AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

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3 May 2017

Ref: **PA/2017/255**

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,

The Policing Authority has prepared its second report pursuant to your request of 25 July 2016 made under section 117A (2) of the Garda Síochána Act 2005 ('Act'). This report sets out the actions taken by the Authority in the first quarter of 2017 to assess and monitor the implementation of the 'Changing Policing in Ireland' report and the outcomes emerging from those actions.

A number of key outcomes merit highlighting. The mapping of the recommendations from 'Changing Policing in Ireland' onto the Modernisation and Renewal Programme (MRP) has confirmed that a sizeable proportion of the recommendations arising from the report are outside the MRP process and structure. The Authority has written to the Garda Commissioner on this matter to clarify what evaluation and reporting structures are in place to allow for the monitoring and assessment of progress on these recommendations by the Commissioner, to include the arrangements by which reporting to the Authority on the those projects and initiatives will occur.

As signalled in the first report, the Authority has identified a number of priority projects which will attract particular focus in its assessment of progress and reporting to you. These are set out in this report and it is worth noting that some of these are not within the MRP structure.

Progress across the MRP has been uneven. The Authority is particular disappointed with the progress made with regard to the key tasks of developing a workforce plan and the identification of any significant number of posts that can be redeployed. The outcomes of the recently conducted census, while a welcome initiative and albeit figures are preliminary, is disappointing and suggests a lack of leadership or indeed commitment to civilianisation at local level.

There has also been limited progress on the recruitment of sanctioned civilian staff, despite sanction for such recruitment being in place, in one instance since 2015. Given the impact of skills and capacity issues on a range of projects across the MRP, the absence of a concerted push for such recruitment is frustrating and difficult to understand.

Given the dependencies that exist between projects, the Authority is concerned regarding the potential impact of these strategic skills gaps across the totality of the MRP and not just those projects which are currently identified as being affected. To that end, the Authority considers that it might be prudent for the Garda Síochána to revisit its prioritisation of projects to ensure that key enabler projects are being progressed in tandem within those projects they directly effect.

The Authority welcomes the work being undertaken on the Performance, Accountability and Learning Framework (PALF) and the Functional Model of Policing. It will be important that pace is maintained in this projects.

The Authority acknowledges that the MRP is a five-year programme, however, in order to maintain momentum, commitment to and engagement with such a large scale change programme, it is essential that the benefits of that work are felt by members on the ground. The Authority is concerned that these benefits are yet to reach a significant proportion of Garda members and as such would encourage the Garda Síochána to make greater efforts to put the capacity in place that will allow it to create and maintain pace in the programme.

I hope that the report provides you with a sense of the Authority's assessment. If you or your officials need any further information, the Chief Executive would be happy to arrange any briefings as required.

Yours sincerely,
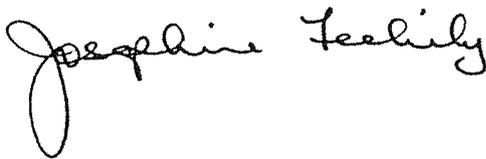
Josephine Feehily
Chairperson
CC: Garda Commissioner Nóirín O'Sullivan.
Encl.

An tÚdarás Póilíneachta
POLICING AUTHORITY

Second Report to the Tánaiste in response to her request under Section 117A (2) of the Garda Síochána Act 2005

Monitoring and assessment of the measures taken by the Garda Síochána to implement recommendations of the Garda Inspectorate Report "Changing Policing in Ireland"

April 2017

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Executive Summary

Mapping Exercise (Section 2)

Government decision S20193F notes that the agreed recommendations of "Changing Policing in Ireland" will be implemented as part of the Garda Commissioner's Modernisation and Renewal Programme. To support the assessment requested, the Authority carried out a mapping exercise with the following results:

- In total there are 244 recommendations in "Changing Policing in Ireland" which includes what are termed sub-recommendations. 43 of the 244 recommendations are marked as 'complete'. The Authority will examine a selection of those projects marked as being 'complete' to evidence that they have delivered the intent of the recommendations.

