■											
Develop and agree governance, scope project plan, PID and ways of working	■	■												
Identify performance metrics and aligned information	■	■												
Agreement at a high level, the format of final report	■	■												
Phase 2- Discover														
Carry out desktop research and analysis including document review			■	■	■	■								
Conduct stakeholder mapping and consultations including staff surveys (if required)			■	■	■	■								
Conduct focus groups with identified participants				■	■	■	■	■	■	■				
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping				■	■	■	■	■	■	■				
Stakeholder one-to-one interviews and workshops				■	■	■	■	■	■	■	■			
Conduct benchmark analysis of international best practice				■	■	■	■	■	■	■	■			
Draft initial target state characteristics, design principles and capabilities				■	■	■	■	■	■	■	■			
Draft and delivery of interim report.				■	■	■	■	■	■	■	■	■	■	

Project RAG Status

Amber

Commentary

- Phase 3 in progress



RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
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5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]					G

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps and any other business

Next Steps :

- Complete the final external stakeholder interviews
- Benchmarking under way
- Review and complete the interim report

Next Meeting:

13 September 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 16 September 2022 (Meeting 15)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Project Plan update and RAG Status
Risks and Issues
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

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Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
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Project Working Group Actions Log

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Project Working Group Actions Log

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Project Working Group Actions Log

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Project RAG Status

Amber

Commentary

- Discovery Phase Completed

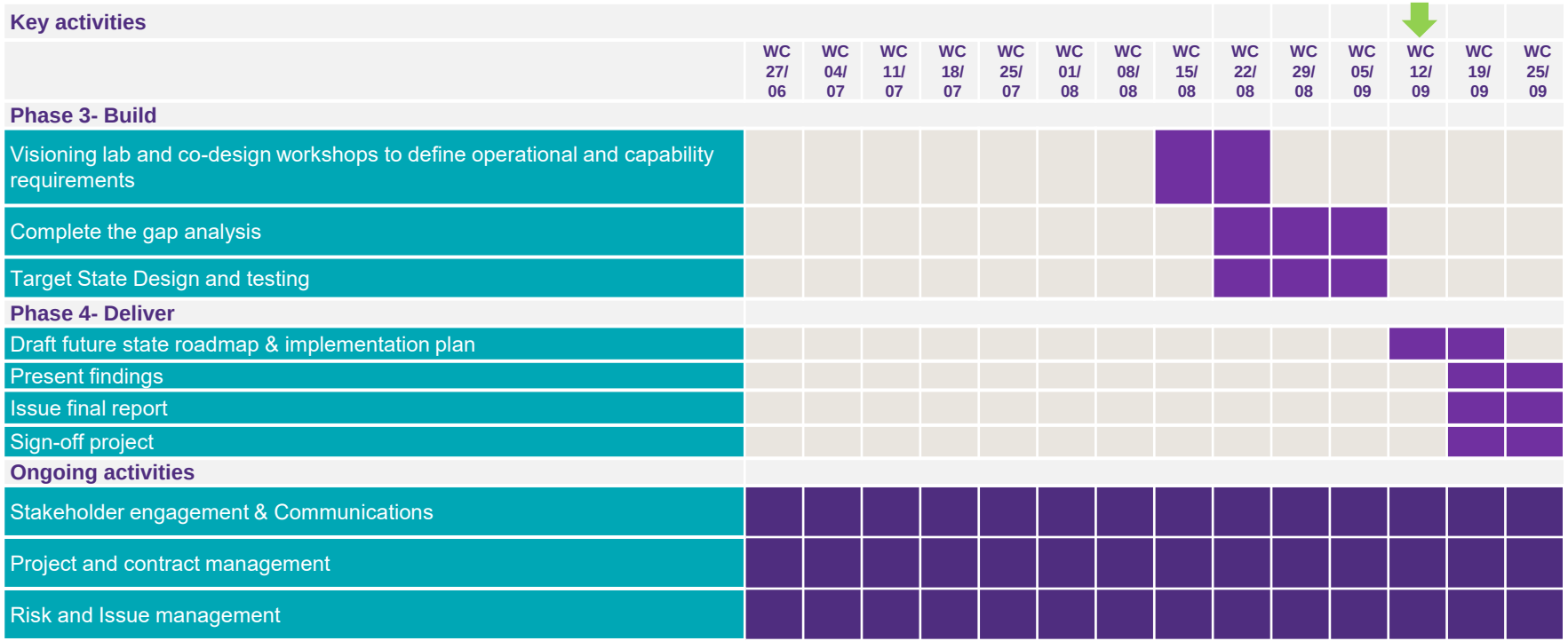
Key activities	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
Phase 1: Project Initiation														
Project Kick off meeting	■	■												
Confirm stakeholders and engagement plan	■	■	■											
Develop and agree governance, scope project plan, PID and ways of working	■	■												
Identify performance metrics and aligned information	■	■												
Agreement at a high level, the format of final report	■	■												
Phase 2- Discover														
Carry out desktop research and analysis including document review			■	■	■	■								
Conduct stakeholder mapping and consultations including staff surveys (if required)			■	■	■	■								
Conduct focus groups with identified participants				■	■	■	■	■	■	■				
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping				■	■	■	■	■	■	■				
Stakeholder one-to-one interviews and workshops				■	■	■	■	■	■	■	■			
Conduct benchmark analysis of international best practice				■	■	■	■	■	■	■	■			
Draft initial target state characteristics, design principles and capabilities				■	■	■	■	■	■	■	■			
Draft and delivery of interim report.				■	■	■	■	■	■	■	■	■	■	

Project RAG Status

Amber

Commentary

- Phase 3 in progress



RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	A
2	All	Availability of GSOC staff members for consultation sessions.	GSOC and GT to work together at a program level to ensure diary commitments are communicated in a timely fashion as early as possible to staff.	GT & GSOC	G
3	All	There is a risk that project requests will place demands on GSOC staff who need to continue performing BAU activities.	GSOC and GT to work together at a program level to ensure required resources are identified early and demands on time are minimised where possible.	GT & GSOC	G
4	All	Scheduling risk. The risk that activities will take longer than expected. May lead to delay in delivery.	Regular review of project progress and assessment of impediments.	GT	A
5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	G

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps and any other business

Next Steps :

- Complete the final external stakeholder interviews
- Benchmarking under way
- Review the interim report

Next Meeting:

20 September 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 27 September 2022 (Meeting 17)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Project Plan update and RAG Status
Risks and Issues
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
09-02	GSOC to share progress updates with GT on their review of the new Bill	GSOC	04/08/22	23/09/22	Open	Louise circulated relevant information Keeping this action open as review is ongoing GSOC to share draft next week 19/09/22
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
15-01	GT to re-baseline the project plan and circulate to GSOC working group for approval	GT	16/09/22	23/09/22	Open	Circulated to project group, awaiting approval from working group
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	
16-04	GSOC to share organisation chart without employee names	GSOC	22/09/22	04/10/22	Open	
16-05	GSOC to agree on dates for future state workshops	GSOC	22/09/22	04/10/22	Open	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Closed	
01-02	GSOC to review and approve WG Report Pack	GSOC	01/06/22	08/06/22	Closed	
01-03	GSOC to consider and prepare draft Stakeholder Interview List	GSOC	01/06/22	21/06/22	Closed	Meeting to take place with NH & EF to plan and agree internal and external stakeholders to be included and approach
01-04	GSOC to confirm membership of Steering Group	GSOC	01/06/22	08/06/22	Closed	
01-05	GSOC to confirm day and time for weekly meetings	GSOC	01/06/22	08/06/22	Closed	
01-06	GT to provide GSOC with doc review inventory	GT	01/06/22	08/06/22	Closed	
01-07	GT to provide GSOC with org review models	GT	01/06/22	08/06/22	Closed	
01-08	GT to work with GSOC WG to draft introductory staff Comms	GT	01/06/22	08/06/22	Closed	
01-09	GT to draft staff survey questions	GT	01/06/22	08/06/22	Closed	
01-10	GT to schedule Risks and Issues workshop for first WG	GT	01/06/22	08/06/22	Closed	
02-01	GT to confirm GT point of contact for internal communications	GT	14/06/22	21/06/22	Closed	Point of contact – Lara Hutchinson
SW-02	GSOC to confirm attendees and groups for internal workshops/focus groups	GSOC	13/06/22	21/06/22	Closed	
SW-03	GSOC to provide contact details for interviewees	GSOC	13/06/22	21/06/22	Closed	Internal interviewee details received

Project Working Group Actions Log

300

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
02-02	GSOC to circulate internal communications	GSOC	14/06/22	21/06/22	Closed	
02-03	GSOC to review and approve updated survey and interview questions	GSOC	14/06/22	28/06/22	Closed	Interview questions approved, awaiting survey questions approval Survey circulated 21/06/22
SW-05	GSOC to provide details and confirm points of contact for relevant external stakeholders, and issue comms to external stakeholders	GSOC	13/06/22	28/06/22	Closed	Comms to be issued 22/06/22
02-04	GT to facilitate a workshop regarding the report structure with the working group and agree on the strawman	GT	14/06/22	28/06/22	Closed	To be included in working group project meeting 28/06/22
04-01	GT to share revised project plan with GSOC for approval	GT	28/06/22	05/07/22	Closed	Shared 30/06/22
04-02	GT to share steering group deck to the WG for approval	GT	28/06/22	01/07/22	Closed	Shared 30/06/22
04-03	GT to share survey response numbers	GT	28/06/22	01/07/22	Closed	Shared 01/07/22
05-05	GT to circulate list of outstanding external stakeholder interviews to be organised	GT	05/07/22	05/07/22	Closed	Circulated 05/07/22
05-07	GSOC to approve and agree on additional risk being added to RAID log	GSOC	05/07/22	14/07/22	Closed	
05-03	GT to issue updated interview question set to GSOC WG for approval	GT	05/07/22	06/07/22	Closed	
05-04	GT to close survey on Friday, 08 July	GT	05/07/22	08/07/22	Closed	Closed with 117 responses out of c151 (77% response rate)
SW-04	GT to schedule interviews/workshops	GT	13/06/22	15/07/22	Closed	Workshops and internal one-to-ones scheduled External one-to-ones currently being scheduled

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
03-01	GT to assist GSOC with funding estimates for 2023/2024	GT & GSOC	21/06/22	27/07/22	Closed	Date pushed forward to week commencing 11/07/22
05-02	GSOC to provide list of processes for GT to begin process mapping, providing rough timescales for completing the process end-to-end	GSOC	05/07/22	08/07/22	Closed	Initial list received, further info TBC
05-06	GT to provide project update in WG project meeting, 14 July	GT	05/07/22	14/07/22	Closed	
06-02	GSOC to discuss and confirm attendees for discussion surrounding administrative support for Investigators	GSOC	14/07/22	26/07/22	Closed	Ellie and Louise scheduled meeting to discuss 20/07/22 Workshop being scheduled
06-03	GT to organise steering group meeting, week commencing 01/08/22	GT	14/07/22	19/07/22	Closed	Scheduled for the 2nd of August, Cork visit 3rd August
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
08-02	GSOC to review Steering Group Report Pack and to revert back with any feedback by Friday, 29/07/22	GSOC	26/07/22	29/07/22	Open	
08-01	GT to schedule workshop on discussion surrounding administrative support for Investigators	GT	26/07/22	03/08/22	Closed	
06-01	GSOC to collate any KPI/SLA findings/information for process mapping and timings	GSOC	14/07/22	29/07/22	Closed	Louise to circulate information
09-01	GSOC to circulate new project plan with relevant stakeholders for approval	GSOC	04/08/22	09/08/22	Closed	Approved
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
10-02	GT to schedule in-person one-to-one with Peter	GT	09/08/22	16/08/22	Closed	Two meetings conducted
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Project RAG Status

