



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

## Minutes of Meeting of the Garda Organisation Development Committee

Date: 12 July 2024

Venue: 90 North King Street, Dublin 7

### Part A – Committee Meeting

#### Attendance

**Authority:** Dr. Donal De Buitléir (Chair), Anthony Harbinson (*via Zoom*)

**Secretary:** Michal Alfasi-Hanley

**Executive:** Helen Hall (CEO), Aoife Clabby, Annie O'Malley

#### 1. Closed Session

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

#### 2. Chairperson's Opening Remarks

There were no declarations of interest from the Members in respect of any of the agenda items.

#### 3. Consent agenda items

- The minutes of the previous 2 meetings (01/12/2023 and 17/04/2024) were approved.

### Part B – Meeting with Garda Síochána Representatives

#### Attendance

**Authority:** As per Part A above

**Garda Síochána:** Siobhán Toale, Chief Corporate Officer (CCO); Eimear Bourke, Executive Director, Strategy and Transformation; Yvonne Cooke, Executive Director, Human Resources and People Development.

#### 6. Closed Session

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

**7. Discussion on HR and Finance** - a wide-ranging discussion on the [presentation](#) provided by GS representatives<sup>1</sup> including some of the other matters:

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<sup>1</sup> GS reps requested that a correction be noted on page 4 of the presentation so that the box around the section for 'Human Resources and Personnel Development' should also include the 'Finance' section on the chart.

- The weaknesses in current Garda finance systems and the urgent requirement for financial planning and forecasting.
- Challenges in the Human Resources function, including in capturing the 'as-is' picture and putting together a workforce plan.
- The new Divisional Operating Model and the challenges ensuring that there is consistency across all Divisions.
- Challenges for AGS managing the running of day-to-day functions while also managing transformation projects.
- Difficulties attracting candidates in the context of a full-employment market. Good progress was reported in the recruitment of GS staff, but challenges remain around recruiting GS sworn members.
- Rates of attrition in the GS (approx. 3%) and how they compare favourably to attrition rates in other jurisdictions such as the UK (at approx. 6%).
- The challenge to get 800 trainee members recruited each year and how it is much more ambitious when compared with other jurisdictions (e.g. 500 per year in Scotland and recruitment on an on-going basis). The factors influencing the challenges were discussed and there was an outline of a number of improvements to recruitment practices

### **Part C – Private Meeting (Garda Síochána Representatives leave)**

#### **8. Review of meeting and planning for subsequent Committee meeting**

It was agreed that should there be a need for another meeting of the Committee during 2024, this will be arranged and the GS will be informed.