- The mapping of the remaining 201 recommendations onto the Modernisation and Renewal Programme (MRP) raises questions as to the degree to which the MRP alone can be the vehicle for the implementation of the recommendations. For example, it shows that while 115 of the 201 recommendations are currently within the scope of the MRP, 86 recommendations are currently outside of the MRP and are assigned elsewhere in the Garda Síochána organisation. This may also have implications for accountability and governance.

- The Authority has prioritised a number of important areas that it regards as key enablers of change within the Garda Síochána. A number of these are outside the MRP process and its reporting structure which is a matter of some concern. An alternative evaluation and reporting structure for tracking progress on those recommendations outside the MRP will need to be developed without adding any bureaucratic layers.

Prioritisation of Oversight (Section 3 below)

The Authority has identified six priority areas on which it will place particular emphasis in 2017 as follows:

- Composition and structure of the Garda Workforce;
- Garda Resource Deployment;
- Supervision;
- Data Quality;
- Victims; and
- Culture.

The dependencies that exist between projects are important. The Authority considers that it may be prudent for the Garda Síochána to revisit its prioritisation of work within the MRP. This is to ensure that 'enabler' projects on which other projects are dependent are progressed in tandem.

Progress to date (Sections 4 and 5 below)

- Progress within the MRP has been uneven. Capacity and resource issues, in particular with regard to IT, HR and project management are cited by the Garda Síochána as impeding progress. This will be interrogated by the Authority in Quarter 2.

- Progress on the process of civilianisation has been disappointing and frustrating with little progress made with regard to the key tasks of developing a workforce plan and identifying any significant

number of Gardaí that can be redeployed. Initial results from the country-wide census identified only 161 posts where Gardaí could be replaced by civilian members. This calls into question the quality of engagement with the idea of civilianisation within the Garda Síochána and the depths of commitment across the organisation to its achievement. There is a need for leadership on civilianisation and this extends to leadership at local level. A workforce plan must be provided if 2017 targets are to be achieved.

− There has also been less progress on the recruitment of sanctioned civilian staff than was hoped. Sanctions in place for the recruitment of skilled civilians in the areas of HR and IT have not been taken up and given the repeated references to shortage of resources, this is particularly difficult to understand.

− Arrangements for the introduction of the Performance and Accountability framework (PALF) are underway with the roll out of training for line managers and this is to be welcomed. Individual and team based performance conversations will commence in the second half of 2017.

− The implementation of the functional model of policing has commenced and it is at an early stage. It offers significant opportunity for the redeployment of sworn Members to operational policing but will require   genuine pace to reach its potential.

− Policing Authority Members and executive team have opportunity for regular engagement with Members of various ranks and Garda civilians in the course of their work and anecdotal evidence gleaned from those engagements would suggest that the MRP is not well understood and benefits of the change programme are yet to be felt 'on the ground'. Tangible change on the ground will be important to sustain momentum and commitment to the change programme.

Quarter 2 Actions

− The Authority has identified a number of actions it will take in Quarter 2. These include:

  o an assessment of a selection of those recommendations marked complete to evidence that the intent of the recommendation has been realised;

  o engagement with the Garda Síochána to ascertain the governance structures and timeframes for recommendations outside the MRP structure and process; and

  o Further assessment of the capacity issues currently impeding progress across a range of recommendations.

  o Sustained engagement on the release of Garda members to policing duties and the recruitment of appropriate civilian members to meet the current and projected needs of the organisation.

