



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

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PA/2016/40

31 January 2017

Ms. Frances Fitzgerald T.D.
Tánaiste and Minister for Justice and Equality
51 St. Stephen's Green
Dublin 2.

Re: Measures taken by the Garda Síochána to implement recommendations of the Garda Inspectorate Report "Changing Policing in Ireland"

Dear Tánaiste,

I write with regard to your request of 25 July 2016 made pursuant to section 117A (2) of the Garda Síochána Act 2005 ('Act')

Your letter requested the Authority to monitor and assess the measures taken by the Garda Síochána in relation to the implementation of the recommendations of the Garda Inspectorate Report "*Changing Policing in Ireland*" which were agreed by Government. As indicated in your request, in many instances the vehicle for implementation of this Inspectorate Report may be the Garda Commissioner's Modernisation and Renewal Programme 2016-2021 (MRP).

Your letter also noted the Government's "*civilian by default*" policy in relation to the filling of new posts in the Garda Síochána. It signalled that the Garda Commissioner would be requested (in conjunction with the Authority) as a matter of priority and before the end of 2016 to identify posts suitable for redeployment having regard to the indicative figure of 1,500 identified in the above noted Garda Inspectorate Report and to prepare a 5-year plan.

In the context of the above, please find attached:

- A Report outlining the progress the Authority has made to date and the approach proposed during 2017, which including the terms of reference for the Authority's new Organisation Development Committee;
- Progress report prepared by the Garda Síochána on the Modernisation and Renewal Programme (MRP) to 31 December 2016; and
- Report prepared by the Garda Síochána for discussion at the Authority's January 2017 meeting, titled "*A programme for the phased redeployment to front line policing duties of Garda members engaged in administrative and other non-policing duties.*"

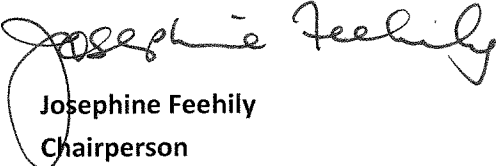
For convenience, the key points in the attached Report are:

- In view of the significance of Government Decision S20193F, a special Committee of the Authority has been established to oversee its implementation;
- Acknowledging that substantive progress on reform will take time and persistence by the Garda Commissioner, the Authority's focus will initially be on providing assurance that the recommendations made in Changing Policing in Ireland have been provided for in the Modernisation and Renewal Plan in accordance with the Government decision;
- The Authority is identifying a number of priority areas for attention, including to ensure that the benefits of investment are realised;
- A start has been made in identifying positions which can be filled by suitably qualified civilian staff, including positions which will release Gardaí for redeployment. In this regard, we consider that the application of the policy of civilian by default will need to be applied persistently and tenaciously in order to achieve Government's goal of 20% in five years and we note the conditions attached to the recent sanction for civilian appointments by DPER.

I hope that this provides you with a good flavour of the Authority's approach as we commence oversight of the implementation by the Garda Síochána of "Changing Policing in Ireland". In our first year, we have found that establishing a Committee of the Authority has proven to be a useful and successful way of ensuring a focus is created and maintained on priority areas of work.

A further progress report will be submitted by the Authority in April of this year with quarterly reports thereafter. In the meantime, we will be in touch with your Department with a view to ensuring appropriate information sharing and avoiding unnecessary duplication of effort. If you or your Department colleagues need further clarification the Chief Executive would be happy to provide a further briefing as required.

Yours sincerely,



Josephine Feehily
Chairperson

CC: Garda Commissioner Nóirín O'Sullivan.

Encl.



Report outlining progress to date and the planned approach to reporting on measures taken by the Garda Síochána to implement recommendations of the Garda Inspectorate Report “Changing Policing in Ireland”

1. Authority’s Strategy Statement

The Authority committed itself to monitoring and assessing the implementation of the Modernisation and Renewal Programme (MRP) in its strategy statement 2016-2018. In this context, the Authority has begun to familiarise itself with the MRP through engagement with the Garda Síochána Strategic Transformation Office at Authority and official level. The Executive of the Authority has met with the Garda Inspectorate to discuss its “Changing Policing in Ireland” report to fully understand the recommendations and to garner their views as to the priorities therein.

