



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes – Garda Organisation Development Committee Meeting

Date: 09 February 2018

Venue: 90 North King Street, Dublin 7.

Part A – Committee Meeting

Attendance

Authority: Bob Collins (Chair), Valerie Judge, 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 Executive briefed the Committee on materials provided to inform the meeting.

3. Garda Reserve Strategy

The Committee acknowledged that the Reserve Strategy had been provided to the Policing Authority Executive but had not been provided to the Committee members, following an Authority decision that only finalised or authorised documents would be reviewed. The Committee considered when and whether it might be valuable to review draft documents, without endorsing them. The Garda Reserve and the broad themes as presented in meetings with the Garda Síochána and in the draft Strategy were discussed in general terms. It was decided to raise in Part B the question of where the strategy would fit in the context of the overall organisation strategy, and also deployment and utilisation of the Reserve.

4. Diversity of Garda Workforce

The Committee discussed what the overall strategy might include. The issue of women in the Garda Síochána was discussed, particularly in terms of assignments for women and the subsequent impact on career development. The urgency of a clear approach to diversity, including the Section 42 obligations, in the context of current and projected recruitment was emphasised by the Committee. Reference was made to the overall HR strategy and that all strategies should relate to this and work in conjunction with one another. It was emphasised that these strategies needed to provide a clear sense of direction and thought leadership for the development of the organisation.

5. Structure of 5th Report to the Minister

A proposed structure was presented to the Committee by the Executive and approved. The Committee also discussed reactions to the 4th Report to the Minister. The need to direct the conversation towards impact was emphasised by the Committee.

6. STO Update

The monthly evaluation report was discussed, particularly in the context of (i) recent industrial relations issues, and (ii) the underlying theme of lack of suitable accommodation for projects.

Part B – Committee Meeting with Garda Síochána Representatives

Attendance

Authority and Executive: As above

Garda Síochána: Liam Kidd (Executive Director, ICT), David Gilbride (Executive Director Strategy and Transformation), John Barrett (Executive Director, HRPD), Barry O’Brien (Assistant Commissioner, Northern Region), Patrick Leahy (Assistant Commissioner, DMR), Elaine Greene (AP, Strategic Transformation Office)

7. Closed session

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

8. Response to 4th Report and Progress Update

Garda Síochána (GS) representatives acknowledged the 4th Report and stated that the reports were useful in informing their actions. Challenges in the delivery of the MRP were reflected upon, including organisational fatigue. STO representatives noted that this has prompted a move to identify projects with the potential to energise the organisation through concrete, visible impact. The mobility project was cited as an example.

The prioritisation exercise was discussed and it was noted that it was facilitating discussion within the organisation around competing demands on enablers. The high cost of the MRP – particularly in relation to ICT – was also discussed, as was the potential for timelines to change as a result of this exercise. STO representatives noted that they are also analysing projects which had not been initiated to identify if any could be removed.

The Committee recalled that the MRP represented the Garda Síochána’s own view of what was required and was possible. It also reflected on the risks to the achievement of the MRP as a set of specific objectives while GS representatives responded that aggressive targets were required to drive change.

9. Garda Reserve Strategy

The GS outlined the overall approach to developing the Garda Reserve Strategy and confirmed that the draft Strategy provided was aspirational and had not yet been signed off by the Senior Leadership Team. The GS stated that there needed to be a strategic value to the Reserve for the organisation, which currently does not regard the Reserve as effective: the draft Strategy is intended to provide this.

The Committee noted that further internal discussion was evidently needed before any specific proposals were brought to the Committee or Authority. It was clear that the eventual final Strategy should be reinforced with implementation plans and monitoring processes, and that it should link clearly with both the HR Strategy and the Diversity Strategy.

10. Monthly Evaluation Report MRP and progress report on Civilianisation

GS representatives highlighted ongoing industrial relations challenges to the delivery of MRP projects (especially the Divisional Model) since the relevant ranks include a large number of project owners.

Others issues discussed included:

- Release of staff for training, which particularly affects for the roll out of PALF;
- The new template for reporting progress on the MRP; and,
- Updates on civilianisation and redeployment.

11. Diversity

The Committee reflected on their concerns regarding diversity, as discussed in Part A of the meeting. It noted that both this and the Policing and Performance committees had evident interest in aspects of this topic and that both were anxious to avoid any duplication as between the Committees or for the Garda Síochána. The Committee noted that this was a matter on which the Chair of the Authority and Committee Chairs might reflect.

12. Any other business

No other issues were raised.

Actions

No.	Action Point	By Date	By Whom
OD_012_01	Information to be retrieved on posts which can be civilianised and related strategic needs of the organisation	ASAP	GS
OD_012_02	Further supporting information on Diversity	ASAP	GS
OD_012_03	Policing Plan Monthly Update (if available)	ASAP	GS
OD_012_04	A preliminary update on the HR Strategy	7 Mar 2018	GS
OD_012_05	Request for information on impact of MRP	28 Feb 2018	GS
OD_012_06	Results of the prioritisation exercise	1 Mar 2018	GS