Green

Commentary

- Discovery Phase Completed

Key activities

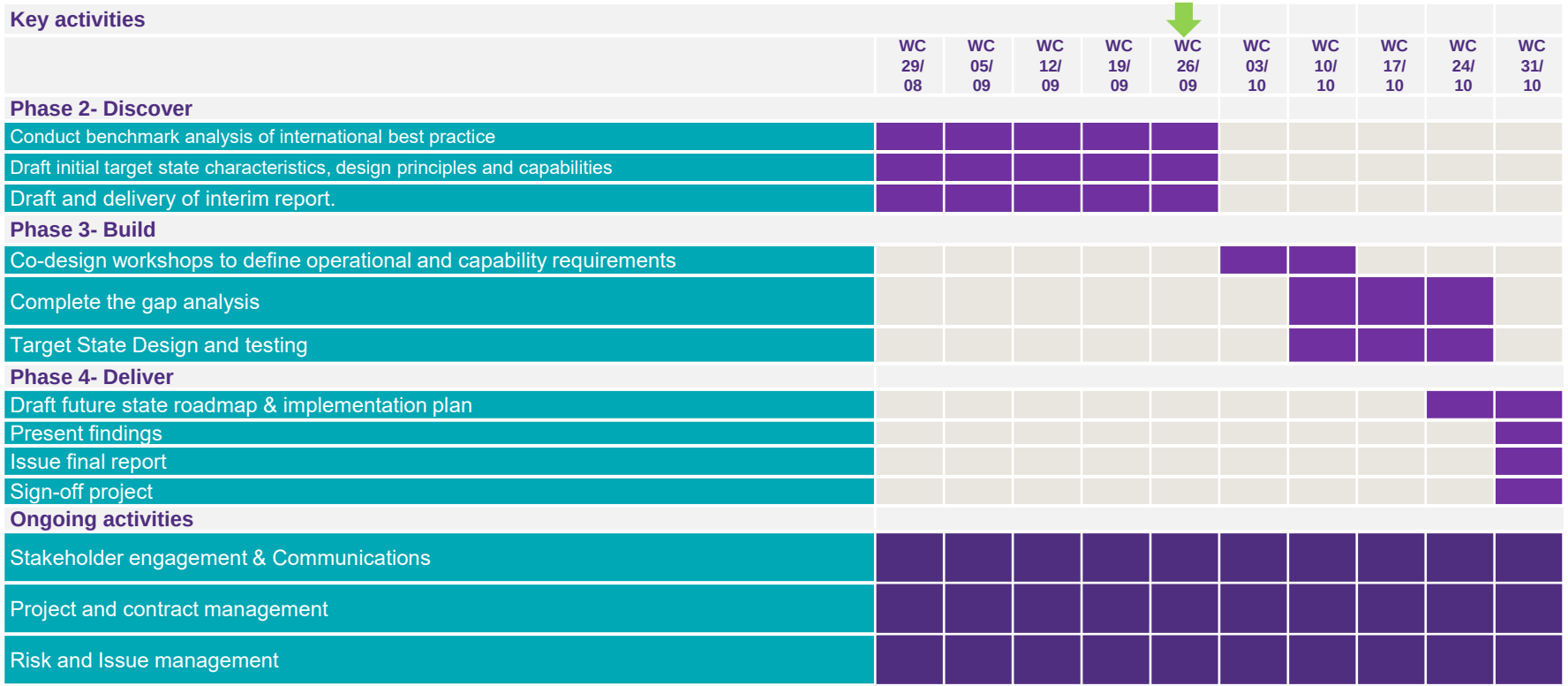
Phase 1: Project Initiation	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
Project Kick off meeting	■	■												
Confirm stakeholders and engagement plan	■	■	■											
Develop and agree governance, scope project plan, PID and ways of working	■	■												
Identify performance metrics and aligned information	■	■												
Agreement at a high level, the format of final report	■	■												
Phase 2- Discover														
Carry out desktop research and analysis including document review			■	■	■	■								
Conduct stakeholder mapping and consultations including staff surveys (if required)			■	■	■	■								
Conduct focus groups with identified participants				■	■	■	■	■	■	■				
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping				■	■	■	■	■	■	■				
Stakeholder one-to-one interviews and workshops				■	■	■	■	■	■	■	■			
Conduct benchmark analysis of international best practice				■	■	■	■	■	■	■	■	■	■	■
Draft initial target state characteristics, design principles and capabilities				■	■	■	■	■	■	■	■	■	■	■
Draft and delivery of interim report.				■	■	■	■	■	■	■	■	■	■	■

Project RAG Status

Green

Commentary

- Phase 3 preparation



RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	A
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5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]					G

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps and any other business

Next Steps :

- Complete the final external stakeholder interviews
- Benchmarking under way
- Finalise the As-Is report
- Prepare for the future focused workshops

Next Meeting:

04 October 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 04 October 2022 (Meeting 18)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Project Plan update and RAG Status
Risks and Issues
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
09-02	GSOC to share progress updates with GT on their review of the new Bill	GSOC	04/08/22	23/09/22	Open	Louise circulated relevant information Keeping this action open as review is ongoing GSOC to share draft next week 19/09/22 GSOC to circulate to GT
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Closed	
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Project Working Group Actions Log

Closed Actions

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Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
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[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
10-02	GT to schedule in-person one-to-one with Peter	GT	09/08/22	16/08/22	Closed	Two meetings conducted
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[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
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16-04	GSOC to share organisation chart without employee names	GSOC	22/09/22	04/10/22	Closed	
16-05	GSOC to agree on dates for future state workshops	GSOC	22/09/22	04/10/22	Closed	2 half day sessions scheduled for workshop 1: 4th and 5th October Currently confirming date for second workshop
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Project RAG Status

Green

Commentary

- Discovery Phase Completed

Key activities

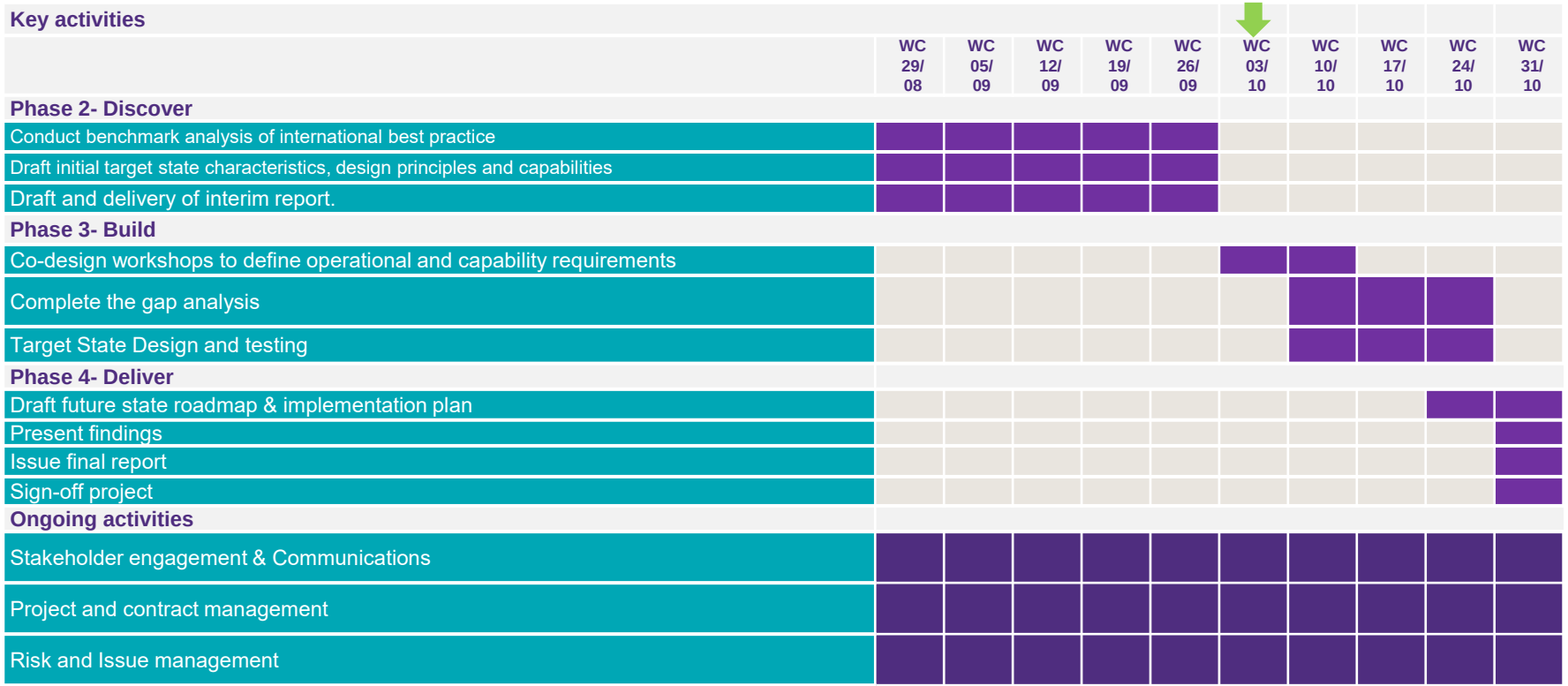
Phase 1: Project Initiation	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
Project Kick off meeting	■	■												
Confirm stakeholders and engagement plan	■	■	■											
Develop and agree governance, scope project plan, PID and ways of working	■	■												
Identify performance metrics and aligned information	■	■												
Agreement at a high level, the format of final report	■	■												
Phase 2- Discover														
Carry out desktop research and analysis including document review			■	■	■	■								
Conduct stakeholder mapping and consultations including staff surveys (if required)			■	■	■	■								
Conduct focus groups with identified participants				■	■	■	■	■	■	■				
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping				■	■	■	■	■	■	■				
Stakeholder one-to-one interviews and workshops				■	■	■	■	■	■	■	■			
Conduct benchmark analysis of international best practice				■	■	■	■	■	■	■	■	■	■	■
Draft initial target state characteristics, design principles and capabilities				■	■	■	■	■	■	■	■	■	■	■
Draft and delivery of interim report.				■	■	■	■	■	■	■	■	■	■	■

Project RAG Status

Green

Commentary

- Phase 3 started



RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	A
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[redacted]					G

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps and any other business

Next Steps :

- Complete the final external stakeholder interviews
- Benchmarking under way
- Finalise the As-Is report
- Complete the future focused workshops

Next Meeting:

11 October 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 14 October 2022 (Meeting 19)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Project Plan update and RAG Status
Risks and Issues
Spotlight – SMT Future Focused Workshop
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
18-02	Schedule Steering Group Meeting – GSOC to confirm availability	GT & GSOC	06/10/22	14/10/22	Open	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Closed	
01-02	GSOC to review and approve WG Report Pack	GSOC	01/06/22	08/06/22	Closed	
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Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
02-02	GSOC to circulate internal communications	GSOC	14/06/22	21/06/22	Closed	
02-03	GSOC to review and approve updated survey and interview questions	GSOC	14/06/22	28/06/22	Closed	Interview questions approved, awaiting survey questions approval Survey circulated 21/06/22
SW-05	GSOC to provide details and confirm points of contact for relevant external stakeholders, and issue comms to external stakeholders	GSOC	13/06/22	28/06/22	Closed	Comms to be issued 22/06/22
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05-07	GSOC to approve and agree on additional risk being added to RAID log	GSOC	05/07/22	14/07/22	Closed	
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Project Working Group Actions Log