1. Introduction

In its first report to the Tánaiste, the Authority committed to undertaking a number of key actions in the first quarter of 2017. These actions were directed towards informing and shaping its approach to the monitoring of the implementation of the recommendations of the Garda Inspectorate Report *"Changing Policing in Ireland."* (CPI) The actions were:

- A mapping of the Garda Inspectorate Report recommendations to the various initiatives and projects within the Garda Síochána Modernisation and Renewal Programme (MRP) to establish whether each accepted recommendation has an associated initiative or project within the MRP which will give it practical effect.
- Given the quantum of projects and initiatives within the MRP, the Authority committed to undertaking a prioritisation exercise that would identify the key priority areas for the Authority and the associated projects that would receive particular focus in 2017.
- The final action was the continued monitoring of the MRP in 2017, facilitated by the establishment of a sub-committee of the Authority which formally engages monthly with the Garda Síochána on the MRP work being undertaken, reporting to the Authority monthly on the outcomes of that engagement. This is in addition to day-to-day work by Authority staff.

This second report sets out the manner in which each of these actions were undertaken and details the outcomes of that work. It identifies the key issues arising and the Authority's proposed next steps.

2. Outcomes of the Mapping Process

The objective of the mapping process was to establish to what degree the MRP will, if implemented, gives practical effect to the recommendations arising from the *CPI* Report. As well as identifying where the MRP achieves this, the exercise focused on identifying gaps, where recommendations are not addressed by the MRP.
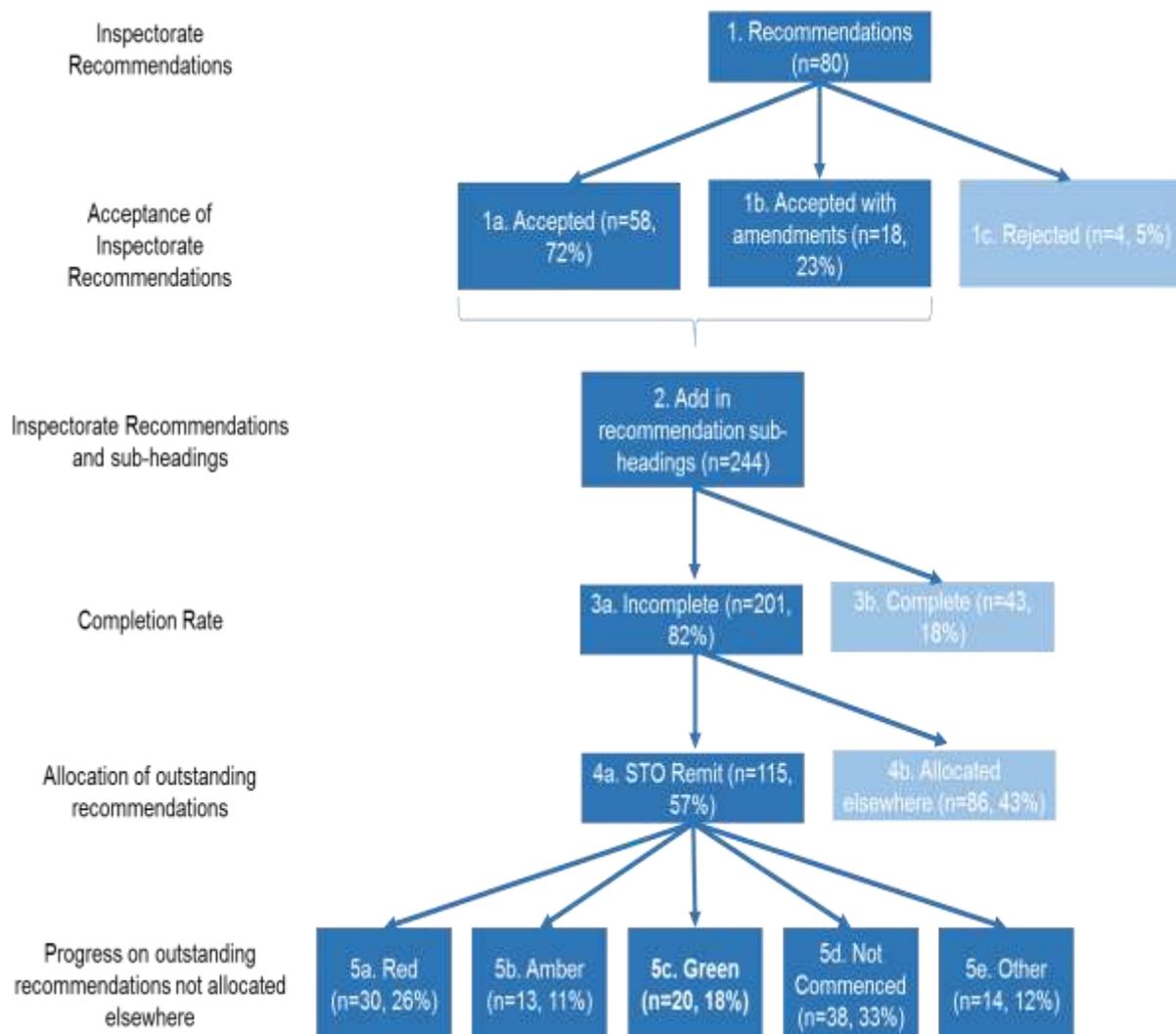
The Authority involved representatives from the Garda Inspectorate in this work. The rationale being that in discussing the projects aligned to various recommendations, it was an opportunity to get a sense from the Inspectorate as to whether and to what degree the particular projects and initiatives in question would, in their view, deliver the intent of the Inspectorate recommendation. Two meetings were held between the Authority Executive, representatives from the Garda Inspectorate and representatives from the Garda Strategic Transformation Office (STO). Following these meetings, the STO completed a mapping template. The template document required that the STO consider all the accepted recommendations, including the sub recommendations. Up to this time, the sub-recommendations had not been explicitly tracked by the Garda Síochána. The Authority was of the view that the sub-recommendations needed to be considered and mapped because they are fundamental to achieving the recommended result. This view was echoed by the Inspectorate representatives.