2. 2016 and 2017 Policing Plans

Through its ongoing monitoring of the Garda Síochána 2016 Policing Plan the Authority has examined, at a high level, the progress made against those elements of the MRP contained in the Policing Plan 2016. While the development of the 2016 Policing Plan pre-dated the Authority’s existence, the Authority played a significant oversight role in the development of the 2017 Policing Plan prepared by the Garda Commissioner and ultimately approved by the Authority with the consent of the Tánaiste and Minister for Justice and Equality. Chapter 4 of the Policing Plan 2017, namely the Organisation Development and Capacity Improvement chapter is the chapter most pertinent to the MRP. It sets out the commitments made in relation to key projects from the MRP with specific performance indicators, examples of which include

- deployment of CAD nationally by end of quarter 4 of 2017;
- pilot projects for functional policing model completed and evaluated by the Garda Síochána; and
- selection and recruitment of 500 civilian support staff by the end of quarter 4 of 2017.

The Authority’s Organisation Development Committee will oversee the monitoring and assessment of progress made in the implementation of this Chapter of the 2017 Policing Plan.

3. Monitoring of the MRP during 2016

During 2016, the Garda Síochána submitted monthly high level reports to the Authority’s Policing Strategy and Performance Committee setting out dashboard outcomes against the MRP. The Authority’s Organisation Development Committee and its Policing Strategy and Performance Committee recently held a joint meeting with the relevant Garda representatives to discuss the progress made in the implementation of the MRP in 2016.



A copy of the most recently received report to 31 December 2016 on the MRP is enclosed with this report. In our view, the reporting is quite focused on the process by which the work is being initiated, managed and reported. In 2017 the Authority is keen to move the reporting focus to the delivery of services and an assessment of the success or otherwise of the various projects to contribute to a more effective service for communities.

4. Planned monitoring of MRP during 2017

Mapping of Inspectorate Recommendations to the MRP initiatives

A key initial task will be to review the Garda Síochána mapping of the various initiatives and projects within the MRP to the Inspectorate recommendations and establish how and with what degree of efficacy these initiatives will deliver the change envisaged. This is an ongoing piece of work. Over the coming weeks, the Authority will liaise with the Inspectorate and with the Garda Síochána to identify those initiatives and projects within the MRP most essential to the delivery of the Government decision. The work will also identify any gaps or recommendations not addressed, or perhaps not adequately addressed by the MRP. It will also look at whether any of the enablers or foundational issues are scheduled too late in the timescale of the MRP to be fully effective and require a reorienting of priorities. The outcome of this work will form a key component of the next report to your Department in April.

Oversight Prioritisation

As acknowledged in your letter of 25 June 2016, the reform programme is a large body of work with over a hundred projects. In the context of the scale of the reform programme the Authority has agreed that a sensible approach to our work in this area is to identify a number of key priority areas and to give particular emphasis in our quarterly reports to the outcomes in these areas.

Notwithstanding this emphasis, the Garda Síochána will also be required to report on the totality of the programme on a monthly basis. This constitutes a second element of the work currently underway – a prioritisation of initiatives and projects.

In contemplating these priority areas, they will be chosen with regard to their ability to support a primary goal of improving the efficacy of the policing service for the community it serves. Some potential priorities emerge naturally from the Government decision and others from the Authority's oversight of the Garda Síochána during 2016. Identifying such priorities will form part of the Committee's work over the coming months, but examples of potential themes include:

- Identification of positions from which Gardaí can redeployed and replaced by suitably qualified civilians with the underlying medium term goal of having civilian Garda staff comprising 20% of overall Garda workforce;



- Initiatives directed towards the effective deployment of resources which will, once implemented, result in a use and deployment of Garda resources that delivers visible, effective and responsive policing.
- Projects which enable effective supervision of all staff of the organisation such as implementation of an effective performance management system; and
- Implementation of a divisional policing model; and
- Ensuring that the benefits of IT projects completed and underway are documented and realised.

While augmentation of the strength and breadth of skills within the Garda service, and its composition are crucial, so too is the manner in which that strength is subsequently utilised.

A cross cutting theme in the MRP is the development of ICT and its usage to support and facilitate ongoing change in the Garda Síochána. The Government has allocated considerable resources to this area and the Authority is mindful of that investment. While it is not envisaged that ICT would be a stand-alone priority, in that many of the priorities will be dependent on progress in the ICT area it will be monitored closely. For example, the roll out of roster and duty management software will be a key enabler of the redeployment project. It is anticipated that this project will, given its impact on the Garda Síochána's ability to effectively identify and deploy resources be a priority within the Authority's quarterly reports. The Authority is also aware that a Garda Síochána ICT Governance Board has been put in place. We plan to liaise with the Department of Justice and Equality to ensure that we are aware of relevant information and to avoid unnecessary duplication of work.

Public assessment of elements of the MRP

The Authority will, in the course of 2017, select aspects of the MRP in its public meetings with the Garda Commissioner. Public discussion will assist in the monitoring and assessment of the progress being made in these key areas while also affording the public an opportunity to be made aware of the progress being made, the work underway and the potential impact on their experience of policing at local level.