Closed Actions

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Project RAG Status

Green

Commentary

- Discovery Phase Completed

Key activities

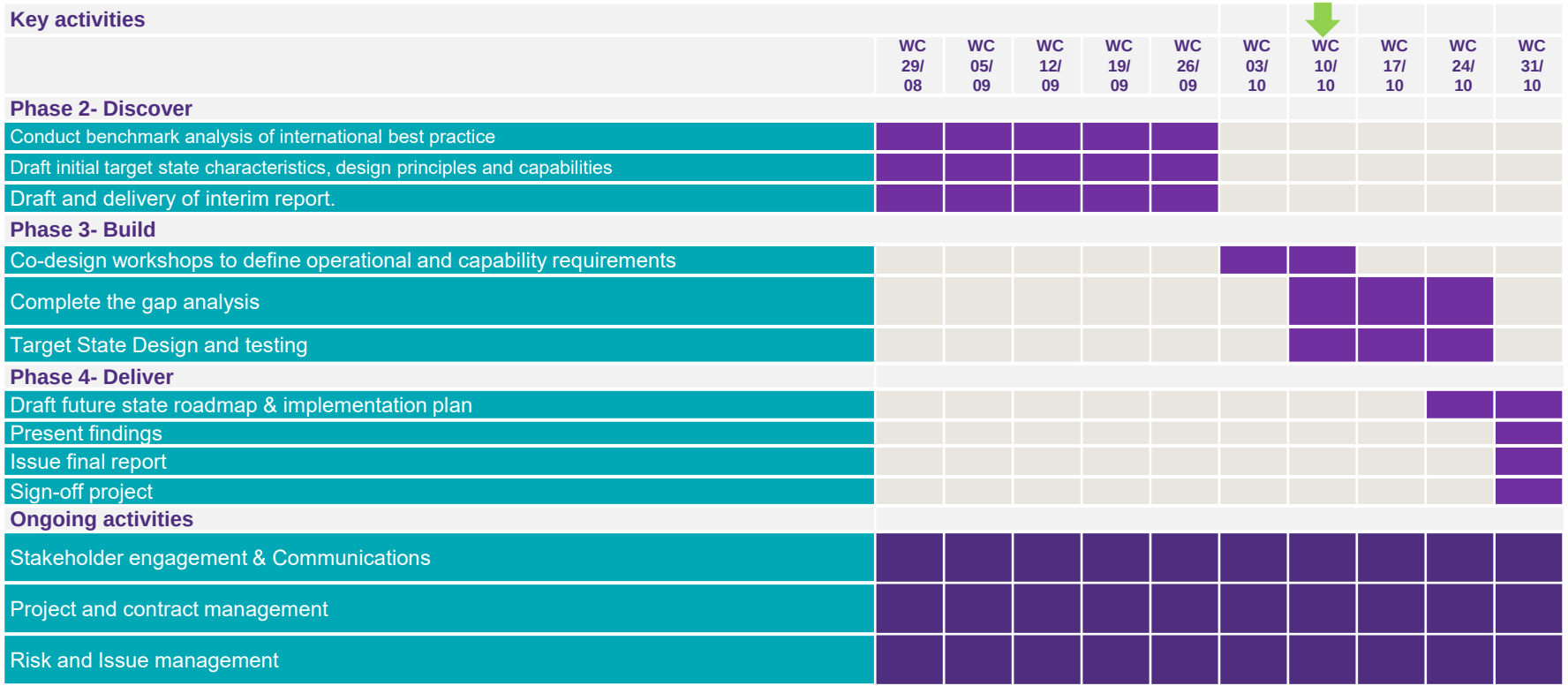
Phase 1: Project Initiation	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
Project Kick off meeting	■	■												
Confirm stakeholders and engagement plan	■	■	■											
Develop and agree governance, scope project plan, PID and ways of working	■	■												
Identify performance metrics and aligned information	■	■												
Agreement at a high level, the format of final report	■	■												
Phase 2- Discover														
Carry out desktop research and analysis including document review			■	■	■	■								
Conduct stakeholder mapping and consultations including staff surveys (if required)			■	■	■	■								
Conduct focus groups with identified participants				■	■	■	■	■	■	■				
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping				■	■	■	■	■	■	■				
Stakeholder one-to-one interviews and workshops				■	■	■	■	■	■	■	■			
Conduct benchmark analysis of international best practice				■	■	■	■	■	■	■	■	■	■	■
Draft initial target state characteristics, design principles and capabilities				■	■	■	■	■	■	■	■	■	■	■
Draft and delivery of interim report.				■	■	■	■	■	■	■	■	■	■	■

Project RAG Status

Green

Commentary

- Phase 3 started



RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
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2	All	Availability of GSOC staff members for consultation sessions.	GSOC and GT to work together at a program level to ensure diary commitments are communicated in a timely fashion as early as possible to staff.	GT & GSOC	G
3	All	There is a risk that project requests will place demands on GSOC staff who need to continue performing BAU activities.	GSOC and GT to work together at a program level to ensure required resources are identified early and demands on time are minimised where possible.	GT & GSOC	G
4	All	Scheduling risk. The risk that activities will take longer than expected. May lead to delay in delivery.	Regular review of project progress and assessment of impediments.	GT	A
5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]					G

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Spotlight

- SMT Future Focused Workshop

Next Steps and any other business

Next Steps :

- Complete the final external stakeholder interviews
- Benchmarking under way
- Finalise the As-Is report
- Begin target state design

Next Meeting:

18 October 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 18 October 2022 (Meeting 20)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Project Plan update and RAG Status
Risks and Issues
Spotlight – High Level Overview of Future State Report Design
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
11-01	GSOC to reach out to DPP to organise meeting with GT	GSOC	16/08/22	29/09/22	Open	• DPP to get in touch with GSOC third week of September to arrange • [redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
18-02	Schedule Steering Group Meeting – GSOC to confirm availability	GT & GSOC	06/10/22	14/10/22	Open	GT to confirm availability with GSOC for suggested dates and times

Project Working Group Actions Log

Closed Actions

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01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Closed	
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Project Working Group Actions Log

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Project RAG Status

Green

Commentary

- Discovery Phase Completed

Key activities

Phase 1: Project Initiation	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
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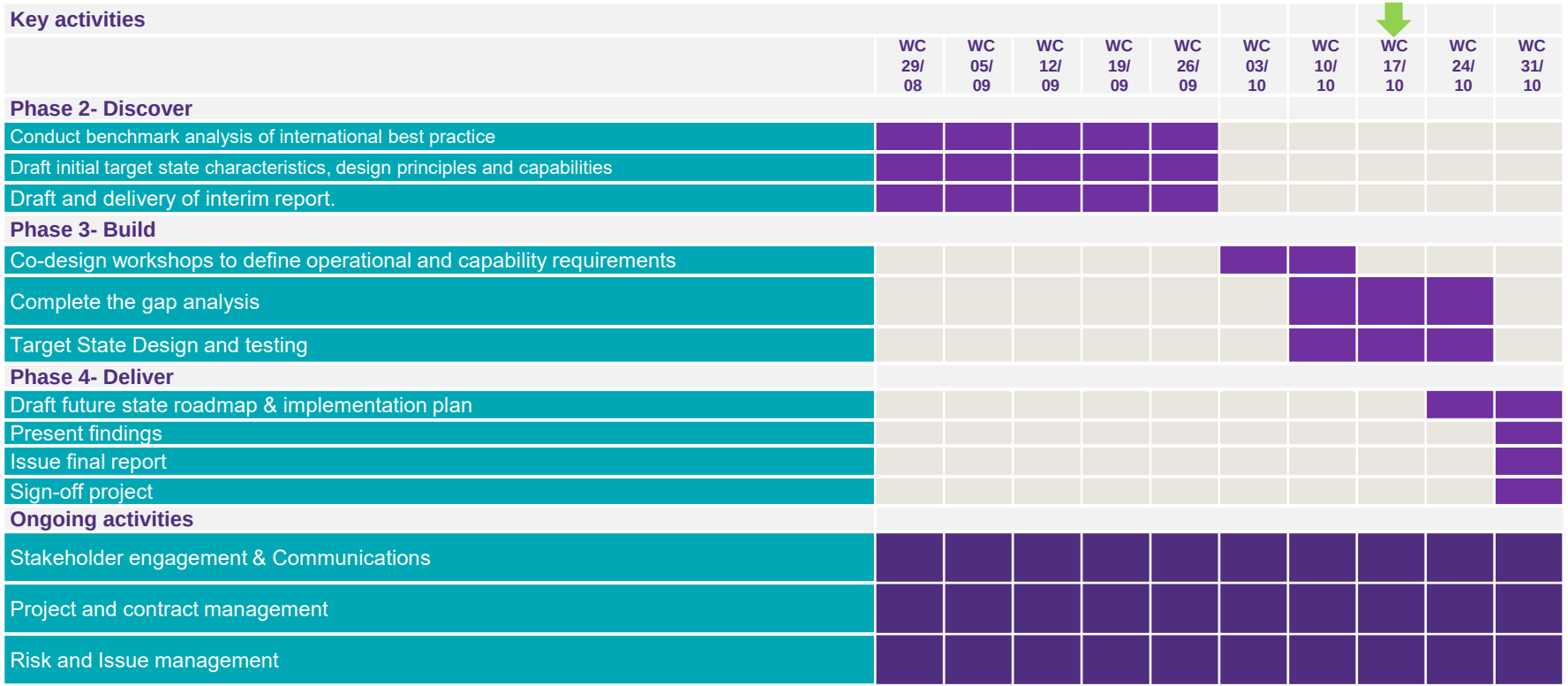
Conduct benchmark analysis of international best practice				■	■	■	■	■	■	■	■	■	■	■
Draft initial target state characteristics, design principles and capabilities				■	■	■	■	■	■	■	■	■	■	■
Draft and delivery of interim report.				■	■	■	■	■	■	■	■	■	■	■

Project RAG Status

Green

Commentary

- Phase 3 started



RAID Log - Risks

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Project Issues

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Future State Report

Sections
Organisational Structure • As-Is Structure • Future Structure
Future Operating Model
Future Processes and Systems
Future Skills and Competencies Required
Future Resourcing Needs
High Level Implementation Roadmap

Next Steps and any other business

Next Steps :

- Complete the final external stakeholder interviews
- Benchmarking under way
- Finalise the As-Is report
- Continue target state design

Next Meeting:

25 October 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 25 October 2022 (Meeting 21)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Project Plan update and RAG Status
Risks and Issues
Spotlight – High Level Overview of Future State Report Design
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

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[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
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18-02	Schedule Steering Group Meeting – GSOC to confirm availability	GT & GSOC	06/10/22	14/10/22	Closed	GT to confirm availability with GSOC for suggested dates and times
20-01	GSOC to revert back with approval, or any amendments required to the Steering Group Deck	GSOC	18/10/22	20/10/22	Closed	
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Project RAG Status

Green

Commentary

- Commencement of Phase 4

Key activities

Phase 1: Project Initiation	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
Project Kick off meeting	■	■												
Confirm stakeholders and engagement plan	■	■	■											
Develop and agree governance, scope project plan, PID and ways of working	■	■												
Identify performance metrics and aligned information	■	■												
Agreement at a high level, the format of final report	■	■												
Phase 2- Discover														
Carry out desktop research and analysis including document review			■	■	■	■								
Conduct stakeholder mapping and consultations including staff surveys (if required)			■	■	■	■								
Conduct focus groups with identified participants				■	■	■	■	■	■	■				
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping				■	■	■	■	■	■	■				
Stakeholder one-to-one interviews and workshops				■	■	■	■	■	■	■	■			
Conduct benchmark analysis of international best practice				■	■	■	■	■	■	■	■	■	■	■
Draft initial target state characteristics, design principles and capabilities				■	■	■	■	■	■	■	■	■	■	■
Draft and delivery of interim report.				■	■	■	■	■	■	■	■	■	■	■

Project RAG Status

Green

Commentary

- Commencement of phase 4

Key activities	WC 29/ 08	WC 05/ 09	WC 12/ 09	WC 19/ 09	WC 26/ 09	WC 03/ 10	WC 10/ 10	WC 17/ 10	WC 24/ 10	WC 31/ 10
Phase 2- Discover										
Conduct benchmark analysis of international best practice	■	■	■	■	■					
Draft initial target state characteristics, design principles and capabilities	■	■	■	■	■					
Draft and delivery of interim report.	■	■	■	■	■					
Phase 3- Build										
Co-design workshops to define operational and capability requirements						■	■			
Complete the gap analysis							■	■	■	
Target State Design and testing							■	■	■	
Phase 4- Deliver										
Draft future state roadmap & implementation plan									■	■
Present findings										■
Issue final report										■
Sign-off project										■
Ongoing activities										
Stakeholder engagement & Communications	■	■	■	■	■	■	■	■	■	■
Project and contract management	■	■	■	■	■	■	■	■	■	■
Risk and Issue management	■	■	■	■	■	■	■	■	■	■

RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	A
2	All	Availability of GSOC staff members for consultation sessions.	GSOC and GT to work together at a program level to ensure diary commitments are communicated in a timely fashion as early as possible to staff.	GT & GSOC	G
3	All	There is a risk that project requests will place demands on GSOC staff who need to continue performing BAU activities.	GSOC and GT to work together at a program level to ensure required resources are identified early and demands on time are minimised where possible.	GT & GSOC	G
4	All	Scheduling risk. The risk that activities will take longer than expected. May lead to delay in delivery.	Regular review of project progress and assessment of impediments.	GT	A
5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]					G

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps and any other business

Next Steps :

- Complete the final external stakeholder interviews
- Finalise the As-Is report
- Complete final report and recommendations

Next Meeting:

01 November 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 01 November 2022 (Meeting 22)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Project Plan update and RAG Status
Risks and Issues
Spotlight – Design Principles
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
01-01	GSOC to review and approve PID	GSOC	01/06/22	21/06/22	Closed	
01-02	GSOC to review and approve WG Report Pack	GSOC	01/06/22	08/06/22	Closed	
01-03	GSOC to consider and prepare draft Stakeholder Interview List	GSOC	01/06/22	21/06/22	Closed	Meeting to take place with NH & EF to plan and agree internal and external stakeholders to be included and approach
01-04	GSOC to confirm membership of Steering Group	GSOC	01/06/22	08/06/22	Closed	
01-05	GSOC to confirm day and time for weekly meetings	GSOC	01/06/22	08/06/22	Closed	
01-06	GT to provide GSOC with doc review inventory	GT	01/06/22	08/06/22	Closed	
01-07	GT to provide GSOC with org review models	GT	01/06/22	08/06/22	Closed	
01-08	GT to work with GSOC WG to draft introductory staff Comms	GT	01/06/22	08/06/22	Closed	
01-09	GT to draft staff survey questions	GT	01/06/22	08/06/22	Closed	
01-10	GT to schedule Risks and Issues workshop for first WG	GT	01/06/22	08/06/22	Closed	
02-01	GT to confirm GT point of contact for internal communications	GT	14/06/22	21/06/22	Closed	Point of contact – Lara Hutchinson
SW-02	GSOC to confirm attendees and groups for internal workshops/focus groups	GSOC	13/06/22	21/06/22	Closed	
SW-03	GSOC to provide contact details for interviewees	GSOC	13/06/22	21/06/22	Closed	Internal interviewee details received

