



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

## Minutes – Garda Organisation Development Committee Meeting

**Date:** 13 June 2018

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

### Part A – Committee Meeting

#### Attendance

**Authority:** Bob Collins (Chair), Josephine Feehily, Moling Ryan, Melanie Pine, Valerie Judge

**Secretary:** David Pasley

**Executive:** Margaret Tumelty, Fiona Larthwell, Mark Nother, 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. Divisional Model

The Committee received a briefing from the Executive on recent visits to the divisional model pilots and meetings held with Garda management regarding the progress being made. Following discussion, concern was expressed with regard to the retention of community hubs within the model and whether this, in essence, replicated the existing district model and negated the opportunity for those superintendents within these hubs to have a divisional, rather than district, role. The perceived reluctance of Garda management to have complementary pilots such as the roster and duty management system pilot, and the protective services pilot, run in these areas was noted, as was the lack of IT systems to adequately support the centralisation of administration functions within the pilots. The timeframe for the pilot was also discussed, particularly as the project has still to commence. The Committee observed that the model was meant to be experimental and generate learning, but that the current design did not appear to facilitate this. It was noted that the Garda Inspectorate is conducting a series of meetings/visits to the pilots in an information gathering capacity.

#### **4. Civilianisation**

The Committee discussed the shortfall in recruitment of civilian staff and redeployment of sworn members against targets. The issue of the seemingly high number of candidates withdrawing from the recruitment process for civilian positions was also raised and considered. The delay in security clearance was seen to be a factor in this. It was noted that figures concerning civilianisation reported to the inter-agency workforce planning group conflicted with the Authority's own calculations.

#### **5. MRP Progress Report**

The Committee discussed the progress report supplied by the Garda Síochána, and noted a concerning number of targets not being met in the year to date, particularly in relation to tier one projects.

## Part B – Committee Meeting with Garda Síochána Representatives

### Attendance

**Authority and Executive:** As above

**Garda Síochána:** Joseph Nugent (Chief Administrative Officer), Assistant Commissioner Michael Finn (South Eastern Region), Assistant Commissioner Finbarr O’Brien (Northern Region), Mr David Gilbride (Executive Director for Strategy and Transformation), Alan Mulligan (HR&PD),

### 6. Closed session

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

### 7. Divisional Model

In response to questions regarding the implementation timelines, the Garda Representatives noted that industrial relations issues had caused delays with implementation but that all four hubs would be operational across the pilot divisions by the end of 2018. The Garda Representatives informed the Committee that the Commissioner was meeting the four Chief Superintendents in the pilot divisions in June, to ensure a common approach across divisions and discuss any arising local variation issues. The Committee was informed that internal competitions for the ranks of sergeant and inspector would conclude in Quarter 3, which would allow for deployment to the pilots where necessary by Quarter 4. It was stated that the hubs were not interdependent, allowing for a phased implementation over the remainder of 2018.

Concerns were raised by the Committee regarding IT and HR resources and strategies in place for the effective rollout of the pilots. The sense and degree to which the community engagement hubs replicated the existing district model was discussed. The Committee expressed concern that a retained focus on geographical policing, rather than functional policing, would negate the realisation of the benefits envisaged in the divisional model. There was also discussion around reporting lines within hubs, specifically concerning roads policing and the degree to which it fits within the Governance hub as currently planned.

A number of other issues were discussed relating to the model, including the perceived impact on the role of Garda members not involved in the Crime hub, and the opportunities for development and experience of policing serious crime and how this will be managed.

### 8. Civilianisation

The Garda Representatives gave an update on the civilian recruitment and redeployment figures to date, including those in vetting and campaigns that are underway/planned. It was relayed that a high proportion of withdrawals from the process occurred during the vetting/clearance process but that there are ongoing efforts to address this issue and that further recruitment strategies were being considered. The Committee sought additional information concerning recruitment in order to satisfy queries over reporting received to date.

## 9. Monthly Evaluation Report MRP

Garda representatives highlighted that the number of red status updates is due to approaching deadlines, or timescale issues, rather than performance issues. However, it was reported that a further prioritisation exercise is underway given the capacity within the STO along with issues in relation to training capacity, corporate services, accommodation and recruitment. The Committee considered material provided by the Garda representatives that set out in summary the resourcing required to deliver the MRP, as planned, in 2018 into 2019. The Committee raised the point that limited capacity and resource issues have persistently been highlighted and arise from a lack of initial planning to assess the quantum of resourcing needed to deliver the MRP. The Committee welcomed the quantification of resourcing required, albeit in summary form.

The Garda representatives informed the Committee that the HR strategy, people strategy and diversity strategy are in draft form but are expected to be completed by the end of the month.

## 10. Any other business

No other issues were raised.

## Actions

No.	Action Point	By Date	By Whom
	Information to be retrieved on posts which can be civilianised and related strategic needs of the organisation	ASAP	GS
	Further supporting information on recruitment and civilianisation	ASAP	GS
	Policing Plan Monthly Update (if available)	ASAP	GS
	HR, People and Diversity Strategies provided when completed		GS