5. Implementation of the Government's policy of "civilian by default" in relation to the filling of new posts in the Garda Síochána.

In July 2016 the Government decision S20193F set a goal for civilian staff to comprise 20% of the overall Garda workforce and this to be achieved through a "civilian by default" policy in relation to the filling of new posts other than operational policing posts in the Garda Síochána. There are two key strands to achieving this goal, firstly an increase in the number of civilians in the service and secondly a redeployment of Gardaí to focus on frontline policing services.



In relation to increasing the number of civilians, it will be crucial that the composition of any increase is at the appropriate level representing the strength and breadth of professional skills and experience the Garda service requires.

The Garda Commissioner plans to recruit 500 civilians during 2017 in line with the Government decision. The first tranche of this increase in numbers was approved by the Authority at its November 2016 meeting and consent was received on 25 January 2017 from the Departments of Justice and Equality and Public Expenditure and Reform.

We are awaiting comprehensive job descriptions from the Garda for the eight approved senior roles, i.e. those at Principal Officer and above, and we are expecting a further submission for approval of a further increase in staff in the coming weeks. We are conscious that the legislation provides for a clunky set of processes for securing final approval from all parties. Accordingly, with a view to making the approval and consent processes as streamlined and efficient as possible, templates have been put in place to collect the necessary information and, on the basis that these are used comprehensively by the Garda Síochána, the Authority would hope to be in a position to speedily approve the next submission. It will also be important that in preparing its next submission that the Garda Síochána have regard to and observe the conditions outlined in the sanction received from the Department of Public Expenditure and Reform, so that unnecessary delay in achieving sanction is avoided.

In relation to the redeployment strand, the Tánaiste requested the Garda Commissioner (in conjunction with the Authority) as a matter of priority and before the end of 2016 to identify posts suitable for redeployment having regard to the indicative figure of 1,500 identified in the above noted Garda Inspectorate Report and to prepare a 5-year plan. Since that time, the Authority has discussed the issue of Civilian appointments and the identification of Garda posts for re-deployment with backfilling by suitably qualified civilians at its September 2016, November 2016, December 2016 and January 2017 meetings, two of which were held in public.

Despite numerous requests, a written report was not received from the Garda Síochána on this matter before the end of 2016. However, at the Authority's December 2016 meeting, Garda representatives confirmed that their current payroll data suggests that the organisation has **802** Gardaí in receipt of administrative allowance payments. They further confirmed that this was a good basis for the initial identification programme.

A written report prepared by the Garda Síochána titled "*A programme for the phased redeployment to front line policing duties of Garda members engaged in administrative and other non-policing duties.*" was received on 24 January 2017 for discussion at last week's Authority meeting. This plan outlines a plan for recruitment in 2017 on page 5, which is summarised in the following table.



Table 1: 2017 Recruitment Plan

Recruitment target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total for 2017
Garda members	200	200	200	200	800
Civilian members	169	140	100	91	500
Garda Reserve	0	0	200	100	300

The report also identifies a number of positions that the Garda Síochána believe are amenable for redeployment. For example, it is anticipated that the 169 civilian hires in quarter 1 will result in 52 consequential redeployment opportunities with an estimated lag of four months between the hiring of a new staff member and the consequent redeployment of a Garda to front line duties. Therefore, during 2017, it is anticipated that there will be redeployment as a result of increases in Civilian numbers of 147. These redeployment targets are set out on page 8 of the Garda Síochána report and are summarised in the table below.

Table 2: 2017 redeployment program targets

Civilian members to be recruited	Recruitment Target	Estimated consequential redeployment	% of hiring leading to redeployment opportunities
Quarter 1	169	52	31%
Quarter 2	140	40	28%
Quarter 3	100	30	30%
Quarter 4	91	25	27.5%
Total for 2017	500	147	29%

In providing the sanction for civilian recruitment alluded to above, the Department of Public Expenditure and Reform has indicated that the reassignment of 43 Garda positions is required to be initiated and substantially progressed before any new posts are sought. It will therefore be essential that movement is achieved by the Garda Síochána on the redeployment targets outlined in Table 2 during Quarter 1 if sanction on the recruitment targets is to be achieved.

The Garda Síochána have confirmed that its initial focus for further identification of roles for redeployment will be in the following areas:

- ICT;
- Corporate Services;



- Garda Press Office;
- Administration and professional functions in stations throughout the Country;
- Command and Control;
- Strategy, Transformation and MRP professionals;
- Human Resources & People Development;
- Legal Affairs;
- Crime Policy and Administration;
- Garda Professional Standards Unit & Internal Affairs;
- Finance and Service organisation;
- The Garda College; and
- Garda Vetting, FOI and related roles.

