



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

## Minutes – Garda Organisation Development Committee Meeting

**Date:** 07 March 2018

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

### Part A – Committee Meeting

#### Attendance

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

**Secretary:** David Pasley

**Executive:** Margaret Tumelty, Fiona Larthwell, Ian Holland, Gráinne Curtin, Úna Ní Éigeartaigh

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

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

#### 2. Chair's Opening Remarks

Disappointment was expressed about non-delivery and late delivery of materials from the Garda Síochána for the Committee meeting. Comments were also made about the thought process that was involved when developing the MRP as a vehicle for delivering CPI, the extent, if any, to which the implementation of MRP had been costed and how that implementation can now be accommodated together with other organisation goals.

#### 3. Update on Garda Síochána performance

The Committee noted that there was limited opportunity to credit the Garda Síochána in the periodic reports to the Minister for successes in the MRP due to the limited information provided. Concern was expressed as to whether the MRP was deliverable. It was stated that, at a minimum, organisation development targets in the Policing Plan must be achieved but, at the same time, that the Policing Plan was not a substitute for the MRP.

#### 4. STO Prioritisation Report

The Committee reiterated its understanding that the prioritisation exercise was for the allocation of STO resources, rather than a statement of relative importance as between MRP elements. A strategic approach to projects, including, in particular, HR, Finance and IT was discussed. It was noted that the Garda Síochána may not be able to achieve all objectives on time and that the recruitment strategy may require recalibration.

#### 5. Civilianisation and Workforce Planning

It was noted that Garda recruitment has not been an issue, but civilian recruitment and redeployment remains an area of concern particularly in relation to the lack of progress against the high 2018 targets resulting from the 2017 shortfall. Policing Authority staff provided the Committee with an update on progress in this area. The requirement for a comprehensive workforce plan was reiterated.

## **6. Accommodation and Training requirements**

Consideration was given to the impact of accommodation and training capacity on the intake of recruits.

## **7. Impact and Benefits Realisation**

The core theme of the 5<sup>th</sup> Report to the Minister on the Implementation of Recommendations from Changing Policing in Ireland was discussed.

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

#### **Attendance**

**Authority and Executive:** As above

**Garda Síochána:** Joseph Nugent (Chief Administrative Officer), Finbarr O’Brien (Assistant Commissioner Northern Region), David Gilbride (Executive Director Strategy and Transformation), Alan Mulligan (Director of HR), Elaine Greene (Strategic Transformation Office), Paul Franey (Inspector, Strategic Planning)

#### **8. Closed session**

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

#### **9. Prioritisation**

The Committee sought clarification on the prioritisation exercise of MRP projects, including clarification of whether or not the exercise resulted in projects being an STO priority and not a corporate priority. The Garda Representatives explained the process involved in prioritising projects and stated that Tier 3 projects would have limited STO support and that these projects would not be able to be prioritised by enabling functions such as HR, IT or the Garda College.

#### **10. Garda Síochána views on key MRP project impacts and benefits**

The Committee sought comments on the impact of the MRP, particularly focusing on impacts and benefits to individuals and communities. They emphasised that the Policing Authority should not have to infer impact but that this should be articulated by the Garda Síochána. The Garda

Representatives stated that tools had been developed to identify impact, employing public and staff surveys. It was acknowledged that there was a communications deficit regarding the MRP.

#### **11. MRP Progress Report**

The Committee complimented the improved MRP monthly reporting, but expressed disappointment about the late delivery of these and insufficient time for the committee to review in advance of the meeting. The Garda Representatives noted the difficulties represented by the current industrial relations involving senior Garda officers. In a detailed discussion, the Garda representatives spoke of the accommodation and budgetary challenges, the need for clarity on funding requirements and the implication of any shortfall. The Committee urged the Garda Síochána to reflect on those aspects of the MRP which had a high priority, to identify any elements of the CPI recommendations that might now be less relevant, to identify those recommendations that might be incorporated into the daily work of managing the organisation with associated accountability and to develop a more direct approach to financial management.

Garda Representatives noted a need to engage in more challenging debate during the Estimates process, both in articulating demand and the impact of any underfunding. In terms of general progress, the Committee also stated that if the change programme does not have a deadline, it will not have a sense of urgency. The Committee also noted an emerging requirement for intelligent recalibration of the MRP and its resources. Garda Representatives stated that the Estimates cycle would commence before the next meeting of the Committee and that the organisation would be able, therefore, to share thoughts on future funding requirements before that meeting. The possibility of efficiency savings was discussed however Garda Representatives confirmed that this was not yet a focus for the organisation.

#### **12. Civilianisation and workforce progress report**

The Committee expressed concern about the absence of a plan for recruitment of civilian members and progress on redeployment of Garda members, queried the extent to which the skills requirements for the organisation had been fully identified and raised the question of whether civilian recruitment targets for 2018 were still realistic. The Garda Representatives stated that the existing target would be maintained in order to maintain focus on recruitment. It was acknowledged that civilianisation to date had been more unplanned than had been desired by the organisation. Garda Representatives also noted that the 2021 recruitment target was not generated by the organisation and that a high-level plan for mapping where future resources might be deployed is now in development. The abandonment of a planned procurement for an organisational design framework was cited by Garda Representatives as a barrier to workforce planning. Further information on current deployment of existing members and staff was requested. An "as is" presentation of the workforce was expected to be presented in the coming days. Accommodation was highlighted as an issue for recruitment.

#### **13. Any other business**

No other issues were raised.

No.	Action Point	By Date	By Whom
OD_012_01	Initial work on funding requirements for the MRP in 2019	31 May 2018	GS
OD_012_02	High-level resource deployment / mapping for 2021	31 May 2018	GS
OD_012_03	"As-is" / gap analysis view of the Garda Síochána	ASAP	GS

**Actions**




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Bob Collins

Chair of Garda Organisation Development Committee

Wednesday, 11 June 2018