



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

## Minutes – Garda Organisation Development Committee Meeting

**Date:** 11 October 2018

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

### Part A – Committee Meeting

#### Attendance

**Authority:** Bob Collins (Chair), Pat Costello, Melanie Pine, Valerie Judge

**Secretary:** David Pasley

**Executive:** Helen Hall, Margaret Tumelty, Fiona Larthwell, Mark Nother

**Apologies:** Moling Ryan

#### 1. Closed session – Authority Members only

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

#### 2. Chair's Opening Remarks

The Committee discussed organisation development issues within the context of the Commission on the Future of Policing in Ireland Report. It was noted that while the Commission's report sets out a number of recommendations, the Authority would continue to discharge its statutory duties until these are realised. The origin of the Committee was discussed in relation to the Garda Inspectorate's Report (Changing Policing in Ireland), the subsequent Government Decision of July 2016 and the citing of the Modernisation and Renewal Programme as the vehicle to fulfil these. The examination of progress in developing the organisation was highlighted as being linked to the Authority's monitoring of Garda Síochána performance. The Authority's statutory obligations and its commitment to those obligations were noted. The future work of the Committee was considered in this context.

#### 3. Modernisation and Renewal Programme

The Committee highlighted the antecedent barriers to change, which will continue to prevent progress on organisation development. It was proposed that the Garda Síochána had not considered these barriers fully in their planning. It was also suggested that the granular detail of Changing Policing in Ireland had presented difficulties for the Garda Síochána to adopt a high-level view and to focus on key issues, and instead resulted in a mechanistic approach to completing niche objectives. There was also concern raised that MRP project management was focused on processes rather than outcomes. The sense of detachment between those charged with planning on a national level and divisional leaders was reflected upon. In terms of the Committee's role in

monitoring progress: it was stated that the monthly Policing Plan updates from the Garda Síochána were more accessible than the MRP monthly reporting, and that the Committee would emphasise the six key priority areas of Organisation Development, which were established in the Authority's Second Report to the Minister on the Implementation of Changing Policing in Ireland.

#### **4. Workforce Planning**

The Committee were provided with updates on workforce planning. It was stated that the next iteration of the Garda Síochána's Workforce Plan had been expected by the end of September but had not arrived. It was reiterated that the Government Decision specified that the Authority is meant to be involved in workforce planning.

## 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), Mr David Gilbride (Executive Director for Strategy and Transformation), Mr John Barrett (Executive Director HR&PD), Ms Elaine Green (Strategic Transformation Office), Ms Catherine Heffernan (Policing Authority Liaison Office)

### 5. Closed session

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

### 6. Divisional Model

The Garda Representatives reflected on the Sixth Report to the Minister, the theme of which was the divisional model and regarded it as a fair assessment. The location of Roads Policing within the model was discussed and it was stated that there was still some debate surrounding it. However, the Garda Representatives maintained that it would remain in the Governance Hub for the duration of the pilot and then be assessed. Further aspects surrounding reporting lines within divisions and the capacity to vary the models across pilots were discussed. The Garda Representatives confirmed that the pilots would launch in early January 2019, however this was contingent on being assigned resources. The Garda Representatives indicated that there would be sufficient resources for the four pilot areas, but not for national rollout, with potential requirement for an increase in the Employment Control Framework (ECF). In relation to the Commission's report, the Garda Representatives stated that their interpretation of the proposed new districts in the Commission for Future Policing's District Model, were the same as the Community Engagement Hubs in the current Divisional Model design. It was the Committee's estimation that the Divisional Model was capable of being adapted to match the specification of the District Model.

### 7. Modernisation and Renewal Programme

The Committee emphasised that the Commission's report was solely recommendations at this point. In this context, the work of the Committee would continue as normal and the Authority would continue to fulfil its statutory obligations. It was emphasised that the Committee would continue to focus on the six priority areas for organisation development, which it outlined and would focus on the antecedent barriers to change and enablers that would remain relevant regardless of whatever decision was taken by the Government. The Garda Representatives were asked to reflect on the main successes and concerns for the MRP to date. The Garda Representatives highlighted a number of issues including the resistance to change from within the organisation, issues surrounding sponsorship and ownership of projects, lack of efficacy of programme boards, and the Strategic Transformation Office's reliance on external stakeholders

and disconnect from front-line policing. However, a number of positives were also noted including the value of lessons learned and that a large number of IT projects were soon to be launched.

#### **8. Workforce Planning**

The Committee stated that the workforce plan was fundamental to the organisation, but needed to be demand led. It was queried how far the Garda Síochána was from completing a workforce plan. The Garda Representatives stated that an organisation-wide operating model was required to fully inform the workforce plan and that the organisation did not have the capacity to form a view of what the organisation's requirements would be in five years' time. However, the Garda Representatives assured the Committee that workforce planning and modernisation was a priority of senior management. They also assured the Committee that the target of 250 redeployments would be achieved in 2018 and that a plan for 2019 would be developed.

#### **9. Any other business**

No other issues were raised.