Garda representatives confirmed that divisional officers and section heads have also been requested to identify the number of Garda that can be returned to operational policing. A more detailed project plan is required which takes account of the Tánaiste's requests to have regard to the indicative figure of 1,500 and to prepare a 5-year plan. Garda Síochána representatives have indicated that these numbers are just the starting point in their identification process.

The Authority considers that this is a reasonable first step and we will track key metrics month by month with the Garda Síochána. We will continue to work in conjunction with the Garda Síochána to secure redeployment in the areas identified above and to further encourage the identification of additional areas and posts for redeployment opportunities.

The principle of "civilian by default" is recognised by Government as an important one. It is given a specific purpose and focus in Government decision, which the Authority welcomes. The Garda Commissioner has suggested that the language of may need some nuance, and this will be discussed further in the coming weeks.



TERMS OF REFERENCE

Garda Organisation Development Committee

The Garda Organisation Development Committee is a special Committee of the Authority for one year, with the option to extend for a second year, subject to a decision of the Authority.

Its Terms of Reference are to:

- monitor and assess progress in the implementation the Organisation Development and Capacity Improvement Chapter of the Policing Plan 2017, including performance against targets established by the Authority, and to provide regular feedback on the Committee’s assessment of Garda Síochána performance in relation to that Chapter;
- monitor and assess measures taken by the Garda Síochána to implement the recommendations of “Changing Policing in Ireland” on the basis set out in Government Decision S20193F;
- recommend draft quarterly reports to the Authority for submission to the Tánaiste;
- guide and oversee the work of the Executive in the assessment of the progress made and the gathering of evidence relevant to that assessment;
- provide assurance to the Authority that these documents and processes can support the Authority’s oversight role;
- liaise as required with the Policing Performance and Strategy Committee; and
- provide such advice and recommendations as it consider appropriate from time to time to the Authority.



AN GARDÁ SÍOCHÁNA

MODERNISATION AND RENEWAL PROGRAMME

2016-2021

Policing Strategy and Performance Committee



Thursday 19th of January



2016 Lookback: Key Milestones

-  Project Delivery
-  Creating Awareness and Understanding
-  Strengthening Governance

2016

-  Employee Assistance Programme goes live
-  eVetting goes live
-  Property and Exhibits Management system (PEMS) 1 goes live
-  Project teams for ECM, PEMS 2 and Investigations Management, Protective Service Units mobilised
-  4 Control Room Strategy Projects have now kicked off
-  Extensive working sessions complete on PAF processes and procedures
-  7 Project Briefs and 5 Strategies signed off by Programme Boards
-  Training commenced for Risk Management
-  Improving network access for stations in rural locations underway
-  CCTV and Mobility initiatives kicked off
-  Interpol FIND goes live
-  Over 90 District Level Briefings Completed
-  Programme Launch
-  Programme e-Card Issues
-  Briefing for Associations and Unions held each quarter
-  1:1s held with each Business Sponsor and associated Business Owners
-  Each Support Section and Specialist Section briefed
-  Continuous collaboration with international police forces
-  A number of critical roles within the Senior Leadership Team filled
-  6 Governance Boards for the Organisation established
-  Business Sponsors and Business Owners assigned to critical projects
-  All 4 Programme Board fully established






Key Success Factors



- The Programme has **demonstrated successful adaptability** by quickly repositioning and reprioritising based on changes in organisational and political environment
- **Defined Governance** and **PMO processes** ensure accountability and a model for repeatable success
- The Programme is **continuously creating alignment** between the different areas of the business, day-to-day operations and the strategic goals of the organisation
- On-going Knowledge Transfer means that long-term **Project Management** and **Business Readiness capabilities** are being built within the organisation
- The M&RP programme has **developed a reporting function** that can more easily articulate how the significant body of internal and external recommendations are being addressed by the organisation
- **Fresh innovative communications** being delivered to the organisation and **defined approaches** for engaging with **external stakeholders** (e.g. Associations and Unions)