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
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02-03	GSOC to review and approve updated survey and interview questions	GSOC	14/06/22	28/06/22	Closed	Interview questions approved, awaiting survey questions approval Survey circulated 21/06/22
SW-05	GSOC to provide details and confirm points of contact for relevant external stakeholders, and issue comms to external stakeholders	GSOC	13/06/22	28/06/22	Closed	Comms to be issued 22/06/22
02-04	GT to facilitate a workshop regarding the report structure with the working group and agree on the strawman	GT	14/06/22	28/06/22	Closed	To be included in working group project meeting 28/06/22
04-01	GT to share revised project plan with GSOC for approval	GT	28/06/22	05/07/22	Closed	Shared 30/06/22
04-02	GT to share steering group deck to the WG for approval	GT	28/06/22	01/07/22	Closed	Shared 30/06/22
04-03	GT to share survey response numbers	GT	28/06/22	01/07/22	Closed	Shared 01/07/22
05-05	GT to circulate list of outstanding external stakeholder interviews to be organised	GT	05/07/22	05/07/22	Closed	Circulated 05/07/22
05-07	GSOC to approve and agree on additional risk being added to RAID log	GSOC	05/07/22	14/07/22	Closed	
05-03	GT to issue updated interview question set to GSOC WG for approval	GT	05/07/22	06/07/22	Closed	
05-04	GT to close survey on Friday, 08 July	GT	05/07/22	08/07/22	Closed	Closed with 117 responses out of c151 (77% response rate)
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Project Working Group Actions Log

Closed Actions

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06-01	GSOC to collate any KPI/SLA findings/information for process mapping and timings	GSOC	14/07/22	29/07/22	Closed	Louise to circulate information
09-01	GSOC to circulate new project plan with relevant stakeholders for approval	GSOC	04/08/22	09/08/22	Closed	Approved
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	

Project Working Group Actions Log

Closed Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
10-02	GT to schedule in-person one-to-one with Peter	GT	09/08/22	16/08/22	Closed	Two meetings conducted
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
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Project Working Group Actions Log

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[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Project RAG Status

Green

Commentary

- Final stage of Phase 4

Key activities

Phase 1: Project Initiation	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
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Carry out desktop research and analysis including document review			■	■	■	■								
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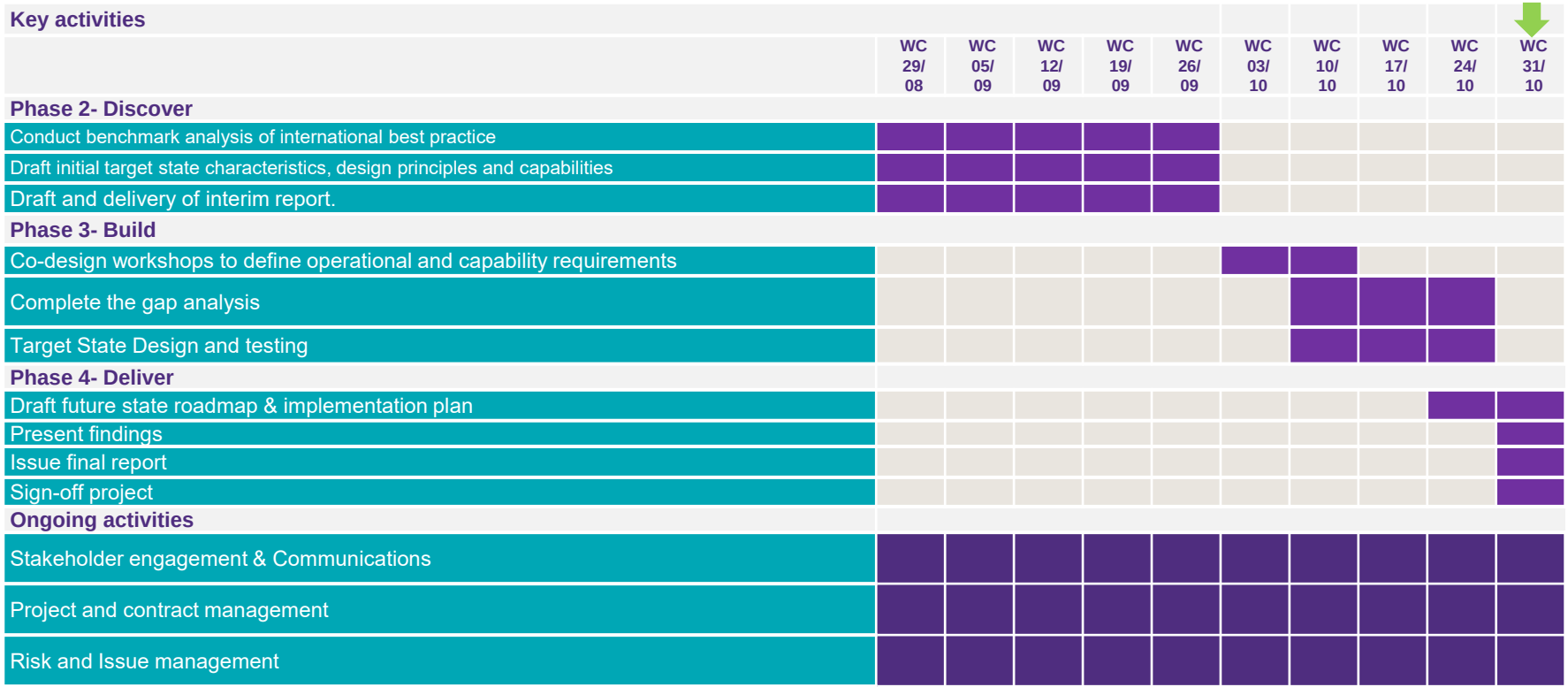
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping				■	■	■	■	■	■	■				
Stakeholder one-to-one interviews and workshops				■	■	■	■	■	■	■	■			
Conduct benchmark analysis of international best practice				■	■	■	■	■	■	■	■	■	■	■
Draft initial target state characteristics, design principles and capabilities				■	■	■	■	■	■	■	■	■	■	■
Draft and delivery of interim report.				■	■	■	■	■	■	■	■	■	■	■

Project RAG Status

Green

Commentary

- Final stage of phase 4



RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
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3	All	There is a risk that project requests will place demands on GSOC staff who need to continue performing BAU activities.	GSOC and GT to work together at a program level to ensure required resources are identified early and demands on time are minimised where possible.	GT & GSOC	G
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5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	G

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Spotlight – Design Principles

The proposed Design Principles from the future state workshops are as follows:

- GSOC will seek to prioritise cross-functional collaboration across all units in order to empower a common purpose and a unified organisational focus;
- GSOC will seek to enforce a clearly articulated leadership structure, facilitating alignment of objectives and delivery of the long term vision and strategy;
- GSOC will seek to put people at the forefront of everything they do, and make the organisation a great place to work. They will embed a learning culture, and seek to be an organisation where continuous improvement and staff development is at the core;
- GSOC will seek to delegate decision making to the appropriate level of the organisation, empowering and supporting staff through the transition;
- GSOC will seek to promote public accountability through effective external stakeholder engagement (including the public) and communication (external and internal), and will seek to demonstrate independence in police oversight through visibility and transparency;
- GSOC will seek to enhance their level of expertise and efficiency in the face of increasing demands on resources, and the implementation of the draft legislation; and
- GSOC will define appropriate spans of control and organisational layers and will adhere to this principle in order to ensure effectiveness and efficiency of organisation design is enhanced and maintained.

Next Steps and any other business

Next Steps :

- Complete final report and recommendations
- Workshop the Leadership and Culture Recommendations with the Commissioners and Directors

Next Meeting:

08 November 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 08 November 2022 (Meeting 23)

Grant Thornton

Agenda

Agenda Item
Actions/Decisions for today
Project Plan update and RAG Status
Risks and Issues
Proposed Next Steps and AOB

Project Working Group Actions Log

Open Actions

#	Action High-Level	Owner	Start Date	End Date	Status	Comment
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Project Working Group Actions Log

Closed Actions

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Project Working Group Actions Log

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15-[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
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[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Project RAG Status

Green

Commentary

- Final stage of Phase 4

Key activities

Phase 1: Project Initiation	WC 23/ 05	WC 30/ 05	WC 06/ 06	WC 13/ 06	WC 20/ 06	WC 27/ 06	WC 04/ 07	WC 11/ 07	WC 18/ 07	WC 25/ 07	WC 01/ 08	WC 08/ 08	WC 15/ 08	WC 22/ 08
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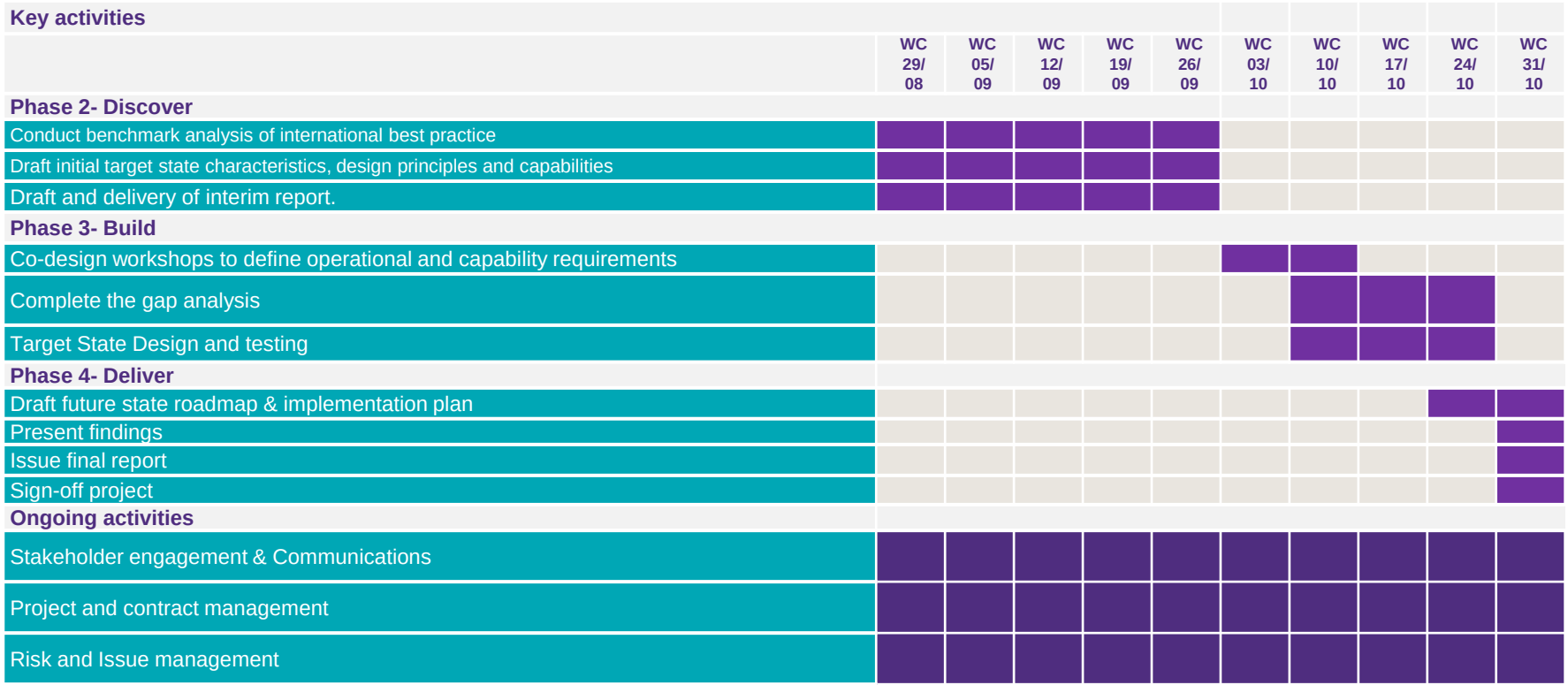
Conduct stakeholder mapping and consultations including staff surveys (if required)			■	■	■	■								
Conduct focus groups with identified participants				■	■	■	■	■	■	■				
Assess the existing management and organisation structures including PESTLE and SWOT analysis and SIPOC process mapping				■	■	■	■	■	■	■				
Stakeholder one-to-one interviews and workshops				■	■	■	■	■	■	■	■			
Conduct benchmark analysis of international best practice				■	■	■	■	■	■	■	■	■	■	■
Draft initial target state characteristics, design principles and capabilities				■	■	■	■	■	■	■	■	■	■	■
Draft and delivery of interim report.				■	■	■	■	■	■	■	■	■	■	■

