



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of Garda Organisation Development Committee

Date: 8 November 2017

Venue: 90 North King Street, Dublin 7.

Attendance

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

Secretary: David Pasley

Executive: Margaret Tumelty, Helen Hall, Fiona Larthwell, Karen Shelly

Garda Síochána:

- John Barrett, Executive Director HRPD
- David Gilbride, Executive Director Strategy and Transformation
- Mr. Aeneas Leane, Principal Officer
- Superintendent Pat Ryan

Part A: Meeting of the Organisation Development Committee

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

- 1.1. Issues arising from 3rd Quarterly Report and preparation for 4th Quarterly Report
- 1.2. Reporting on civilian recruitment
- 1.3. Discussion of ICT and HR
- 1.4. Monthly MRP Performance Report

2. Actions and matters of note

2.1 It was noted that materials from the Garda Síochána were received the day before the meeting, which did not allow the Authority and Executive sufficient time for review in advance of the meeting. The requirement for more timely submission of materials and better communication from the Garda Síochána was stated.

2.2 The Committee reflected on a number of HR issues within the Garda Síochána including the lack of a HR strategy and vision, and an incomplete workforce plan. The Committee called for clarification on what stage of progress the Garda Síochána had achieved on both HR and ICT, and where these fit in an overall framework for developing the organisation. The requirements for prioritisation, and for an integrated strategy for change and development were also proposed.

- 2.3 The Committee also discussed the requirement for a clear monthly update from the Garda Síochána on progress with civilian recruitment
- 2.4 The Committee approved the structure for the 4th Quarterly report to the Minister on the implementation of recommendations from the Garda Inspectorate's report, "Changing Policing in Ireland".

Part B: Meeting with Garda Síochána Representatives

3. Meeting with Garda Síochána Representatives

- 3.1. To open the meeting the Committee emphasised the requirement to receive materials from the Garda Síochána further in advance of meetings, and better communication if materials will be either delayed, or unavailable. Concern was also expressed over the lack of a coherent, integrated organisation development strategy.
- 3.2. Disappointment was expressed with the progress on civilianisation, particularly with the lack of progress on redeployment. A simple, but effective, reporting structure for providing updates on civilian recruitment and redeployment was requested by the Committee.
- 3.3. With regard to overall progress, the Committee expressed the view that the reporting on the Modernisation and Renewal Programme (MRP) did not provide a full appreciation of the impact of projects, or that there was any weighting or prioritisation of key enabler projects.
- 3.4. The Garda Síochána representatives acknowledged these concerns. With regard to how information is provided to the Authority, the representatives stated that it is drawn from a large pool of members, and then has to be sent to the most senior elements of the organisation for approval.
- 3.5. The Garda Síochána representatives also explained that there were changes to how the MRP was being approached, with a realignment of projects being conducted, and core projects such as civilianisation, the divisional model and culture being brought under the governance framework of the Strategic Transformation Office. It was stated that efforts were being made to improve the overall governance structure for the MRP.
- 3.6. With regard to civilianisation, the Garda Síochána stated that where a civilian is placed in a division for the purposes of redeployment, the Chief Superintendent has one month to enact the redeployment. The process of redeployment is currently operating on a very small scale. A number of difficulties were cited, including: the impact of previous failed, historical attempts at increasing civilian staff numbers, and industrial relations issues. Poor systems were also cited as a challenge.

- 3.7. The Authority expressed concern at the lack of a sense of urgency, and that there was a lessening confidence in the achievement of the circa 2055 posts identified in the Garda Organisational Deployment Survey which were potentially suitable for civilianisation. The Committee reiterated the requirement for a HR strategy that would identify priority resources needed.
- 3.8. The Garda Síochána stated that the Organisation Design project, which formed part of the MRP, was still with DPER for sanction. They stated that in the absence of an organisation strategy, a deployment or HR strategy cannot be completed.
- 3.9. The Committee challenged the view that the development of a HR strategy must wait for a new organisation plan. The MRP represented a clear statement of organisation strategy and priority; the Government decision represented a clear shape of the organisation size over the coming years; the urgency for a HR strategy (which need not be a lengthy document) was clear given the intensive recruitment currently under way and its related challenges. Moreover, any strategy must be sufficiently flexible to take account of unexpected changes.
- 3.10. The Garda ICT representatives provided a brief outline of the new ICT strategy, which they were developing. The previous ICT strategy was published in 2015 and was now out of date. The new strategy is due to be completed in Q1 2018, and will present a single view of ICT and ICT HR requirements. It will be informed by the IT needs of the organisation, the MRP, security and external requirements.
- 3.11. In response to queries from the Committee, the ICT representatives stated that they were heavily reliant on external contractors and that the department was understaffed.
- 3.12. With regard to the wider MRP, the Garda Representatives expressed difficulty in relation to training capacity and the roll out of projects. The need to prioritise and move away from the current situation where too many projects are active at one time was emphasised. Further staff resources for the STO was also called for, to facilitate the implementation of the MRP. When questioned by the Committee about the impact of the MRP, the Garda representatives stated that benefits realisation had not been completed on projects, as projects were not fully rolled out, or completed.