Challenges to Delivery



	Overview	Action being taken to address
 Resourcing	<p>A shortage of skilled resources and Project Managers continues to result in delays to project start dates and is impacting available capacity within the STO, ICT and HR.</p>	<ul style="list-style-type: none"> • A file and business case have been drafted and has issued to the Department of Public Expenditure and Reform
 Delivery Capacity	<p>The Garda Training College, Continuous Professional Development Units and ICT section's ability to deliver the programme is currently constrained due to capacity.</p>	<ul style="list-style-type: none"> • The STO are centrally managing training requirements and demand across the Programme • A training approach which includes an analysis of options to combat capacity issues has been developed and is in train • There is on-going engagement with ICT in relation to capacity and planning
 Procurement	<p>Lengthy public procurement process with multiple approval steps can result in delays to timelines on urgently required initiatives</p>	<ul style="list-style-type: none"> • Ensure rigorous programme governance is enforced and understood by the Department of Justice and the Department of Public Expenditure and Reform • Standard template documentation supports an efficient procurement process
 Maintaining open engagement with Associations and Unions	<p>The ability to progress the Programme in line with 2016 schedule was impacted by IR issues.</p>	<ul style="list-style-type: none"> • Progress in line with the agreed engagement approach continues • Contact groups are underway to discuss the detail of specific projects and initiatives and ensure buy in and support from Associations and Unions
 Capacity of Senior Leadership and Management	<p>Critical vacant roles within Senior Leadership and Management have impacted the ability of key meetings being chaired, decisions being made and momentum maintained.</p>	<ul style="list-style-type: none"> • 11 of the critical Leadership and Management roles have been filled recently

Delays in Delivery in 2016 – Example Cases



Initiative / Project	Target Go Live Date*	Revised Go Live Date	Reason for Delay	Current Status	
Protective Service Units (Phase 1)	Q4 2016	Roll out Q1 2017 – Q1 2018	Current timelines at risk due to potential delays regarding resource allocation and demanding project timelines.	Business Owner finalising resourcing requirements and developing To Be Process.	●
Schengen	Q2 2018	Q4 2018	Approval to proceed delayed from CSSO, DEPER and the OGP	Contract signed to proceed with preferred vendor on December 23rd 2016	●
Electronic RC1 (Phase 1)	Q4 2016	Q1 2017	On hold pending approval from Associations & Unions.	Formal compliance with the Programme communicated by AGSI and GRA in December 2016. Contact groups scheduled throughout January to engage on priority initiatives including eRC1	●
HR Operating Model	Q2 2017	TBD (Dependent on procurement)	Current project timelines at risk due to delay in procurement process for identification of key resources.	As outlined	●

*As outlined in the Modernisation and Renewal Programme Document published in June 2016

Priorities for 2017



Q1

Phase 1 Content Management



Improved storage and access to all documents and data including video, audio and images

Policy Governance Framework



Clear model for governance of policy in place

Phase 1 eRC1



Accurate recording of all calls for service



Revised Approach to Risk Mgmt.

Clearer and swifter decision making relating to risks.



Establish the M&RP Communications Network

Consistent delivery of programme messaging in every Division, Specialist and Support Section

Q2

National Operating Framework~



New way to approach delivery of policing and security operations

Property Management 2



Single view of all property and exhibits in Garda custody

Non Networked Stations



Enhancing Network Access to Rural Locations



GoAML

Government Anti Money Laundering system to support money laundering investigations



Allocation of Project Managers

Ensuring that the appropriate resources are in place to support project delivery

Q3

Full rollout of Protective Service Units



A consistent approach to investigation of crimes involving vulnerable victims

Diversity and Inclusion Strategy



A more inclusive working environment

PAF Processes and Procedures



Greater levels of standardisation, accountability and supervision

Q4

Biometric ad Vehicle Data Exchange (PRUM)



Secure exchange of key information with EU Member states

PALF Rollout



Begin an improved performance management process to support career progression

Investigations Management



Standardised, accountable and efficient management of all investigations



ANPR Central Monitoring Office

Increased use of the ANPR technology to aid roads policing and investigations



Cultural Audit *

Leadership equipped with understanding of organisation culture

Sample of high priority projects for 2017

*Potential commencement date only. Financial sanction approved for cultural audit, and next steps are to begin the tender process

~ At present it is proposed that Code of Ethics training will be rolled out in conjunction with the National Operating Framework



1

A programme for the phased redeployment to front line policing duties of Garda members engaged in administrative and other non-policing duties.

Document prepared in answer to the questions posed by the Policing Authority at its December 2016 meeting and in fulfillment of a commitment to An Tánaiste and Minister for Justice and Equality, Francis Fitzgerald TD.