Project RAG Status

Green

Commentary

- Final stage of phase 4



RAID Log - Risks

No.	Risk Type	Risk Description	Risk Mitigation Steps	Owner	Current Status
1	All	Project team not making progress with the plan.	Structured communication, supported by senior management buy-in. General and specific one to one, and group engagement depending on the challenge.	GT & GSOC	A
2	All	Availability of GSOC staff members for consultation sessions.	GSOC and GT to work together at a program level to ensure diary commitments are communicated in a timely fashion as early as possible to staff.	GT & GSOC	G
3	All	There is a risk that project requests will place demands on GSOC staff who need to continue performing BAU activities.	GSOC and GT to work together at a program level to ensure required resources are identified early and demands on time are minimised where possible.	GT & GSOC	G
4	All	Scheduling risk. The risk that activities will take longer than expected. May lead to delay in delivery.	Regular review of project progress and assessment of impediments.	GT	A
5	People	Loss of critical staff (GSOC or GT)	Resource management procedures in place to monitor GSOC and GT resources.	GT & GSOC	G
[redacted]	[redacted]	[redacted]	[redacted]	GT	G

Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Next Steps and any other business

Next Steps :

- Complete final report and recommendations
- Reviewing amendments of the As-Is report
- Design principles session scheduled 08/11/2022

Next Meeting:

15 November 2022

Any other Business

Garda Ombudsman
INQUIRY INDEPENDENCE IMPARTIALITY

Garda Síochána Ombudsman Commission

Review of the Current Operational Business Model and Recommendations on its Potential Future

Project Working Group Pack

Meeting date: 05 July 2022 (Meeting 5)

Grant Thornton

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Project Issues

There are no issues raised at this point, however this is a living document and will be updated as required and should any issues or change arise.

Note on the Phase 1 Project Group Meeting

09 February 2022

1. **Actions List / Decisions Log**

   A review of the actions and decisions log was provided for new members to the group.

2. **Speaker: Martina Colville, Head of Corporate, Department of Justice on Organisational Transformation**

   As part of ongoing learning on change management for the Project Group another speaker was invited to present to the group.

   The group welcomed Ms Martina Colville, Assistant Secretary in the Department of Justice (DoJ) who managed the recent and significant project on Transformation within the DoJ. Martina led a discussion in the context of the DoJ change programme and shared learning points that were considered relevant to GSOC. Martina expressed a willingness to send on any information and that she was happy to share collateral with other agencies.

   Martina outlined that the DoJ wanted to build an organisation for purpose - honesty, acceptance and need for change were highlighted as key. It was also essential that staff owned what happened to the organisation. She mentioned the concept of VUCA (standing for Volatile, Uncertain, Complex and Ambiguous) when referring to the environment in which DOJ works and the need to be agile in responding to that environment in developing systems and processes which are future fit.

   Transforming the organisation made the DoJ more effective & resilient- building capacity both structurally and personally and instilling a can-do mindset and confidence.

   The DoJ had a 9-month timeline to implement Transformation – she noted that a short timeframe focuses the mind and invests an energy to the process. The pace of change is extremely important- the longer a transformation or change takes to implement the harder it is to sustain energy and enthusiasm surrounding it. She advised to consider a timescale that can be managed without exhausting energy and resources. Time should be carved out for the project- It needs to be made a priority.

   There was small project team who were leading the Transformation fulltime and a larger working group that acted as advocates for change throughout the DoJ. It was important from the outset that there was clarity on objectives.

   The DoJ also used external resources provided by consultants EY. However, it was critically important that DoJ staff took the lead (opened all workshops etc.) in making decisions and being perceived to be leading the transformation. This set the tone- that

the DoJ had ownership of the project and were working 'in partnership' with EY consultants who brought specialist skill sets and expertise.

Martina then answered questions from the P1 Project Group which are attached in the appendix.

3. **Update on GSOC Observations on Heads of Bill and interaction with DOJ**

A meeting was held with the DoJ in December which gave GSOC an opportunity to provide further clarity on the matters that GSOC has set out in its submission on the Bill and to seek clarity from the DoJ in relation to a number of issues. DoJ confirmed that they are awaiting the next draft of Bill to be published, which is likely to follow the receipt of the report of the Oireachtas pre-legislative scrutiny phase.

It is understood that the Oireachtas Justice Committee is currently drafting its report. The Justice Committee have indicated that they have received, and given consideration to, GSOC's submission, which will be appended to their report, but do not anticipate inviting GSOC to meet with them due to the timeframe available to prepare their report. The Committee is expected to finalise its report for submission to the Minister for Justice after one further hearing with the staff associations on 15 February. GSOC will be interested to see the outcome of these proceedings with a view to determine whether any follow up communication is required with Oireachtas Committee.

4. **Communicating transition**

The December edition of Oversight contained an article about Transition.

IT has made the Transition landing page more prominent on Orion- It is now accessible through featured links on homepage.

The Annual Report will contain a chapter dedicated to Transition- this will give an opportunity to further develop language around transition.

5. **Information on next steps for Work Themes and Streams**

A visual of the work themes and streams spreadsheet has been designed. This provides for an overview of the overarching themes.

It is planned that in preparing the 2022 business plan many of the activities which will feature in the with Themes and Streams for 2022 will be reflected in the Business plan which will dovetail closely with transition related work.

6. **Innovation: Case study**

A Case study on innovation around the admissibility process was presented by Kathryn Doherty, with an explanation of how innovation has improved both the process and outcome, increasing the effectiveness and efficiency, as is GSOC's statutory obligation.

Following a meeting with the Commission and proposal from the SCO's, a change in practice has resulted in admissibility decisions being devolved to the SCO's leading to greater autonomy, greater efficiency and effectiveness. The bureaucratic burden has been lifted and only decisions that need to go to the Commission now do so. The process will be subject to Quality Management review.

7. **Update on New CMS Group, including discussion of ToR**

Draft Terms of Reference (ToR) have been issued and circulated as of 8/2/2022. Feedback was requested from the group in advance of submitting the TORs for Commission approval. The agreed deadline is 18/02/2022.

It was agreed that the leads for the CMS and Knowledge Management groups will meet with the Transition Team in advance of next CMS Group meeting.

The need to manage documents in a better, more efficient manner was highlighted with input sought from operational and administrative areas of GSOC. Particular focus to be given to data protection and security.

The CMS group are meeting with other public bodies who have recently procured case management systems and are seeking feedback.

The following areas were mentioned as important considerations for new CMS system:

- to create a document on human rights and equality compliance,
- to incorporate an improved complainant user face,
- for GSOC to become an innovator on police data, and
- to prepare for new legislative obligation on research and analysis and the identification of patterns of complaints.

8. **Risk Management**

Further work is being undertaken on the project risks to ensure that they are aligned with the GSOC Risk Register. It was requested that each sub-project also identifies project risks and that these are escalated to Transition Lead where necessary.

9. **AOB**

It was noted that the SRFT for the procurement of business analysis and other services to support the project has been finalised. It is expected that this will be advertised by OGP pending final DOJ approval of the funding.

Next P1 Meeting to take place in April 2022.

Note of Phase 1 Project Group Meeting

11 May 2022

1. Action List/ Decisions Log

The purpose of actions and decisions log was explained to the group.

2. Update on GSOC/DOJ and GSOC/AGS contacts and Legislative process

Engagement with the Department of Justice (DoJ) is ongoing with the broader implementation project of PS&CS Bill. Correspondence has been received from Deputy Secretary John O'Callaghan in relation to the PS&CS Implementation Programme (which has 8 workstreams) seeking nominations from GSOC for the two Governance structures within the Programme.

GSOC nominations have been put forward as follows:

- Commissioner Emily Logan- GSOC representative on the Programme Board, which has responsibility for strategic direction.
- Aileen Healy – GSOC representative on the Implementation Steering Group, which has responsibility for oversight and monitoring of the Implementation Programme.

The groups are to meet in the coming weeks.

There has been no change with regard to the status of the Bill, as the pre-legislative scrutiny report from the Oireachtas Justice Committee has not yet been finalised. According to Minister McEntee, she expects the Bill to be brought to government and published before the summer recess with implementation likely before the end of 2022.

GSOC is seeking to arrange a meeting of the GSOC/An Garda Síochána working group to explore areas of commonality within the PS&CS Bill. Aileen Healy, Jon Leeman, Claire O'Regan and Barbara Page will represent GSOC.

3. Update on SRFT Process for Transformation Review

The tender went out to the OGP on the 9th March for an organisational transformation review, consisting of a full business analysis of GSOC and a roadmap for the reformed organisation, taking account the implications of the Bill.

It is intended that the recommendations flowing from the review will inform our future resource requirements.

The Tender Evaluation Team met to assess applications. The OGP are to notify the successful and unsuccessful bidder. GSOC hopes to meet with the successful bidder w/c 16/05/2022.

Funding for the additional budget required to meet the costs of the business analysis has been approved by the DOJ.

4. New CMS Group: Terms of Reference and update

The TOR have been adjusted to clearly set out objectives of the group. The P1 Group approved the ToR which will now be considered by the Commission at their meeting on 16/05/22.

The group received an update from the New CMS Group. GSOC has submitted a business case to the Department of Justice for a new CMS. This was based on a comprehensive and detailed template set out by the DoJ. The cost of a new CMS is estimated at €4.5 million over a 5 year period.

Subject to approval of the DoJ, the next step is to specify the requirements of the new CMS.

A blog page has been set up to welcome input/ ideas on a new CMS from all GSOC staff.

5. Update on setting up Financial Independence/Shared Services

The group received an update on the Financial/HR shared services project. There is ongoing engagement with the NSSO regarding the project initiation document, however it is noted that there are a number of governance issues to be resolved.

A follow up meeting has been scheduled for 25/05/2022.

6. Knowledge Management Group: Terms of Reference

The Knowledge Management Group (KMG) is being set up to lead on a strategic approach to managing knowledge for whole of GSOC in a co-ordinated manner. It will work to ensure that organisational knowledge is used in the most efficient and effective way possible, for example, avoiding duplication, arranging appropriate access and documentation.

The draft ToR were considered by the P1 Group and approved for submission to the Commission. This group is made up of members from key areas across GSOC and includes overlap with the CMS project due to the importance of CMS in the collection and recording of data.

7. Communicating Transition

Communicating Transition is a standing agenda item.

There will be an update on progress towards Transition in both the next edition of Oversight and on the next Communications Day 30/06/2022.

The GSOC Annual Report 2021 has focussed on the theme of '*GSOC in Transition*', highlighting the organisation's positive attitude to organisational change.

The Commission's appearance before the Oireachtas Public Petitions Committee highlighted GSOC's plans for the future and its views on the legislation. It also showed that GSOC are ahead of the Transition but will require support of the Oireachtas.

Internally, FAQs on Transition have been made available on Orion.

The Newsfeed will continue to be updated with information on Transition.

All staff now have access to the commentary platform which contains relevant media articles and journals extending back to January 2020.

8. Innovation

To make innovation accessible to all GSOC staff, an online Ideas Box has been developed in collaboration with ICT. Once approved this link to the Ideas Box will be added to Orion Homepage.

There will be a lightbulb icon on the Ideas landing page where staff can add submissions or ideas on improvements and efficiencies that can be made to help GSOC achieve its organisational goals now and into the future.

Each staff member can view only their own submissions and the Transition Team has sole access to all of the ideas.

Appendices B, C&D of the paper on Encouraging Innovation that was circulated provide further information on the next steps following submission of an idea. It also links the Ideas Box to GSOC's Statement of Strategy.

The intention is to provide staff with a pathway for innovation, to try to make the steps towards innovation less onerous for staff members and allow the Idea Owner to have ir desired level of involvement.

All staff members will be provided feedback and the rationale if an idea is not implemented.

It was suggested that ideas on an organisational level could be brought to SMT and they may act as a facilitator/sponsor if such ideas were to be implemented.

It was also suggested that ideas submitted should be considered for entry into the Civil Service Excellence and Innovation Awards.

These suggestions are to be added to the paper before it is more widely circulated.

9. Risk Management

The Project Risk Register will be incorporated into the overall GSOC Risk Register as well as forming part of the project governance.

It was agreed that sub-projects within the Phase 1 Group should track risks individually and feed into the main Risk Register as required.

Two additional risks have been added to the Transition Project Risk Register in relation to NSSO and Shared Financial Services, including mitigating actions.