The exercise enabled the Authority to understand exactly how many of the recommendations from *Changing Policing in Ireland* will be implemented through the MRP over the five years of the programme and which recommendations would not be implemented through the MRP.
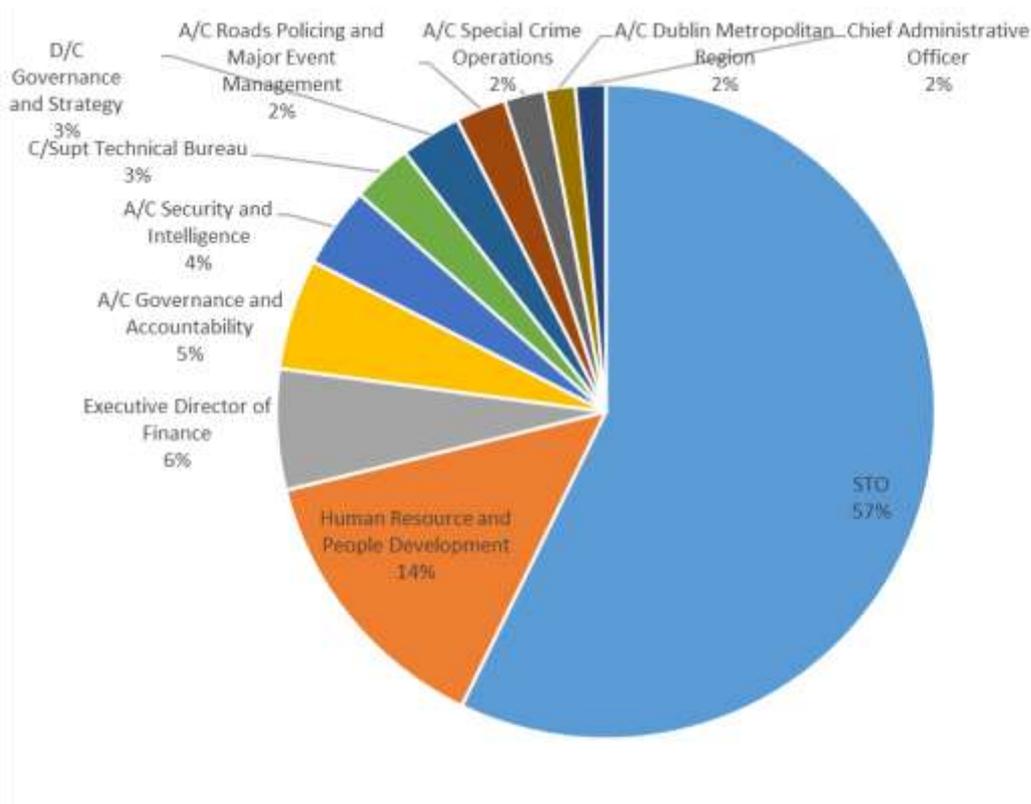
The mapping process identified the following:

- 115 - The number of recommendations which have projects in the MRP, which once delivered may implement the recommendation
- 86 - The number of recommendations which have no aligned projects in the MRP but which are flagged as being the responsibility of other areas in the Garda Síochána
- A breakdown of these unaligned projects by the Executive Director or Assistant Commissioner to which they are assigned
- The situation regarding those areas prioritised by the Authority and whether the MRP is going to address these recommendations.

The following diagram gives a summary of the mapping outcomes.

Inspectorate Recommendations	1. Recommendations (n=80)
Acceptance of Inspectorate Recommendations	1a. Accepted (n=58, 72%) — 1b. Accepted with amendments (n=18, 23%) — 1c. Rejected (n=4, 5%)
Inspectorate Recommendations and sub-headings	2. Add in recommendation sub-headings (n=244)
Completion Rate	3a. Incomplete (n=201, 82%) — 3b. Complete (n=43, 18%)
Allocation of outstanding recommendations	4a. STO Remit (n=115, 57%) — 4b. Allocated elsewhere (n=86, 43%)
Progress on outstanding recommendations not allocated elsewhere	5a. Red (n=30, 26%) — 5b. Amber (n=13, 11%) — 5c. Green (n=20, 18%) — 5d. Not Commenced (n=38, 33%) — 5e. Other (n=14, 12%)

There are 76 recommendations which were accepted by the Garda Síochána, 18 of which were accepted with modifications. The Government has accepted that 4 recommendations were rejected at this time.

The Authority will monitor the accepted recommendations and sub-recommendations. When the sub-recommendations are included, the total number of recommendations comes to 244. Of these 43 are marked as 'complete'. A list of the 'completed' recommendations is set out in appendix 1. Of the remaining 201 recommendations, 115 are aligned to the Modernisation and Renewal Programme. The remaining 86 recommendations have been assigned to other parts of the Garda Síochána, with responsibility assigned to specific Executive Directors and Assistant Commissioners. The Authority has confirmed with the Garda Strategic Transformation Office (STO) that these 86 recommendations are not aligned to the MRP and are outside the MRP process. The distribution of these 86 recommendations is set out in the diagram below and a full list of the 86 recommendations and their distribution is set out in appendix 2.

Of the 115 recommendations that are within the MRP, the mapping exercise identifies the following RAG status for each:

- 63 (55%) recommendations have been assigned a RAG status.
- 20 (18%) recommendations are classified as green
- 13 (11%) recommendations are classified as amber
- 30 (26%) recommendations are classified as red
- 38 (33%) recommendations have yet to commence
- 14 (12%) recommendations have not been assigned any status.