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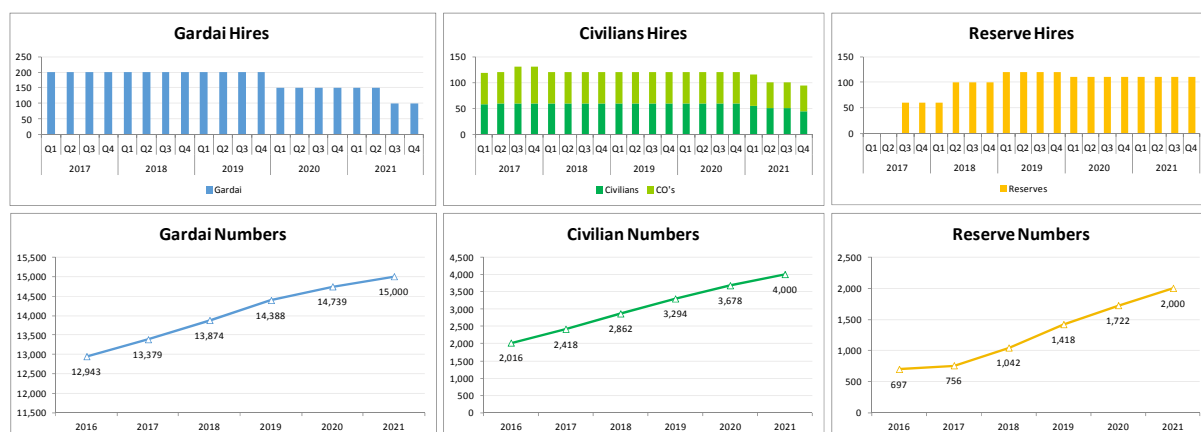
Executive Summary:

The launch of a programme to redeploy Garda members currently engaged in administrative and other duties which could be effectively and efficiently undertaken by civilian members represents a significant opportunity for the organisation to further increase the visibility and community engagement nationally of sworn Gardaí.

The moratorium on recruitment from 2009 to 2014 had the effect of drawing a significant cohort of Gardaí from frontline duties into administrative and professional roles which could and should have been assigned to administrative and specialist civilians. The Grace Report in 2012 and the Report of the Garda Inspectorate 2012 both made estimates of the number of roles which could be civilianized ranging from 2,105 in the Grace Report to 1,211 in the 2015 report of the Garda Inspectorate.

As a starting point and before any initial census survey is done as part of this ongoing project, it is clear that current payroll data suggests that we have some 802 Gardaí in receipt of administrative allowance payments. This is a firm basis for departure for this programme and sets an initial data parameter within which we can work and measure progress over time.

In 2017 our hugely ambitious goal is to recruit some 1,600 new hires to the organisation; 800 Garda members, 500 civilian members to administrative, professional and managerial grades and 300 members to the Garda reserve. In **Q1 '17 alone** a schedule is in place to recruit 200 Garda trainees and 169 civilian members. It is anticipated that this **169 civilian hires will result in some 52 consequential redeployment opportunities** and it will track the progress against all of these key metrics quarter by quarter.



This document arises from the organisation's commitment to document the directional 'redeployment programme for 2017'. A commitment was given at the December meeting of the Policing Authority to set out a summary, with targets and milestones for 2017. A commitment to setting this out clearly in the context of its dependencies was undertaken and it highlights the need for core staff groups and contractors to undertake the huge programme of recruitment work from an immediate effective date.

Background & Priority:

The memo to Government of July 2016 committed the government to a significant investment in personnel in An Garda Síochána. The planned increase in headcount will see the total organisation grow to 21,000 staff by the end of December 2021. (*Project 21/21*). It is planned that this number will be composed of 15,000 Garda members, 4,000 civilian members and 2,000 reserve members. The accomplishment of this milestone will require a huge increase in recruitment activity in the next 60 months to support both the planned growth in total organisational strength which will also, of necessity require the replacement of the greater than 2,700 staff eligible for retirement in that time window.

The Tánaiste and the Commissioner of An Garda Síochána have agreed that in addition to the growth in the total footprint of the organisation, a number of additional recruitment and organisational priorities should be set out. The Commissioner coined the phrase, *'Civilian by default'* to guide the thinking as to how new roles within the organisation should be filled. The Tánaiste has emphasized the criticality of Garda Reserve Recruitment as a way of further building community engagement and visibility and as a gateway into the full time service.

A particular priority has been given to the recruitment of specialist professional skills into the organisation. Detailed manpower planning and the careful design of civilian career paths have been prioritized as key goals in the HR Programme for 2017 and it is intended that these will feed into the overall organisational design work segment which is set to commence following a tender process which is slated to commence in Q1 2017.

Both the Tánaiste and the Commissioner are united in their commitment to giving top priority to the redeployment of Garda Members currently engaged in administrative and non-front line policing duties to active police service delivery and the active utilization of their police powers. This process of *'managed redeployment'* is the focus of this brief paper.

Goals:

The Starting Point.