Consideration is to be given to any new risks that may emerge from the organisational transformation review.

It was noted that the first meeting of the Audit & Risk Committee (ARC) will take place on 15/06/2022 and will continue on a quarterly basis. The ARC will be made up of two external independent members, one of whom will chair the Committee, and Commissioner Logan.

10. AOB

The first meeting of the Knowledge Management Group is scheduled for 25/05/2022

Next P1 Meeting date TBC

Note of Phase 1 Project Group Meeting

12 Oct 2022

1. Welcome /Introductions

The newer members of the Group were introduced. These included David McCormack, Laura O'Carroll and Joanne O 'Donoghue.

2. Legislative Programme

The Department of Justice (DoJ) circulated the draft PSCS Bill for observations at the end of July. Observations were requested by 21st September and GSOC made the submission on time. Submissions are currently back with the DoJ for consideration.

It was noted that it is the intention that GSOC's submission will be published in due course. The importance of having the organisations observations on the public record was also highlighted.

A number of bilateral meetings have taken place between the DOJ and GSOC since the observations were submitted in an attempt to gain a mutual understanding/ clarification over certain aspects of the Bill. DoJ have indicated that consideration will be given to the matters raised by GSOC.

The Department have indicated that the Minister for Justice hopes to bring the Bill to Government before the end of November 2022, to publish it before year end and have the legislation introduced in the Oireachtas in Quarter 1 of 2024.

3. PSCS Implementation

A briefing was provided in relation to GSOC's engagement with the Department's PSCS Implementation Project and the purpose of the different groups that are involved. It was noted that DOJ have indicated that they have already engaged with PAS in relation to a number of recruitment processes, including for Ombudsman Designate, Deputy Ombudsman Designate and CEO Designate. Sanction is awaited from DPER following publication of the Bill but it is expected that these positions will be advertised in Q1 2023.

The importance of working closely with the Department to build relationships and share knowledge on GSOC's business, which will inform the implementation process was emphasised.

4. Organisation Review (Grant Thornton)

An update was provided on the Organisational Review which commenced in June22 and is being undertaken by Grant Thornton. Work completed to date includes:

- Staff survey conducted with 77% response rate. It was noted that Grant Thornton were very complimentary regarding the engagement by staff and the rich insights/ helpful comments and responses provided.
- A review of documents and process mapping.
- Engagement with a total of 22 stakeholder organisations with 29 individuals interviewed.

Currently, Grant Thornton are running workshops with the Commission, Directors and Senior Management Team to evaluate what we have and what we need in terms of skills/capability and resourcing. In addition, a benchmarking exercise is ongoing to determine international best practice and it is anticipated that this process will be finished by early November. A draft report and Implementation plan is expected to be provided for consideration thereafter and these will be presented to the group in due course and consideration will be required with regard to communications once the report is finalised.

5. Estimates Process

It was noted that, while GSOC was successful in obtaining an increased budget for 2023, this related only to business as usual items. GSOC were informed by the Department that DPER decline to provide funding on foot of our requests for additional resources to 1) assist in the work required for transition, including the arrangements to prepare for the new legislation and to implement the Grant Thornton report, and 2) to resource the organisation frim 2024 when its remit is widened. It is noted that this will be revisited in light of the Grant Thornton report and the publication of the PSCS Bill.

6. CMS Group

It was noted that the Business Case for the new CMS was submitted to the DoJ in May 2022, but that additional information was requested and clarification was sought. The case was considered by P3 at end September and GSOC representatives attended and presented our case, which was approved subject to a number of conditions. A number of further steps are necessary to secure funding and ICT Unit are liaising with the Department to progress these and to finalise the draft specification in advance of the procurement process. Engagement is ongoing with OGP regarding the procurement process. Work has also progressed to negotiate an extension of the current CMS support and to improve reporting capability.

7. Update Shared Services/Financial Independence

It was noted that A Project Initiation document was being prepared with NSSO with regard to the preparations to facilitate the establishment of the new Vote and supporting financial arrangements. Written confirmation has been received from NSSO that the financial management requirements of the new organisation will be supported by NSSO.

8. Knowledge Management

The cross organisational Knowledge Management Group has been established and had its first meeting. This group will work closely with the CMS project to ensure that areas of common interest are progressed. An important aspect of the group's objectives is to ensure that there is an organisational learning culture, and that knowledge and experience is captured in a manner that can be readily accessed.al Culture- capturing information. The group will commence with a knowledge audit to identify existing sources of knowledge in the organisation with a view to establishing a baseline which will inform a view of the information held, its format and location and to identify gaps in content and accessibility.

9. Communicating Transition

The Transition team outlined the various internal communications to staff that have been ongoing including in relation to GSOC's submission on the draft Bill, at Communications Day, in the Oversight magazine, weekly updates, using Orion and the Ideas Box and through engagement with the Grant Thornton work. In addition, the Transition Homepage has a range of material available including FAQs and dan overview of actions to date.

It was agreed that it is necessary to start enhancing both internal and external communications as we begin to move into the implementation phase of the project in order to promote awareness of the work that is being done and understanding of the changes that will be coming on stream.

10. Innovation

The Ideas Box has had a very positive response with submissions currently in double digits.

Some samples of ideas that have been submitted include

- Creation of a dedicated Documentation Room - This was approved by SMT and is currently underway in terms of implementation.
- Building capacity into the Training team to jointly deliver operational training;

The next awards scheme for Innovation will be in December 2022

11. Risk Management

Work is progressing with revising the GSOC Risk Management process. This includes the preparation of a new policy framework and the introduction of a new Risk Register template which is currently being populated with the assistance of managers across the organisation. This will result in a more streamlined and effective risk management process, which will be overseen by a cross-organisational Risk Management Group.

12 AOB

Next meeting date TBC mid to late November

Note on Phase 1 Project Group Meeting

15th December 2021

1. Actions List

All actions o/s appear as agenda items and will be addressed during course of meeting.

2. Update on GSOC Observations on Heads of Bill and interaction with DOJ

- GSOC made its submission to the Oireachtas on 27th October 2021. GSOC is expecting to be invited to appear before the Oireachtas Committee in January 2022.
- GSOC published its observations (based on the Oireachtas submission), with an accompanying press release on 4th December 2021.
- In an interview for the Irish Times, which appeared in the 4th December 2021 edition, Judge Ring discussed GSOC's views on the Policing, Security and Community Safety Bill. ON the same day, GSOC's views on the Bill also appeared in a shorter article on the front page of the Irish Times.
- The Commission had an initial meeting with Doncha O'Sullivan of the DoJ,
- The DoJ will be initiating 8 project groups (with cross body representation) for the purpose of implementing the recommendations of the PS&CS Bill across all areas. Of relevance to GSOC, Andrew Jones, DoJ, will be running a group on Part 6 (Complaints and Investigations in GSOC) of the Bill and Donal Kerr,DoJ, will be running a group on Part 5 (GSOC's structures, resourcing etc). It is expected that there will be representatives from GSOC on these groups.
- AH met with Eileen Tully, PO on DoJ Transition Team, to discuss how to operationalise the Bill.
- AH and other GSOC staff met with the DoJ Legislative Team, with both GSOC and DoJ seeking clarity on a number of points and GSOC raising issues within the Bill that the DoJ has undertaken to consider.
- Commissioner Hume and CO'R met with AGS Deputy Commissioner Shawna Coxon, with another meeting scheduled for February. This is the beginning of quarterly meetings with HH, EL, AH, CO'R and DC Coxon.

3. Discussion Paper on Shared Services

Discussion on the potential approach to the provision of HR and Finance processing systems on the move to Vote Accounting arrangements, necessitated by the change in legislation (based on discussion paper prepared by LG & AMcL).

The group was to:

- consider the alternatives for the provision of processing systems for HR and Finance in the context of the organisation's move to Vote funding; and
- make a decision on the preferred approach for recommendation to the Commission.

The 3 options available to GSOC are to:

1. establish the systems to provide these services in house;
2. go to the market to seek shared services support to meet GSOC's needs; or
3. use the existing civil service shared service options provided by NSSO or others as applicable.

The paper recommended that the most beneficial approach is for GSOC to use the NSSO for the provision of HR and financial shared services.

The P1 Group agrees with the recommendation to use shared services. This recommendation will be brought to the next Commission meeting for approval.

4. Communicating transition

Discussion on the paper, previously brought to the P1 Project Group in September 2021, on the general approach to communicating internally about and throughout the transition to a reformed complaints body. It was emphasised that this is a live document, as communicating internally through the life of the transition is an ongoing, multi-strand process. The P1 Group approved the paper and the general approach to communicating transition.

Communicating transition will be a standing agenda item for the P1 Group going forward, to discuss and gauge the effectiveness our internal communications and engagement on transition.

5. Transition logo

A transition logo was brought to the P1 Group for discussion and approval for use (see below, and used for the first time on the top right hand corner of the first page). It is based on the 4 broad work themes (Engagement, Competence & Capability, Engagement, Quality, Governance & Compliance and Knowledge) and offers context on what each involves. (Click here for the document which contains more context on each workstream.) It is for internal use only.

The aim of the logo is to create an instantly recognisable symbol for transition which will make transition more prominent. It will also provide a tool for communication re transition.

P1 Group agreed to use of the logo internally, on Orion, the Transition landing page and any transition based documents.

6. Update on New CMS Group

The new CMS Group, jointly led by Gary Croke and David Smullen has been established from volunteers and nominees. The CMS group had an initial meeting on 14/12/2021. CMS Group was asked to review CMS functionality 2019 and to make submissions early January 2022 with their ideas and input for the new CMS.

New CMS Group to align and collaborate with Knowledge Management Group, as there is overlap in their function. A member to sit on both groups for continuity. New CMS group may also co-opt someone from another organisation with ICT project expertise and consult with someone from the CSO on data collation.

A Proposal on Paper has issued to DoJ to inform them of GSOC's requirement for a new CMS. Early notification of this was essential to inform of need for additional funding.

The need for a DPIA for the New CMS was noted.

7. Risk Management

This is a standing item on the agenda. There were no additional risk items to be added to the project risk register.

Fiona Laird on behalf of the analysts offered to undertake a risk assessment, to identify internal and external risks specifically in relation to the Transition Programme. This will help with prioritisation, risk mitigation and support business planning.

The team is currently working on terms of reference and how this will fit in with broader organisational risk. This will be discussed further at the next P1 Project Group meeting.

8. Commentary Platform

Michelle Kavanagh spoke about the Commentary Platform and demonstrated how it works. Staff will be able to use this platform to access commentaries on policing reform. It will include articles, Dail debates, blogs and press releases. The platform is searchable and offers a user guidance link. It is a live platform and as such will continue to grow. When it is complete, it will cover the time period from Jan 2017 to present. The team are currently working on backdating the platform to Jan 2017.

It is located on Transition Collaboration page and is currently only open to P1 Group only, but will be available to all staff in the New Year.

9. Information on next steps for Work Themes and Streams

The Transition Team will meet with managers in January 2022 to discuss the next steps and actions necessary to implement changes. Higher level items will be broken down and subgroups formed where necessary.

It is envisaged that both IT expertise and Project management expertise will be required.

10. AOB

Doncha O Sullivan A.Sec in DoJ has offered to speak with GSOC staff about the Transition. This will most likely take place in Spring 2022.

It is anticipated that the new GSOC Chair will commence term in late January 2022.

Note on Phase 1 Project Group Meeting

15th December 2021

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It is anticipated that the new GSOC Chair will commence term in late January 2022.

Minutes of P1 Project Group Meeting 15/12/2022

1. **Legislative Programme**

The PSCS Bill was published in November 2022. The Bill includes significant changes to the draft including the name change to the Office of the Police Ombudsman which will further promote public perception of independence from An Garda Síochána.

The next stage will involve the Bill going through the Oireachtas which will give potential for further amendments. GSOC will be performing analysis and observations as the Bill moves through the process.

Communications are working on a Public Affairs piece this is to ensure that GSOC views on the Bill are put on public record.

2. **PS&CS BIll- DOJ Implementation Programme**

An update on the DoJ implementation group was provided. This referenced the presentation give at the recent Communications Day, the recording of which is available for staff to view and questions are welcomed from Staff members. GSOC is represented on the Programme Board and Steering Group for the Project and key staff members are involved in project groups dealing with the establishment of the new operating model for the Office of the Police Ombudsman and, together with AGS representatives, the new complaints process. These groups are working on developing practical arrangements for a number of reforms in the Bill including notifiable misconduct and 'Joint Investigations'.

3. **Organisational Review**

The draft Grant Thornton Organisational Review Report is due to be with the Commission for review in mid-December. When finalised, this will be shared with wider GSOC staff in early 2023. It is important that this work is completed without undue delay as it will inform the 2023 work programme and resource negotiations which must proceed early in 2023.

