



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

## Minutes of Meeting of the Garda Organisation Development Committee

**Date: 21 September 2022**

**Venue: Online Meeting**

### Part A – Committee Meeting

#### Attendance

**Authority:** Paul Mageean (Chair), Valerie Judge, Elaine Byrne, Dónal de Buitléir

**Secretary:** Michal Alfasi-Hanley

**Executive:** Helen Hall (CEO), Cormac Keating, Margaret Tumelty, Sharon O'Brien, Mark Nother, David Murphy

**Apologies:** All Garda Síochána representatives

#### 1. Closed Session

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

#### 2. Chairperson's Opening Remarks

The Garda Síochána representatives were unable to attend due to a conflicting appointment. It was noted that very short notice was given to the Committee. The Committee Chairperson and CEO agreed to raise this issue at the next Authority meeting.

The outstanding items on this meeting's agenda will be addressed at the Committee meetings on 27 October and 5 December.

#### 3. Consent Agenda Items

The minutes of the previous meeting (12 April 2022) were approved, following minor amendments based on comments made by the Policing Authority Liaison Office.

#### **4. Policing Plan Performance**

- The Committee discussed the *Policing Plan Performance Report* for Q2 of 2022, and the Executive provided a verbal report on progress in the period June to September 2022.
- Following a review of the 2022 Policing Plan by the Garda Síochána, it was decided that nine of the targets will need to have milestones changed (to include the Operating Model, ICT and Health & Wellbeing Strategy). It was noted that in relation to ICT, the main reason for shifting milestones is financial, while for the other targets it relates to difficulties in securing staff. A paper will be prepared by the Executive and submitted to the Authority regarding this.
- The Committee voiced concerns relating to the University of Limerick report about sex workers and abuse of power by members of the GS, and discussed how this could be relevant to ongoing work on of the Anti-Corruption Unit, and more generally in relation to the relevance to the organisational culture.
- The 2023 Policing Plan is due to be submitted on 10 October, and the Authority anticipates receiving a draft in advance of this.
- Following a meeting between the Executive and the Human Rights Unit, the Executive expressed concerns in regard to an apparent lack of engagement between the Human Rights Unit and the operational areas of the organisation, and also difficulty in securing staff. The Committee agreed that it would be appropriate to discuss this with the Garda Síochána representatives at a future Committee meeting.
- The Chair noted that the UN Human Rights Committee (HRC) had expressed concern over ‘a possible lack of independence of the Garda Anti-Corruption Unit<sup>1</sup>’ (GACU). The members noted that the work of the GACU was good and important despite it being internal to the Garda Síochána. It was agreed that this was a matter for the UN to address directly with the Department of Justice.
- With respect to the ‘Resources Letter’, the members noted that in 2023 it should be sent to the Minister sufficiently early to allow for its inclusion as part of the annual estimates process..
- The CEO provided a verbal report on her meeting with Assistant Commissioner Hilman in relation to the Garda Diversity Forum.
- The draft CAD 999 report was briefly discussed. This report has been submitted to the Garda Síochána for fact-checking. The Authority intends to publish the report with an accompanying statement on the morning of the next Authority meeting (29 September). The Committee will be forwarded the report in advance of this.

#### **5. Garda Síochána Organisational Culture**

- The Committee discussed culture in the Garda Síochána, with a view to informing and preparing for the discussion on organisational culture at the next Authority meeting.
- The anti-corruption implementation plan, and the University of Limerick report on sex workers were identified as vital areas of discussion of organisational culture.

---

<sup>1</sup> For reference: In the fifth periodic review of Ireland’s compliance with the International Covenant on Civil and Political Rights the UN Human Rights Committee (HRC) criticised Ireland over insufficient Anti-Corruption measures. The UN HRC is concerned by “the possible lack of independence of the Garda Anti-Corruption Unit established to prevent, detect and investigate corruption and criminality of An Garda Síochána or Garda Staff”.

- The findings of the 2<sup>nd</sup> Cultural Audit, carried out by Durham University Business School, were discussed by the Committee. It was noted that the audit had a narrower scope compared to the previous cultural audit published in 2018, and that the lack of compatibility between the two reports may result in difficulties establishing an action plan based on the report's findings. The Committee noted that the report compares the Garda Síochána favourably with UK policing services.
- The Committee expressed concerns in regard to the findings on fatigue, and suggested that this matter be raised at the next Authority meeting, particularly in relation to changes to the roster and implications for overtime payments.
- The Executive drew attention to the significant differences between Garda Members and Staff in some areas, such as wellbeing and organisational factors, which may be indicative of the different work environments in which both groups operate in terms of workload and available support.