



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of Garda Organisation Development Committee

Date: 11 July 2018

Venue: 90 North King Street, Dublin 7

Part A – Committee Meeting

Attendance

Authority: Bob Collins (Chair), Valerie Judge, Pat Costello, Melanie Pine

Secretary: David Pasley

Executive: Margaret Tumelty, Fiona Larthwell, Ian Holland, Mark Nother

Apologies: Moling Ryan

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. Executive briefing on engagements with the Garda Síochána

The Executive briefed the Committee regarding its visit to a Divisional Model pilot in May and engagements with the Divisional Model Project Team. Resourcing issues for the Protective Services Units were highlighted in this context. The visit to STOC and subsequent events were also discussed.

4. MRP Progress Report

The most recent progress report was discussed. The Committee noted that there was little progress from the last report. Several of the issues identified included the signing-off on milestones or other internal management issues. Concern was expressed that the key risks identified for projects did not equate to the next steps specified by the Garda Síochána. Additionally, the low uptake on PALF was identified as a concern. Finally, the impact of the changes to the STO were questioned.

5. Divisional Model

The Committee expressed its disappointment that there would be no Garda Síochána representatives present who would be able to provide an in-depth update on the Divisional Model. With regard to the current design of the model, the Committee proposed that in the Garda Síochána's efforts to improve consistency across the pilot areas, flexibility and the opportunity to test different models in the pilot has been lost. Concern was expressed that superintendents overseeing the new community engagement hubs would not have a divisional role. It was proposed that the location of roads policing in the governance hub was not optimal, and that there should be a trial of the inspector in charge of roads policing reporting directly to the chief superintended in a pilot division. The Committee also expressed concern at the time the project was taking, and estimated that for the pilot to reach

completion and be evaluated, it would be a considerable length of time before the model could be rolled out nationally.

6. Workforce Plan and HR Review

The recent Workforce Planning meeting was discussed, where feedback was given regarding the latest iteration of the workforce plan. An updated version of the plan was expected in September. The Committee expressed concern that the plan itself refers more to other documents in lieu of more content, and that these documents were not currently available or complete. Key elements that were missing from the plan were discussed. There was also discussion on the topic of Garda overtime costs increasing, and how to mitigate this.

Part B – Meeting with Garda Síochána Representatives

Attendance

Authority: As above

Garda Síochána: Finbarr O'Brien (Assistant Commissioner, Northern Region), John Barrett (Executive Director, HRPD), David Gilbride (Executive Director, Strategic Transformation Office), Rose Sweeney (AP, Community Engagement), Elaine Greene (AP, Strategic Transformation Office), Catherine Heffernan (PALO), Donal Corcoran (Garda), Noel Kavanagh (Sergeant)

7. Closed Session

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

8. Civilianisation & Workforce Plan

The Workforce plan was acknowledged to be in the edit stages, with further supplementary documents to come. Overtime was discussed, along with measures to assess the drivers of overtime and how to best mitigate costs. Garda Síochána representatives noted that there would be a link between overtime costs and workforce increases, due to areas such as parading time. The Committee highlighted skill gaps within the organisation as something that needs to be addressed in the next intake of staff, as well as through civilianisation. The Garda Síochána representatives have considered doing a gap analysis in Q3. The Committee also noted the lack of financial analysis. It also noted that key strategies regarding human resources have not been finalised, and the majority of recruitment will have already taken place by the time these are completed. The Garda Síochána representatives acknowledged that the synchronisation of these could have been better. The Committee noted the importance of increasing the ratio of sergeants to gardaí.

9. MRP Report

The Committee stated its concerns with the MRP update for June regarding a lack of progress since the previous month, as well as little response to the last report to the minister. The Garda Síochána representatives noted that the MRP needs to be refocused as structures and projects have been implemented since its inception. They further stated that a number of issues had hindered them, including a lack of systems for budgeting, further work required on assessing training requirements, and developing capacity within the organisation to accommodate projects and competing priorities. The Committee noted that prioritisation had been driven by the STO, but also needed to be driven by the senior leadership of the organisation. The Committee noted that number of documents used by the organisation and

queried if the Policing Plan could be used as a vehicle for driving the MRP. The Garda Síochána representatives acknowledged that the organisation needed one plan. They noted that the Policing Plan was getting larger each year but no additional work was being completed. The Committee queried progress on a number of individual projects including the Investigation Management System, PALF and the Mobility Project.

10. Any other business

No other Issues were raised.