



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of Garda Organisation Development Committee

Date: 20 November 2018

Venue: 90 North King Street, Dublin 7

Part A – Committee Meeting

Attendance

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

Secretary: David Pasley

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

Apologies: Melanie Pine, Moling Ryan

1. Closed session – Authority Members only

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

2. Chair's opening remarks

Minutes of the previous meeting were noted and there were no matters arising. The Executive briefed the Committee on materials provided to inform the meeting.

3. Executive briefing on engagements with the Garda Síochána

The Executive briefed the Committee regarding its visits to Protective Services Units. Recurrent issues in these units were highlighted regarding training, functions and resourcing. It was noted that the Authority has yet to receive an Evaluation Report on these units. Rollout of additional PSU's in 2019 was also discussed. Briefings were also given on the Community Orientated Policing Framework, the Garda Síochána Training Strategy, and Executive attendance at Regional PAF meetings. The Committee heard that visits to the latter had highlighted a particular organisational focus on overtime and finance in some regions.

4. Seventh Report to the Minister

An approach to the Seventh Report to the Minister was suggested and agreed.

5. MRP and Policing Plan Progress Report

The most recent progress report was discussed. The Committee noted that there had been limited progress, but that there were a significant number of projects with a red (critical) status. Concern was raised at the number of projects being hampered by internal administration issues – particularly the apparent bottleneck in policy development, ongoing resourcing issues across the projects, and the heavy schedule set-out for Q4. Regarding the Policing Plan it was noted that the extension of the 2018 plan for Q1 2019 would see a planning template for this period provided to Divisions. Timelines for consultation and finalisation of the 2019 Plan were outlined.

6. Redeployment and Workforce Planning Progress Report

Discussion was had concerning redeployment and the Committee raised concerns regarding the ability of the Garda Síochána to meet the revised target of 250. Further to this, it was noted that there had been issues with the perceived suitability of candidates from general panels

being posted to specialised positions, the lack of use of the Garda Síochána's recruitment license, and the extent to which the Workforce Plan had been updated to reflect the revised target and ongoing challenges.

Part B – Meeting with Garda Síochána Representatives

Attendance

Authority: As above

Garda Síochána: Assistant Commissioner Finbarr O'Brien (Northern Region), Mr Alan Mulligan (Acting Executive Director, HRPD), Mr David Gilbride (Executive Director, Strategic Transformation Office), Ms Catherine Heffernan (Policing Authority Liaison Office)

7. Closed Session

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

8. MRP and Policing Plan Progress Report

The MRP was acknowledged to be proceeding but with significant challenges. ICT projects were identified as a particular challenge as many had simultaneous deadlines. It was noted that these projects would take a considerable share of time, resources and enabling functions in 2019. The Committee highlighted concerns regarding the delays surrounding the development and sign-off of policy. This was acknowledged by the Garda representatives who outlined that there were resourcing issues in the policy unit, and structural problems regarding processes for policy-related functions. The Committee was also briefed on recent work in this area to tackle the issues. A discussion took place regarding the DPSUs, and the Committee relayed its concerns over planning, resourcing, the lack of an evaluation report and the potential for these factors to undermine the success that had been achieved through their establishment. The Garda Síochána noted that the absence of the HR Strategy and Culture Audit from the MRP monthly reporting was due to the end of STO involvement in these projects.

9. 2019 Policing Plan Organisation Development Goals

The Committee sought an overview of the current status and timelines for the 2019 Plan. It was advised as to current stage of planning for 2019 and that the Garda Síochána was cognisant of the points raised by the Committee, the need to provide a costed plan, and the effect that the Government response to the Report on the Commission on the Future of Policing would have on resource allocation for 2019. The Committee was advised that confirmation of Government priorities was expected by the end of the year, and that engagement with the Authority would then take place in January.

10. Redeployment and Workforce Planning Progress Report

The Committee queried progress regarding redeployment and were assured that the 250 end-of-year targets would be met as the specific roles had already been identified. However, it was stated that there may be delays in backfilling these roles, due to vetting and other delays caused by end-of-year deadlines. The Garda Síochána outlined their intention to utilise their recruitment license to great effect in 2019 and that discussions in this regard were taking place with the Public Appointments Service. A briefing was given regarding the vetting processes for

new Garda Staff and associated issues causing delays, in response to which the organisation is conducting a review.

11. Any other business

The Garda representatives gave an update on the status of a number of policies that have been requested by the Authority, and they outlined planning activities concerning 2019 recruitment. The Committee outlined the approach that would be taken in preparing the Seventh Report to Minister.