



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes – Garda Organisation Development Committee Meeting

Date: 5th February 2019

Venue: 90 North King Street, Dublin 7.

Attendance

Authority: Bob Collins (Chair), Pat Costello (via conference call) Valerie Judge (via conference call)

Secretary: Aoife Clabby

Executive: Helen Hall, Margaret Tumelty, David Pasley

Apologies: Melanie Pine

1. Closed session – Authority Members only

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

2. Chair's Opening Remarks

The Chair outlined the context for the meeting, specifically the opportunity to review those aspects of the preliminary draft Policing Plan 2019 relevant to the Organisation Development Committee's work; to assess and provide feedback on the degree to which the key enablers of change are reflected in the plan; and, the extent of their measurability. The Chair further noted that the Committee's observations would be relayed to the Commissioner, through the Policing Strategy and Performance (PSP) Committee meeting, scheduled for 6th February.

3. Preliminary draft Policing Plan

The Chief Executive provided an overview of the engagement between the Executive and the Garda Síochána in relation to the draft Policing Plan 2019. The challenge of assessing the plan, absent of the strategic context, was highlighted. Members were advised that the PSP Committee would engage with the Commissioner and Garda Representatives on the strategic context for the draft plan at its meeting on 6th February, with a view to having the Garda Síochána Strategy Statement ready for consideration by the Authority at its February meeting.

In considering the draft preliminary Policing Plan 2019, the Committee made the following observations:

- The importance of having a shared understanding of the process of setting policing priorities and the various roles of the Policing Authority and the Garda Síochána was highlighted;
- The Committee welcomed the fact that responsibility for organisational restructuring to enable more effective service provision rested, in the draft plan, with the Garda Commissioner. The Committee also noted the inclusion of a commitment to establish an Operating Model strategy which will be relevant to two of the Committee's priority

areas – Garda workforce composition and structure and Garda deployment. The Committee noted the an important opportunity exists for the Commissioner to articulate his vision for policing in the Garda Síochána Strategy Statement 2019-21.

- Committee members welcomed the inclusion of the Code of Ethics in the preliminary draft Policing Plan. However, it was unclear what the stated intent or associated targets were in respect of further embedding the Code in 2019. The Committee believed that the inclusion of a specific action in respect of the Code would be beneficial particularly in the context of the statutory obligation of the Commissioner in respect of the Code;
- It was the Committee's view that the HR initiatives detailed in the preliminary draft plan were primarily transactional. The absence of a shared understanding of the scope and intent of a HR strategy is of continued concern to the Committee. In particular, the Committee re-emphasised the critical link between policing demands and an overarching HR Strategy to ensure that such demands can be met.
- In respect of the ICT Digital Strategy, the Committee proposed that the scope of the strategy needed to be broader than digital policing. The Committee re-iterated the importance of ICT as a lever to effect change and proposed that the scope of the commitment might be broadened accordingly.
- The Committee noted positively the intention to deliver a costed Policing Plan. Further clarity in respect of the elements underpinning such a costing would be welcomed.
- The Committee welcomed the provision of governance training for the senior leadership team in quarter 1. Such training was viewed as critically important in the context of further developing leadership capacity and providing strong, visible leadership.
- The establishment of an anti-corruption unit within Internal Affairs was welcomed by the Committee.
- A number of the commitments were not clearly understood by the Committee in terms of their meaning, focus, intent, relevance to the plan, the sequencing of their achievement or the scale of their ambition. Areas highlighted in this regard included the initiatives related to:
 - Communications: the Committee expressed the view that the initiatives in respect of communications would benefit from increased strategic focus
 - Garda Reserves Strategy & Recruitment: Committee members queried the sequencing of the initiatives in respect of the Garda Reserves, in addition to the time scales for the production of a strategy
 - Learning & Development Strategy: concern was expressed in relation to the scale and ambition of the approach proposed to learning and development in 2019
 - Divisional Policing Model: the Committee requested further clarity in respect of the initiatives relating to the divisional policing model.
- In considering the totality of the preliminary draft plan, the proliferation of a large number of targets to be achieved in quarter four was a source of some concern. In

relation to such targets, the Committee believed that the inclusion of indicative milestones in each quarter would be important. It was noted that such an approach had been adopted by the Garda Síochána last year in reporting on the Policing Plan.

In summary, the Committee noted that, while strides had been made in the development of a range of policies and strategies, including in areas such as Learning and Development, there appeared to be a bottleneck in terms of achieving consensus and sign-off at the Senior Leadership Team level in respect of policy and strategy. In this regard, the importance of clear and consistent communication from the Commissioner in order to deliver policy and strategy was stressed.

In the context of the preliminary plan, the Committee recommended that opportunities for continuous improvement should be sought. The Committee again referenced the critical importance of viewing the enablers of change; ICT, HR, Learning and Development and Culture- in a wider, strategic context, in order to develop and progress initiatives and activities to drive the change that is desired by the Garda Síochána.

4. Any other business

Committee member Valerie Judge confirmed that she would participate in the Policing Strategy and Performance Committee via conference call on 6th February.

Bob Collins
Chair of Garda Organisation Development Committee
Date