For the purposes of the RAG rating, green doesn't mean that a project is complete, but rather that it is on track. Amber means that some problems exist with the project that, while disruptive, are being managed and are under control. A red RAG means that serious issues exist with the project and immediate action is required.
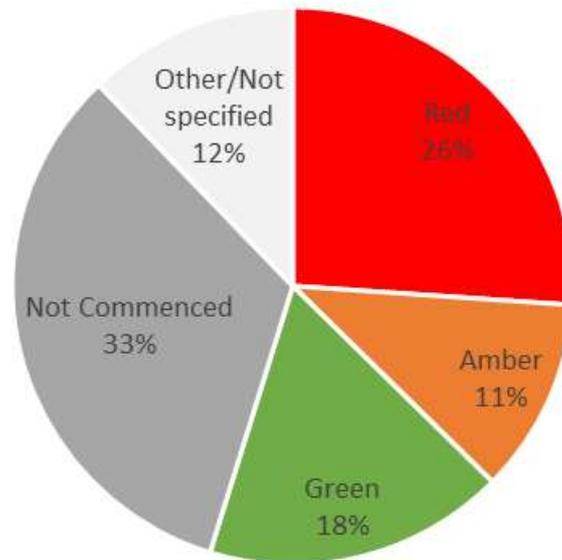
A listing of the recommendations falling under each RAG status rating is given in appendix 3.

Mapping Exercise Conclusions

The mapping of the recommendations raises some questions as to the degree to which the MRP is the vehicle for the implementation of the recommendations of *Changing Policing in Ireland* as noted in the Government decision. While 115 recommendations are contained within the MRP and the STO process, a considerable proportion of recommendations (86)have been assigned elsewhere in the organisation. These recommendations are set out at appendix 2. This has implications for the manner in which the implementation of the recommendations might be monitored. It also raises questions as to what the governance structure is for those projects outside the MRP and how they are reported on, to whom and where the accountability for ensuring the oversight and delivery of these 86 project lies. The Authority has written to the Commissioner to seek clarification on these matters.

3. Oversight Prioritisation

As set out in the Authority's initial report, the Authority agreed that a sensible approach to the work of monitoring and assessing the implementation of the recommendations is to identify a number of key priority areas and to give particular emphasis in its monitoring work and subsequent reports to the outcomes in these areas. Notwithstanding this emphasis, the Garda Síochána will also be required to report on the totality of the implementation on a monthly basis.

Garda Síochána Approach to Prioritisation

The Authority discussed prioritisation with the Garda Síochána in late 2016 to understand how decisions are made with regard to which recommendations are prioritised within the MRP. The assignment of projects to category 1 status within the MRP prioritises a project within the programme and this prioritisation exercise predates the Government decision S20193F. The Garda Síochána uses a ranking matrix based on a series of weighted factors specific to the Garda Síochána to identify their priorities from amongst the projects and initiatives within the MRP. The four weighted factors are:

- Business benefits – the degree to which the initiative would improve the capability to deliver services, address existing corporate risk, was aligned with government priorities and addressed the report recommendations
- Strategic objectives – the degree to which the initiative addressed the Garda Síochána's strategic objectives
- Urgency – the degree to which the initiative was responding to emerging and evolving threats, addressed unsupported or legacy systems, processes or structures, or had a national or EU legislative requirement.
- Efficiency – the degree to which the initiative would result in productivity improvements, maximise the use of resources and value for money

The Garda Síochána's priorities are those contained in the Category 1 projects. The prioritisation exercise has focused on individual projects and initiatives.

Authority approach to prioritisation

While acknowledging the Garda Síochána's prioritisation, the Authority has taken its own view as to the recommendations and associated projects it will focus on in 2017. In prioritising the recommendations and associated projects and initiatives, the Authority prioritised initiatives 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 emerged naturally from the Government decision and others from the Authority's oversight of the Garda Síochána during 2016.

The Authority's approach to prioritisation has been more thematic in nature, focused on the priority outcomes to be delivered and then prioritising the initiatives and projects that will deliver on the associated recommendations.

