



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of the Organisation Development Committee

Date: 22 January 2020

Venue: 90 North King Street, Dublin 7.

Part A – Committee Meeting

Attendance

Authority: Bob Collins (Chair), Pat Costello, Paul Mageean, Melanie Pine (external Committee member)

Secretary: Aoife Clabby

Executive: Helen Hall, Margaret Tumelty, Fiona Larthwell, Sharon O’Brien, Alexandre Eisenbarth.

Apologies: Valerie Judge

1. Closed session – Authority Members only

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

2. Chair’s Opening Remarks

- a. There were no declarations of interest in respect of any of the agenda items.
- b. The Chairperson referred to the Committee’s consideration of the draft Garda Reserve Strategy at the December meeting. It was suggested that, in providing feedback to the Garda Síochána, the Authority should highlight the statutory requirement for consultation in respect of the training of Reserve members, prior to any further recruitment process. The Chairperson agreed that he would raise this point at the next subsequent Authority meeting.

3. Minutes of Previous Meeting and Matters Arising

The minutes of previous meeting, held on the 11th December, were approved by the Committee, subject to minor amendment, and signed.

The Committee noted receipt of the Terms of Reference and membership of the Garda Síochána Expert Learning & Development Group. There were a number of points of discussion in relation to the proposed make-up and focus of the group. The Authority’s ongoing interest in the area of learning and development, particularly in the context of recruitment and promotion, was highlighted.

4. Evidencing Update: Roster and Duty Management System (RDMS)

The Committee considered a summary report on the deployment of RDMS to the Garda Vetting Bureau and the Garda College. A verbal update on the visits had been provided to the Committee at its December meeting. The Committee expressed some concern regarding the pace of roll-out and the adaptability and flexibility of the system, particularly the time and attendance aspects.

5. Human Resources: Female Promotion Participation Rates

The Committee considered the documents submitted by the Garda Síochána in response to a request regarding female participation rates in promotion competitions and subsequent assignments. The Committee also had regard to an Executive analysis of the data received. A number of issues were noted in respect of data reliability, sample sizes and rates of progression of female members at the level of Superintendent and Chief Superintendent. While no data was provided in respect of the assignment of Sergeants, the Garda Síochána policy in this area was noted.

The Committee agreed that further data should be requested in respect of the assignment of Sergeants and Inspectors. The Committee further agreed that rates of progression of female members required consideration in the context of the Garda Síochána Diversity & Inclusion Strategy.

6. Committee Work Programme 2020

The Committee reviewed the proposed Work Programme for 2020. Members considered the distribution of items across the agendas and made a small number of suggestions for change, to aid work flow and to more clearly highlight items that will be the subject of more detailed engagement with the Garda Síochána.

The Committee agreed that a number of the proposed agenda items across the year would also benefit from engagement with the Commissioner in public and that consideration would be given to how this process will work.

7. Policing Performance 2019

The Committee reviewed a summary document, detailing the Policing Authority Assessment of Policing Performance 2019. There were a number of points of note, arising from the Committee's discussions:

- While considerable progress against a range of initiatives was noted, there was some disappointment that, at year end, approximately 1/3 of the initiatives were off-target, particularly in circumstances where the Garda Síochána had indicated that the 2019 Policing Plan was achievable.
- Absent an appropriate Enterprise Resource Planning system, the Committee again reiterated the on-going challenge for the Authority to exercise its statutory role in respect of the provision of advice to the Minister on the resources required by the Garda Síochána in any given year. The need to urgently develop an ERP system, which would incorporate a workforce plan, was stressed.
- In the context of the roll-out of the new Operating Model, the requirement to have a cohesive, coherent sense of the required human, financial and technological resources to successfully implement the model was strongly emphasised. While recognising the successful completion of the People Strategy and the digital 'Connect' Strategy, the Committee expressed its enduring concern that a lack of clarity remained regarding plans for their respective implementation. It was the Committee's further view that prioritisation exercises and a clear timeframe for delivery of initiatives across ICT, Finance and HR would be critical to the success of the Operating Model.

- The development of a range of strategies, including the Diversity & Integration Strategy, and developments in the areas of human rights and anti-corruption were positively noted. The Committee stressed the importance of building upon the strategies and plans developed and ensuring their effective implementation.
- The Committee expressed the view that, in contemplating the implementation of initiatives in the Policing Plan, further consideration should be given to assessing the envisaged impact of each initiative and measuring it accordingly.