



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

## Minutes – Garda Organisation Development Committee Meeting

**Date: 13 December 2017**

**Venue: 90 North King Street, Dublin 7.**

### Part A – Committee Meeting

#### Attendance

**Authority:** Bob Collins (Chair), Valerie Judge (Conference Call), Moling Ryan

**Secretary:** David Pasley

**Executive:** Margaret Tumelty, Fiona Larthwell, Ian Holland

**Apologies:** Pat Costello

#### 1. Closed session – Authority Members only

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

#### 2. Chair's Opening Remarks

Minutes of the previous meeting were noted and matters arising discussed. The Committee agreed to reiterate its request for a HR Strategy from the Garda Síochána and its importance as a necessary framework for imminent projects including the Operating Model and Organisation Design projects.

#### 3. 4<sup>th</sup> Quarterly Report to the Minister

The draft report was discussed. The Committee noted that it was a fair reflection of the progress as communicated to the Policing Authority and posited that there may be further progress made not yet reflected in the reporting by the Garda Síochána. The Committee reflected on whether or not projects were sufficiently advanced to demonstrate positive impact.

#### 4. Garda Síochána approach to Prioritisation

The preliminary prioritisation exercise conducted by the Strategic Transformation Office (STO) was discussed.

#### 5. Civilianisation

Progress with civilianisation and barriers to progress were discussed. Particular focus was given to (i) the need to ensure that positions are considered strategically, not simply on a 'one in one out' basis, and (ii) the business case process. The Committee expressed frustration with the slow pace of civilianisation and redeployment, particularly in view of the low target of 43 redeployments for 2017.

## **6. Monthly Evaluation Report MRP**

The monthly evaluation report was discussed.

## **7. Approach to and planning for 2018**

The Committee discussed the approach to 2018 and agreed that the themes for the next three reports to the Minister on the implementation of the “Changing Policing in Ireland” (CPI) report would be (i) Impact, (ii) the Divisional Model, and (iii) Redeployment.

### **Part B – Committee Meeting with Garda Síochána Representatives**

#### **Attendance**

**Authority and Executive:** As above

**Garda Síochána:** John Barrett (Executive Director HRPD), David Gilbride (Executive Director Strategy and Transformation), Alan Mulligan (Director of HR), Aidan Glacken (Chief Superintendent), Paul Franey (Inspector)

## **8. Closed session**

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

## **9. Garda approach to Prioritisation**

The Garda Síochána (GS) outlined the preliminary approach to prioritisation of MRP projects by the Strategic Transformation Office and the development of the ranking methodology that resulted in 3 tiers of projects. The Committee expressed concern over the ranking of several projects in the lowest tier (Tier 3) however the GS clarified that the rankings reflected the level of input required from the STO, not the perceived importance of the projects. The Committee recognised that the tiers represented levels of support rather than importance, but noted that it might not readily be perceived in that way. The committee were strongly of the view that the issue of diversity, for example, be taken into account. This should be supported by a clear policy and approach and at the earliest moment, so that diversity and equality be allowed to have as much impact as possible in the context of accelerated recruitment. There are both opportunity and obligation for the Garda Síochána in this regard. The Committee also emphasised this prioritisation exercise would need to be finalised before the next report to the Minister on the implementation of CPI recommendations.

## **10. Civilianisation**

The Committee raised their concerns (per item 5) with the GS and noted that slow progress in 2017 – on both civilian recruitment and redeployment – would increase already substantial 2018 targets for both. The reporting of redeployments to the Committee was also discussed.

The GS outlined recent changes to the redeployment process and highlighted ongoing internal efforts to encourage divisions to put forward names of members suitable for redeployment. The GS acknowledged slow progress but stated that the pace was expected to increase in 2018.

## **11. Monthly Evaluation Report MRP**

The report was discussed and the Committee requested that the report should be enhanced by an indication of whether or not a project’s status had improved or worsened since previously

reported. The Committee and GS discussed whether or not there might be scope for reviewing recommendations contained in the CPI report, given the time since these recommendations were developed. This will be further explored by the GS with reference to the Inspectorate.

## 12. Any other business

The development of a HR Strategy was discussed and the Committee reemphasised the importance of this document, its expectation that this document would be produced early in 2018, and that a corresponding commitment should appear as a target in the Policing Plan.

### Actions

No.	Action Point	By Date	By Whom
OD_011_01	HR Strategy to be developed and included as a target in the Policing Plan	ASAP	GS
OD_011_02	MRP project prioritisation exercise to be concluded and submitted to the Committee	ASAP	GS
OD_011_03	Reporting of redeployments to be reviewed and figures submitted regularly to the Committee	9 Feb 2017	GS
OD_011_04	MRP reporting to be enhanced	Jan 2017	GS