4. **New CMS Group Update**

The project has received approval in principle from the DOJ P3 Committee. A Peer Review Group, made up of external experts, has been established for the project and have met to consider the project documentation. Once approved, this will allow for the submission of the

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funding requirements to be forwarded on to Digital Governance Group in DPER. The services of a Project Manager Business Analyst have been secured and it is hoped that these will be in place early in 2023.

The group was updated on the work that is ongoing in the meantime by the CMS Group to update the CMS functionality requirements. In parallel planning for the procurement phase of the project is underway. In addition, the process to agree an extension to the current CMS system for 2 years to cover the transition period are well advanced and upgrades and improvements to the Diver Reports System are underway.

5. Update on setting up Financial Independence

GSOC continue to engage with NSSO regarding the putting in place of financial systems to support the new Vote accounting and financial management process. It is unlikely that practical work in this regard will progress substantively until the legislation has progressed.

6. Knowledge Management Group

The subgroup is currently conducting a review of reports/ information/data held in different areas within GSOC to identify gaps in knowledge and to allowing the group to analyse and come up with solutions.

7. Communicating Transition

Over the last month increased momentum has resulted in collaborative working between Communications and Transition. Some ongoing projects include:

- Communications developed a plan around the publication of the PSCS Bill.
- Update issued to all GSOC staff from GSOC Chairperson Rory MacCabe on the day PSCS Bill published
- Comms Day Update- explained the process of implementing Bill through the Oireachtas
- Visual Aids- posters have been strategically placed around the building in Upper Abbey Street and will be distributed to Cork/Longford Offices
- End of Year Oversight to be issued prior to Christmas with a Transition update Public Affairs Plan to share GSOC's observations and key messages with stakeholders.

8. Innovation

There have been 14 submissions to the Ideas Box to date and it is hoped that this will continue into the new year. A huge amount of work goes on behind the scenes to tease out each individual idea including requesting further information, consulting with other

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stakeholders and discussing the practicalities of each idea. The next batch of submissions will be presented to the SMT early in 2023.

The Transition Innovation Awards Scheme held its 2nd Quarterly Raffle on the 13th of December and two lucky winners were chosen. The next draw will take place in March 23. A table of the approved ideas and the various implementation stages is to be published on the Ideas for Transition page and work has begun on this process.

9. Risk Management

A Risk Management Policy Framework has been approved by both the ARC and the GSOC Commission. Risks associated with transition have been incorporated into overall organisational risk register.

10. AOB

A comparative piece is currently being formulated between the draft Bill and published Bill. This will be an exercise in comparing GSOC's concerns on draft Bill and if they were addressed on published Bill. and will be available to use for a range of purposes including public affairs and to assist in engaging with the legislation as it passes through the Oireachtas.

The P1 Group will be wound up as the planning phase ends. A Phase 2 governance structure will be put in place to oversee the implementation phase of the transition including to implement the recommendations of the Grant Thornton report and to report on progress to the Commission. It was noted that DOJ intend to appoint the new Ombudsman, Deputy Ombudsman and CEO on a designate basis during 2023 in order that they can lead the transition to the establishment of the Office of the Police Ombudsman in Quarter 3 and 4.

Commissioner Logan and the Directors expressed their thanks to all involved in the P1 Group for their contribution over the last year and acknowledged the strong foundations that have been put in place and the progress made in a number of key areas.

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Note of Phase 1 Project Group Meeting

11 May 2022

1. Action List/ Decisions Log

The purpose of actions and decisions log was explained to the group.

2. Update on GSOC/DOJ and GSOC/AGS contacts and Legislative process

Engagement with the Department of Justice (DoJ) is ongoing with the broader implementation project of PS&CS Bill. Correspondence has been received from Deputy Secretary John O'Callaghan in relation to the PS&CS Implementation Programme (which has 8 workstreams) seeking nominations from GSOC for the two Governance structures within the Programme.

GSOC nominations have been put forward as follows:

- Commissioner Emily Logan- GSOC representative on the Programme Board, which has responsibility for strategic direction.
- Aileen Healy – GSOC representative on the Implementation Steering Group, which has responsibility for oversight and monitoring of the Implementation Programme.

The groups are to meet in the coming weeks.

There has been no change with regard to the status of the Bill, as the pre-legislative scrutiny report from the Oireachtas Justice Committee has not yet been finalised. According to Minister McEntee, she expects the Bill to be brought to government and published before the summer recess with implementation likely before the end of 2022.

GSOC is seeking to arrange a meeting of the GSOC/An Garda Síochána working group to explore areas of commonality within the PS&CS Bill. Aileen Healy, Jon Leeman, Claire O'Regan and Barbara Page will represent GSOC.

3. Update on SRFT Process for Transformation Review

The tender went out to the OGP on the 9th March for an organisational transformation review, consisting of a full business analysis of GSOC and a roadmap for the reformed organisation, taking account the implications of the Bill.

It is intended that the recommendations flowing from the review will inform our future resource requirements.

The Tender Evaluation Team met to assess applications. The OGP are to notify the successful and unsuccessful bidder. GSOC hopes to meet with the successful bidder w/c 16/05/2022.

Funding for the additional budget required to meet the costs of the business analysis has been approved by the DOJ.

4. New CMS Group: Terms of Reference and update

The TOR have been adjusted to clearly set out objectives of the group. The P1 Group approved the ToR which will now be considered by the Commission at their meeting on 16/05/22.

The group received an update from the New CMS Group. GSOC has submitted a business case to the Department of Justice for a new CMS. This was based on a comprehensive and detailed template set out by the DoJ. The cost of a new CMS is estimated at €4.5 million over a 5 year period.

Subject to approval of the DoJ, the next step is to specify the requirements of the new CMS.

A blog page has been set up to welcome input/ ideas on a new CMS from all GSOC staff.

5. Update on setting up Financial Independence/Shared Services

The group received an update on the Financial/HR shared services project. There is ongoing engagement with the NSSO regarding the project initiation document, however it is noted that there are a number of governance issues to be resolved.

A follow up meeting has been scheduled for 25/05/2022.

6. Knowledge Management Group: Terms of Reference

The Knowledge Management Group (KMG) is being set up to lead on a strategic approach to managing knowledge for whole of GSOC in a co-ordinated manner. It will work to ensure that organisational knowledge is used in the most efficient and effective way possible, for example, avoiding duplication, arranging appropriate access and documentation.

The draft ToR were considered by the P1 Group and approved for submission to the Commission. This group is made up of members from key areas across GSOC and includes overlap with the CMS project due to the importance of CMS in the collection and recording of data.

7. Communicating Transition

Communicating Transition is a standing agenda item.

There will be an update on progress towards Transition in both the next edition of Oversight and on the next Communications Day 30/06/2022.

The GSOC Annual Report 2021 has focussed on the theme of '*GSOC in Transition*', highlighting the organisation's positive attitude to organisational change.

The Commission's appearance before the Oireachtas Public Petitions Committee highlighted GSOC's plans for the future and its views on the legislation. It also showed that GSOC are ahead of the Transition but will require support of the Oireachtas.

Internally, FAQs on Transition have been made available on Orion.

The Newsfeed will continue to be updated with information on Transition.

All staff now have access to the commentary platform which contains relevant media articles and journals extending back to January 2020.

8. Innovation

To make innovation accessible to all GSOC staff, an online Ideas Box has been developed in collaboration with ICT. Once approved this link to the Ideas Box will be added to Orion Homepage.

There will be a lightbulb icon on the Ideas landing page where staff can add submissions or ideas on improvements and efficiencies that can be made to help GSOC achieve its organisational goals now and into the future.

Each staff member can view only their own submissions and the Transition Team has sole access to all of the ideas.

Appendices B, C&D of the paper on Encouraging Innovation that was circulated provide further information on the next steps following submission of an idea. It also links the Ideas Box to GSOC's Statement of Strategy.

The intention is to provide staff with a pathway for innovation, to try to make the steps towards innovation less onerous for staff members and allow the Idea Owner to have ir desired level of involvement.

All staff members will be provided feedback and the rationale if an idea is not implemented.

It was suggested that ideas on an organisational level could be brought to SMT and they may act as a facilitator/sponsor if such ideas were to be implemented.

It was also suggested that ideas submitted should be considered for entry into the Civil Service Excellence and Innovation Awards.

These suggestions are to be added to the paper before it is more widely circulated.

9. Risk Management

The Project Risk Register will be incorporated into the overall GSOC Risk Register as well as forming part of the project governance.

It was agreed that sub-projects within the Phase 1 Group should track risks individually and feed into the main Risk Register as required.

Two additional risks have been added to the Transition Project Risk Register in relation to NSSO and Shared Financial Services, including mitigating actions.

Consideration is to be given to any new risks that may emerge from the organisational transformation review.

It was noted that the first meeting of the Audit & Risk Committee (ARC) will take place on 15/06/2022 and will continue on a quarterly basis. The ARC will be made up of two external independent members, one of whom will chair the Committee, and Commissioner Logan.

10. AOB

The first meeting of the Knowledge Management Group is scheduled for 25/05/2022

Next P1 Meeting date TBC

Note of Phase 1 Project Group Meeting

12 Oct 2022

1. Welcome /Introductions

The newer members of the Group were introduced. These included David McCormack, Laura O'Carroll and Joanne O 'Donoghue.

2. Legislative Programme

The Department of Justice (DoJ) circulated the draft PSCS Bill for observations at the end of July. Observations were requested by 21st September and GSOC made the submission on time. Submissions are currently back with the DoJ for consideration.

It was noted that it is the intention that GSOC's submission will be published in due course. The importance of having the organisations observations on the public record was also highlighted.

A number of bilateral meetings have taken place between the DOJ and GSOC since the observations were submitted in an attempt to gain a mutual understanding/ clarification over certain aspects of the Bill. DoJ have indicated that consideration will be given to the matters raised by GSOC.

The Department have indicated that the Minister for Justice hopes to bring the Bill to Government before the end of November 2022, to publish it before year end and have the legislation introduced in the Oireachtas in Quarter 1 of 2024.

3. PSCS Implementation

A briefing was provided in relation to GSOC's engagement with the Department's PSCS Implementation Project and the purpose of the different groups that are involved. It was noted that DOJ have indicated that they have already engaged with PAS in relation to a number of recruitment processes, including for Ombudsman Designate, Deputy Ombudsman Designate and CEO Designate. Sanction is awaited from DPER following publication of the Bill but it is expected that these positions will be advertised in Q1 2023.

The importance of working closely with the Department to build relationships and share knowledge on GSOC's business, which will inform the implementation process was emphasised.

4. Organisation Review (Grant Thornton)

An update was provided on the Organisational Review which commenced in June22 and is being undertaken by Grant Thornton. Work completed to date includes:

- Staff survey conducted with 77% response rate. It was noted that Grant Thornton were very complimentary regarding the engagement by staff and the rich insights/ helpful comments and responses provided.
- A review of documents and process mapping.
- Engagement with a total of 22 stakeholder organisations with 29 individuals interviewed.

Currently, Grant Thornton are running workshops with the Commission, Directors and Senior Management Team to evaluate what we have and what we need in terms of skills/capability and resourcing. In addition, a benchmarking exercise is ongoing to determine international best practice and it is anticipated that this process will be finished by early November. A draft report and Implementation plan is expected to be provided for consideration thereafter and these will be presented to the group in due course and consideration will be required with regard to communications once the report is finalised.

5. Estimates Process

It was noted that, while GSOC was successful in obtaining an increased budget for 2023, this related only to business as usual items. GSOC were informed by the Department that DPER decline to provide funding on foot of our requests for additional resources to 1) assist in the work required for transition, including the arrangements to prepare for the new legislation and to implement the Grant Thornton report, and 2) to resource the organisation frim 2024 when its remit is widened. It is noted that this will be revisited in light of the Grant Thornton report and the publication of the PSCS Bill.

6. CMS Group

It was noted that the Business Case for the new CMS was submitted to the DoJ in May 2022, but that additional information was requested and clarification was sought. The case was considered by P3 at end September and GSOC representatives attended and presented our case, which was approved subject to a number of conditions. A number of further steps are necessary to secure funding and ICT Unit are liaising with the Department to progress these and to finalise the draft specification in advance of the procurement process. Engagement is ongoing with OGP regarding the procurement process. Work has also progressed to negotiate an extension of the current CMS support and to improve reporting capability.

7. Update Shared Services/Financial Independence

It was noted that A Project Initiation document was being prepared with NSSO with regard to the preparations to facilitate the establishment of the new Vote and supporting financial arrangements. Written confirmation has been received from NSSO that the financial management requirements of the new organisation will be supported by NSSO.