Authority Priorities 2017

The Authority identified six priority areas which the Authority will place particular emphasis on in its oversight role in 2017 as follows:

− **Composition and structure of the Garda Workforce:** The first priority focuses on the implementation of those recommendations that will result in a significant change in the composition and structure of the Garda Workforce. Specifically,
  - The identification of positions from which Gardaí can be redeployed and replaced by suitably qualified civilians with the underlying medium term goal of having civilian Garda staff comprising 20% of overall Garda workforce;
  - The implementation of a Divisional/Functional Policing Model which will enable a more effective and efficient use of Garda resources
  - A strategic review of the Garda Reserve

− **Garda Resource Deployment:** This priority is concerned with initiatives directed towards the effective deployment of resources that, once implemented, will deliver visible, effective and responsive policing. While augmentation of the strength and breadth of skills within the Garda service, and its composition are crucial, the Authority is of the view that so too is the manner in which that strength is subsequently utilised.

− **Supervision:** The Authority has prioritised initiatives directed towards increasing effective supervision of all staff of the organisation. Supervision within the Garda Síochána has been, and remains a key focus for the Authority.

− **Data Quality:** The capacity of the Garda Síochána to collect, analyse, produce, understand and store accurate and timely data is critical for its ability to inform its own work, prioritise its use of resources, evaluate the outcomes of its efforts and to enjoy the confidence of the public it serves. Recommendations and associated projects and initiatives concerned with data quality will be prioritised in 2017.

− *Victims:* The Victims Directive establishes minimum standards on the rights, support and protection of victims of crime. The Authority has prioritised recommendations that give effect to the intent of the Directive

− *Culture:* The culture within the Garda Síochána is one of a number of key determinants of the success or otherwise of the modernisation programme. The culture can support or thwart efforts in this regard. The culture is not only vital to the change programme but also to the manner in which the Garda Síochána performs its duties and provides a service to the public more generally. To that end, the Authority has prioritised this area for 2017.

In addition to the 6 priorities identified above, the Authority will also place a focus on monitoring of the various IT projects within the MRP. While ICT is not in itself a standalone priority, it is a cross cutting

theme and insofar as many of the priorities will be dependent on progress in the ICT area it will be monitored closely.

4. Status of Projects identified by the Authority as Priority Projects

The mapping process looked at whether any of the projects and initiatives that the Authority has identified as key enablers of change and/or which address foundational issues, are contained in the MRP or are the responsibility of other sections of the Garda Síochána. The priority areas identified and the associated projects/initiatives are set out in the table below. The outcomes of the mapping process for these priority areas is also set out.

	Priority Area	Associated Initiatives and Projects	Mapping Outcome	RAG
1	**Composition and Structure of the Garda Workforce**	Civilianisation	**Outside MRP**, assigned to Exec Dir HRPD	See section 4.3.1 below
		Divisional/Functional Model of Policing	**Outside MRP**, assigned to AC Roads Policing & Major Event Mgt	See Section 4.3.2 below
		Garda Reserve	**Marked Complete and will now be assessed by Authority**	
2	**Garda Resource Deployment**	HR Operating Model	MRP	
		HR Strategy	MRP	
		Roster and Duty Management	MRP	
3	**Supervision**	PAF	MRP	
		PALF	MRP	
4	**Data Quality**	Appointment of Director of Data Quality	MRP	
		Investigations Management	MRP	
		Control Room Strategy	MRP – no RAG status assigned by the GS	

	Priority Area	Associated Initiatives and Projects	Mapping Outcome	RAG
		CAD 1	MRP	🟩
		CAD 2		🟧
5	**Victims**	Protective Services Units	MRP	🟥
6.	**Culture**	Culture Audit	MRP	🟩
		Code of Ethics	Outside MRP Assigned to Exec Director HRPD	
		National Operating Framework	MRP	🟥

Positioning of Priority Areas

The mapping and prioritisation exercises have evidenced the need for the Authority to assume a broader scope for its monitoring work regarding the implementation of *Changing Policing in Ireland*. Four key priorities are outside the scope of the MRP, namely civilianisation, the functional model of policing, the code of ethics and the strategic review of the Garda Reserve. Monitoring of the implementation of the MRP will not on its own, facilitate that task.