The arguments for increasing the number of Gardaí deployed in front line duties have been well rehearsed in the national media and in the houses of the Oireachtas. Increasing not just the strength but also the visibility and deployment of the sworn service was a key element in the Government's decision to increase the number of Garda members by more than 2,000 by the end of 2021.

The objective of strengthening the front line Garda service has a second and equally critical component. It is the commitment that there be an active programme of redeployment of Garda members who are currently engaged in roles and functions which could be better undertaken by suitably qualified administrative and professional civilians and the redeployment of Garda members currently deployed in those roles to active front line duties where their Garda powers will have greatest impact.

This redeployment programme is intended to have a significant impact. It will significantly improve the visibility of Gardaí in the delivery of essential front line services while also increasing the specific competence and skills of those retained to provide professional and administrative services in the wider Garda Síochána organisation. It is intended to be a programme of improving 'role fit' as a key building block in the improvement of 'service delivery' to the community.

The Metrics.

The launch of the organisational design programme in 2017 and the infusion of an additional 2,000 civilians into An Garda Síochána over the next sixty months provides a unique opportunity to actively alter the composition of the organisation so that work is done by those with the most appropriate skills to execute it. Through the period of the public service recruitment moratorium, which debarred the recruitment of Garda and civilian staff, new roles and essential administrative work was exclusively undertaken by the redeployment of Garda members to fill these roles as a matter of necessity.

It is essential now that a number of base line metrics are put in place to guide the redeployment programme. It is envisaged that the accuracy of the metrics and the data behind them will significantly improve as some of the first ICT systems which are slated to be implemented in HR are brought on-line over the next 24 months. As we commence 2017, however, it must be understood that An Garda Síochána as an organisation has limited real-time visibility on the duties to which staff are actually deployed to.

This document is intended to set the direction for this programme at a top level so that a more detailed project plan can be developed, as a key subset of the larger workforce plan format, which will be reported upon quarterly. This essential redeployment programme is naturally dependent on the recruitment of civilian staff. The programme will seek to identify, quantify and describe key administrative and specialist roles currently filled by Garda members across the organisation which are amenable to redeployment.

Our goal from Q1 2017, is to continuously assess the range of opportunities which exist for a programme of effective redeployment and increased professionalism through the Commissioner's mandate '*civilian by default*'. Specific posts will be identified for redeployment and be given priority for 2017.

The 2017 Recruitment Plan:

- **Garda Members:**

Target 800 - Metric - Trainees Commenced in the Garda College 2017

200 per Quarter:

- **Civilian Members:**

Target 500 – Metric - Recruited (between identified/offered and actually commenced) in 2017

169 Q1; 140 Q2; 100 Q3; 91 Q4.

- **Garda Reserve:**

Target 300 – Metric - New recruits (between offered/in training) in 2017

Advertisement placed in April '17 200 identified Q3; 100 Q4, Regional Training Commenced

Process & Sources of Data:

The principle individual pieces of work done estimating the number of Garda members deployed in roles which are suitable for civilianisation have been undertaken in very different time frames and were each based upon a number of different methodologies. This has given rise to substantial variations in the estimates of the number of roles which are amenable to civilianisation. There is now a need to establish a clear verifiable methodology for identifying the scale of the opportunity open to An Garda Síochána to strengthen the deployment of Gardaí to front line duties.

As we proceed with the initial implementation of this multi-year programme, it is clear that there needs to be a broad agreement around the narrative used to describe the objectives of the programme, the process for assessing existing roles and the criteria to be used in assessing their priority for civilianisation. There is a need for a clear and consistent narrative to describe the programme and to ensure that it is described clearly and accurately by all parties to its effective implementation; Garda Management, the Department of Justice and Equality and the Policing Authority.

A separate but related project will be commenced in 2017 around the merger of roles in the Garda Technical Bureau and Forensic Science Ireland. A commitment was made at the December meeting to establish a working group to commence that programme of work.

Scale & Challenge

The scale and sensitivity of the work to be done as part of this programme was given time and attention at the December meeting of the Policing Authority. There was broad consensus that this needed to be a sustained project which was kept in focus for the entire duration of

'21/21' so that the very greatest impact from a service delivery perspective was generated by the cohort of Gardaí in the exercise of sworn powers.

There was agreement that an initial focus needed to be placed in the following areas; (echoing the priority areas identified in the Grace Report)

- ICT
- Corporate Services, Garda Press Office
- Administration and professional functions in stations throughout the Country
- Command and Control
- Strategy, Transformation & MRP professionals
- Human Resources & People Development
- Legal Affairs
- Crime Policy & Administration
- Garda Professional Standards Unit & Internal Affairs
- Finance & Service organisation
- The Garda College
- Garda Vetting, FOI and related roles.