8. Knowledge Management

The cross organisational Knowledge Management Group has been established and had its first meeting. This group will work closely with the CMS project to ensure that areas of common interest are progressed. An important aspect of the group's objectives is to ensure that there is an organisational learning culture, and that knowledge and experience is captured in a manner that can be readily accessed.al Culture- capturing information. The group will commence with a knowledge audit to identify existing sources of knowledge in the organisation with a view to establishing a baseline which will inform a view of the information held, its format and location and to identify gaps in content and accessibility.

9. Communicating Transition

The Transition team outlined the various internal communications to staff that have been ongoing including in relation to GSOC's submission on the draft Bill, at Communications Day, in the Oversight magazine, weekly updates, using Orion and the Ideas Box and through engagement with the Grant Thornton work. In addition, the Transition Homepage has a range of material available including FAQs and dan overview of actions to date.

It was agreed that it is necessary to start enhancing both internal and external communications as we begin to move into the implementation phase of the project in order to promote awareness of the work that is being done and understanding of the changes that will be coming on stream.

10. Innovation

The Ideas Box has had a very positive response with submissions currently in double digits.

Some samples of ideas that have been submitted include

- Creation of a dedicated Documentation Room - This was approved by SMT and is currently underway in terms of implementation.
- Building capacity into the Training team to jointly deliver operational training;

The next awards scheme for Innovation will be in December 2022

11. Risk Management

Work is progressing with revising the GSOC Risk Management process. This includes the preparation of a new policy framework and the introduction of a new Risk Register template which is currently being populated with the assistance of managers across the organisation. This will result in a more streamlined and effective risk management process, which will be overseen by a cross-organisational Risk Management Group.

12 AOB

Next meeting date TBC mid to late November

Note on Phase 1 Project Group Meeting

15th December 2021

1. Actions List

All actions o/s appear as agenda items and will be addressed during course of meeting.

2. Update on GSOC Observations on Heads of Bill and interaction with DOJ

- GSOC made its submission to the Oireachtas on 27th October 2021. GSOC is expecting to be invited to appear before the Oireachtas Committee in January 2022.
- GSOC published its observations (based on the Oireachtas submission), with an accompanying press release on 4th December 2021.
- In an interview for the Irish Times, which appeared in the 4th December 2021 edition, Judge Ring discussed GSOC's views on the Policing, Security and Community Safety Bill. ON the same day, GSOC's views on the Bill also appeared in a shorter article on the front page of the Irish Times.
- The Commission had an initial meeting with Doncha O'Sullivan of the DoJ,
- The DoJ will be initiating 8 project groups (with cross body representation) for the purpose of implementing the recommendations of the PS&CS Bill across all areas. Of relevance to GSOC, Andrew Jones, DoJ, will be running a group on Part 6 (Complaints and Investigations in GSOC) of the Bill and Donal Kerr,DoJ, will be running a group on Part 5 (GSOC's structures, resourcing etc). It is expected that there will be representatives from GSOC on these groups.
- AH met with Eileen Tully, PO on DoJ Transition Team, to discuss how to operationalise the Bill.
- AH and other GSOC staff met with the DoJ Legislative Team, with both GSOC and DoJ seeking clarity on a number of points and GSOC raising issues within the Bill that the DoJ has undertaken to consider.
- Commissioner Hume and CO'R met with AGS Deputy Commissioner Shawna Coxon, with another meeting scheduled for February. This is the beginning of quarterly meetings with HH, EL, AH, CO'R and DC Coxon.

3. Discussion Paper on Shared Services

Discussion on the potential approach to the provision of HR and Finance processing systems on the move to Vote Accounting arrangements, necessitated by the change in legislation (based on discussion paper prepared by LG & AMcL).

The group was to:

- consider the alternatives for the provision of processing systems for HR and Finance in the context of the organisation's move to Vote funding; and
- make a decision on the preferred approach for recommendation to the Commission.

The 3 options available to GSOC are to:

1. establish the systems to provide these services in house;
2. go to the market to seek shared services support to meet GSOC's needs; or
3. use the existing civil service shared service options provided by NSSO or others as applicable.

The paper recommended that the most beneficial approach is for GSOC to use the NSSO for the provision of HR and financial shared services.

The P1 Group agrees with the recommendation to use shared services. This recommendation will be brought to the next Commission meeting for approval.

4. Communicating transition

Discussion on the paper, previously brought to the P1 Project Group in September 2021, on the general approach to communicating internally about and throughout the transition to a reformed complaints body. It was emphasised that this is a live document, as communicating internally through the life of the transition is an ongoing, multi-strand process. The P1 Group approved the paper and the general approach to communicating transition.

Communicating transition will be a standing agenda item for the P1 Group going forward, to discuss and gauge the effectiveness our internal communications and engagement on transition.

5. Transition logo

A transition logo was brought to the P1 Group for discussion and approval for use (see below, and used for the first time on the top right hand corner of the first page). It is based on the 4 broad work themes (Engagement, Competence & Capability, Engagement, Quality, Governance & Compliance and Knowledge) and offers context on what each involves. (Click here for the document which contains more context on each workstream.) It is for internal use only.

The aim of the logo is to create an instantly recognisable symbol for transition which will make transition more prominent. It will also provide a tool for communication re transition.

P1 Group agreed to use of the logo internally, on Orion, the Transition landing page and any transition based documents.

6. Update on New CMS Group

The new CMS Group, jointly led by Gary Croke and David Smullen has been established from volunteers and nominees. The CMS group had an initial meeting on 14/12/2021. CMS Group was asked to review CMS functionality 2019 and to make submissions early January 2022 with their ideas and input for the new CMS.

New CMS Group to align and collaborate with Knowledge Management Group, as there is overlap in their function. A member to sit on both groups for continuity. New CMS group may also co-opt someone from another organisation with ICT project expertise and consult with someone from the CSO on data collation.

A Proposal on Paper has issued to DoJ to inform them of GSOC's requirement for a new CMS. Early notification of this was essential to inform of need for additional funding.

The need for a DPIA for the New CMS was noted.

7. Risk Management

This is a standing item on the agenda. There were no additional risk items to be added to the project risk register.

Fiona Laird on behalf of the analysts offered to undertake a risk assessment, to identify internal and external risks specifically in relation to the Transition Programme. This will help with prioritisation, risk mitigation and support business planning.

The team is currently working on terms of reference and how this will fit in with broader organisational risk. This will be discussed further at the next P1 Project Group meeting.

8. Commentary Platform

Michelle Kavanagh spoke about the Commentary Platform and demonstrated how it works. Staff will be able to use this platform to access commentaries on policing reform. It will include articles, Dail debates, blogs and press releases. The platform is searchable and offers a user guidance link. It is a live platform and as such will continue to grow. When it is complete, it will cover the time period from Jan 2017 to present. The team are currently working on backdating the platform to Jan 2017.

It is located on Transition Collaboration page and is currently only open to P1 Group only, but will be available to all staff in the New Year.

9. Information on next steps for Work Themes and Streams

The Transition Team will meet with managers in January 2022 to discuss the next steps and actions necessary to implement changes. Higher level items will be broken down and subgroups formed where necessary.

It is envisaged that both IT expertise and Project management expertise will be required.

10. AOB

Doncha O Sullivan A.Sec in DoJ has offered to speak with GSOC staff about the Transition. This will most likely take place in Spring 2022.

It is anticipated that the new GSOC Chair will commence term in late January 2022.

Note on the Phase 1 Project Group Meeting

09 February 2022

1. **Actions List / Decisions Log**

   A review of the actions and decisions log was provided for new members to the group.

2. **Speaker: Martina Colville, Head of Corporate, Department of Justice on Organisational Transformation**

   As part of ongoing learning on change management for the Project Group another speaker was invited to present to the group.

   The group welcomed Ms Martina Colville, Assistant Secretary in the Department of Justice (DoJ) who managed the recent and significant project on Transformation within the DoJ. Martina led a discussion in the context of the DoJ change programme and shared learning points that were considered relevant to GSOC. Martina expressed a willingness to send on any information and that she was happy to share collateral with other agencies.

   Martina outlined that the DoJ wanted to build an organisation for purpose - honesty, acceptance and need for change were highlighted as key. It was also essential that staff owned what happened to the organisation. She mentioned the concept of VUCA (standing for Volatile, Uncertain, Complex and Ambiguous) when referring to the environment in which DOJ works and the need to be agile in responding to that environment in developing systems and processes which are future fit.

   Transforming the organisation made the DoJ more effective & resilient- building capacity both structurally and personally and instilling a can-do mindset and confidence.

   The DoJ had a 9-month timeline to implement Transformation – she noted that a short timeframe focuses the mind and invests an energy to the process. The pace of change is extremely important- the longer a transformation or change takes to implement the harder it is to sustain energy and enthusiasm surrounding it. She advised to consider a timescale that can be managed without exhausting energy and resources. Time should be carved out for the project- It needs to be made a priority.

   There was small project team who were leading the Transformation fulltime and a larger working group that acted as advocates for change throughout the DoJ. It was important from the outset that there was clarity on objectives.

   The DoJ also used external resources provided by consultants EY. However, it was critically important that DoJ staff took the lead (opened all workshops etc.) in making decisions and being perceived to be leading the transformation. This set the tone- that

the DoJ had ownership of the project and were working 'in partnership' with EY consultants who brought specialist skill sets and expertise.

Martina then answered questions from the P1 Project Group which are attached in the appendix.

3. **Update on GSOC Observations on Heads of Bill and interaction with DOJ**

A meeting was held with the DoJ in December which gave GSOC an opportunity to provide further clarity on the matters that GSOC has set out in its submission on the Bill and to seek clarity from the DoJ in relation to a number of issues. DoJ confirmed that they are awaiting the next draft of Bill to be published, which is likely to follow the receipt of the report of the Oireachtas pre-legislative scrutiny phase.

It is understood that the Oireachtas Justice Committee is currently drafting its report. The Justice Committee have indicated that they have received, and given consideration to, GSOC's submission, which will be appended to their report, but do not anticipate inviting GSOC to meet with them due to the timeframe available to prepare their report. The Committee is expected to finalise its report for submission to the Minister for Justice after one further hearing with the staff associations on 15 February. GSOC will be interested to see the outcome of these proceedings with a view to determine whether any follow up communication is required with Oireachtas Committee.

4. **Communicating transition**

The December edition of Oversight contained an article about Transition.

IT has made the Transition landing page more prominent on Orion- It is now accessible through featured links on homepage.

The Annual Report will contain a chapter dedicated to Transition- this will give an opportunity to further develop language around transition.

5. **Information on next steps for Work Themes and Streams**

A visual of the work themes and streams spreadsheet has been designed. This provides for an overview of the overarching themes.

It is planned that in preparing the 2022 business plan many of the activities which will feature in the with Themes and Streams for 2022 will be reflected in the Business plan which will dovetail closely with transition related work.

6. **Innovation: Case study**

A Case study on innovation around the admissibility process was presented by Kathryn Doherty, with an explanation of how innovation has improved both the process and outcome, increasing the effectiveness and efficiency, as is GSOC's statutory obligation.

Following a meeting with the Commission and proposal from the SCO's, a change in practice has resulted in admissibility decisions being devolved to the SCO's leading to greater autonomy, greater efficiency and effectiveness. The bureaucratic burden has been lifted and only decisions that need to go to the Commission now do so. The process will be subject to Quality Management review.

7. **Update on New CMS Group, including discussion of ToR**

Draft Terms of Reference (ToR) have been issued and circulated as of 8/2/2022. Feedback was requested from the group in advance of submitting the TORs for Commission approval. The agreed deadline is 18/02/2022.

It was agreed that the leads for the CMS and Knowledge Management groups will meet with the Transition Team in advance of next CMS Group meeting.

The need to manage documents in a better, more efficient manner was highlighted with input sought from operational and administrative areas of GSOC. Particular focus to be given to data protection and security.

The CMS group are meeting with other public bodies who have recently procured case management systems and are seeking feedback.

The following areas were mentioned as important considerations for new CMS system:

- to create a document on human rights and equality compliance,
- to incorporate an improved complainant user face,
- for GSOC to become an innovator on police data, and
- to prepare for new legislative obligation on research and analysis and the identification of patterns of complaints.

8. **Risk Management**

Further work is being undertaken on the project risks to ensure that they are aligned with the GSOC Risk Register. It was requested that each sub-project also identifies project risks and that these are escalated to Transition Lead where necessary.

9. **AOB**

It was noted that the SRFT for the procurement of business analysis and other services to support the project has been finalised. It is expected that this will be advertised by OGP pending final DOJ approval of the funding.

Next P1 Meeting to take place in April 2022.