There was consensus from the Policing Authority that there was a very key cultural challenge to be faced. There was also widespread agreement that the first essential condition for the success of the programme was the determination from Garda Management to see it succeed and to ensure that it was consistently supported.

Particular interest and approval was expressed in establishing a tracking mechanism which would make manifest where and when specific roles could be identified for change and transition. It was agreed that there would be a quarterly update in each iteration of the quarterly 'workforce plan' on the progress of the 'redeployment programme' and that these would be available for discussion.

2017 Programme, its dependencies & its reporting Format

Prior to the December meeting with the Policing Authority, it was agreed that a balance had to be struck between three simultaneous needs for professional and administrative skills within An Garda Síochána for 2017. In discussion, three categories emerged for parallel consideration;

The **first** and critical category was the group of jobs which would require the approval of the Authority. These are essential jobs which are at the level of PO and above. In the immediate tranch of job descriptions which are awaiting approval there are roles such as Executive Director of Legal and Governance, Transformation and Change Management and the replacement for the retiring Chief Medical Officer. In addition to roles at Executive Director grade, all roles at Principal Officer level will fit this critical category on the 'professionalisation of the service'. Most, though not all of these roles will be new and will not give rise to a 'redeployment' opportunity.

The **second** critical category is new positions at levels from Clerical Officer to Assistant Principal which are essentially new and require the approval of the Commissioner and the

Policing Authority to fill. These positions are part of the net increase in the civilian headcount and reflect the need to staff new functions and activities commensurate with the customer expectation which exists on the organisation, a range of activities and responsibilities which were assumed without proper professional and appropriate staffing during the period of the moratorium and since.

The **third** category is the subject of this paper. It relates to the specific hiring which can serve to release a serving Garda member back to frontline duties. There are a significant number of clerical administrative and professional vacancies throughout the organisation which will facilitate the redeployment of sworn members to other duties. It is envisaged that a very visible and transparent process will be required to ensure a timely achievement of our goals.

Redeployment Program Targets per Quarter:

Civilian Recruitment Targets Per Quarter 2017	Estimated Consequential Redeployment Opportunities Arising	Percentage of Hiring Leading to Redeployment Opportunities	Lag in implementing the actual redeployment to front line duties
169	52	31%	4 MONTHS
140	40	28%	4 MONTHS
100	30	30%	4 MONTHS
91	25	27.5%	4 MONTHS

The above table represents a prudent placeholder of the number of roles which are amenable to redeployment quarter by quarter 2017. The process of specific identification of roles will take time and resources.

In order to identify the Gardaí to be reallocated a return is being sought from every Divisional Officer and Section Head to seek their submission on who in their respective areas can be returned to operational policing. A description of the work being conducted by that member is also required so that a suitable civilian staff member can be identified and placed in the position being vacated. The above table will be updated as the returns are received from each Section.

A number of critical dependencies have been identified. It was made abundantly clear that the scale of the recruitment challenge set out above is of a scale which has not been undertaken by the organisation at any time in its history. The commitment to hire some 1,600 staff in the course of the calendar year 2017 is unprecedented. From our existing recruitment organisational base, most especially with respect to civilian and reserve hiring, we begin 2017 with a massive risk. As of now there are insufficient resources in place to build the

necessary Week 1 January momentum essential to achieving these goals. All Chief Superintendent's are committed to the redeployment of sworn staff.

Next Steps

There are three essential next steps;

- 1) The essential requirement, as we turn into 2017, is for the Policing Authority to secure the immediate approvals from both the Department of Justice and the Department of Public Expenditure and Reform for the first selection of civilian jobs which they, the Authority have already approved in December 2016. These jobs include the roles in the 'recruitment engine room', roles that we will need to fill either by employees or contractors as soon as possible to begin building the documentary and job description infrastructure to accelerate the hiring process.
- 2) Identify suitable office space where this work can take place as a matter of urgency. At present, the HQ and Garda College facilities are over loaded. Only limited space exists in Athlumney House and this creates locational limitations for the hiring of suitably qualified staff to undertake this crucial work.
- 3) Work needs to commence on a process for the creation of IT tools and infrastructure to automate key elements of this process so that we can track the redeployment programme in real time and the ongoing inbound pipeline of talent of those arriving into the organisation. One of the most potent enablers of the entire project, which is running in parallel with the recruitment programme and the consequential redeployment programme, is the roll out of the software to control roster and duty management across the organisation. This roll out will, for the first time, allow for the analysis of roles and functions and the accurate quantification of who is performing what role specific duties at every hour of the working day 24/365.
- 4) The identification of specific posts which will be the subject of redeployment in 2017.