In Quarter 2, the Authority will clarify with the Commissioner what the governance arrangements are within the Garda Síochána for those recommendations not catered for within the MRP. The Authority will request that the Commissioner establish , in conjunction with the relevant Executive Directors and Assistant Commissioners, the manner in which reporting to the Authority on the progress being made against these recommendations will be done as well as furnishing the Authority with information as to the timeframes for the implementation of all recommendations currently outside the MRP.

5. Assessment of certain projects identified by the Authority as Priority Projects

The Authority established a special committee of its Members in late 2016. The Organisation Development Committee is charged with monitoring and assessing measures taken by the Garda Síochána to implement the recommendations of *Changing Policing in Ireland* on the basis set out in Government Decision S20193F. The Committee also monitors and assesses progress in the implementation of the Organisation Development and Improvement Chapter of the Policing Plan 2017.

The Committee has met three times in Quarter 1, 2017. At each meeting the Committee considered the progress reports received from the Garda Síochána. The Committee also engaged with Garda Síochána representatives on a number of key topics. This engagement is supported by preparatory work undertaken by the Executive on each topic. To date the Committee, in addition to reviewing progress generally across the MRP, has focused specifically on:

− Civilianisation;
− The functional policing model; and
− PALF.

This has required that the business owner, in addition to representatives from the Strategic Transformation Office attend to provide information on the progress being made, any barriers to progress and to answer questions from Committee Members.

Commentary and assessment is included below on each of these three areas.

It is the Committee's intention that throughout the year the priority areas will each be addressed at least once while some of the priorities such as civilianisation are standing items on the monthly agenda.   As outlined in our last report it is the Authority's view, that the reporting on the MRP is quite focused on the process by which the work is being initiated, managed and reported. The Authority was 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. The inclusion of the business owner in that engagement has served to give a better sense of the work being done 'on the ground'.

Through work of the committee and the Executive, some update information is also available in relation to the following, which is also included below:

− Protective Services Units
− Garda Reserve
− *HR Operating Model and HR Strategy*
− *Data quality*
− *Culture*

Civilianisation

In January 2017 the Garda Síochána provided the Authority with a document setting out the programme for a phased redeployment to front line policing duties of Garda members engaged in administrative and other non-policing duties. This was an appendix to the Authority's previous quarterly report on 31 December 2016. In this report, the Garda Síochána indicated that there were 801 positions that represented a starting point of identified roles which did not require policing powers and could be filled by civilian staff based on a shared services approach.

At that time the Authority welcomed the Garda Síochána commitment to an identified number of re-deployable posts, but indicated that 1500, as identified by the Garda Inspectorate, would remain the target number of posts to be redeployed and that a project plan would be required for civilianisation /redeployment which would detail baseline figures to provide a basis for measuring progress. The Authority has emphasised the need for the Garda Síochána to:

- analyse the roles that would be filled and the skills required for these roles;
- Identify the barriers and dependencies, including in the supply chain, and how these would be overcome; and
- Set out the detailed steps, activities, practical arrangements, timelines and milestones that would be required to achieve the targets.

The need for a workforce plan that has been requested by the Authority a number of times since early 2016, was also reemphasised. This has still not been received.

In March the Garda Síochána undertook a census of all sworn Members to:

- Identify all those employed on the 20 February 2017, where they are allocated and what tasks they are performing
- Identify Garda members who are employed in roles that would are suitable for replacement by appropriately qualified civilian personnel, thereby releasing Gardaí to undertake frontline policing duties

The Garda Síochána hoped that the outcome of this work would support an evidence based civilianisation model and act as the required baseline for progress over the coming years. While the Garda Síochána seem satisfied that the census exercise will yield fruit, there is reason to be apprehensive that the aspiration to achieve the Inspectorate's target of 1,500 (which has not been displaced by any robust evidence provided by the Garda Síochána) will be achieved without a great deal more effort, leadership and local and regional commitment to what is a Government decision and an organisational priority.

Separately, on 13 April a list of forty three Garda positions which have been identified for redeployment were received, meeting one of the pre-requisites set by DPER in advance of consideration of any further requests for civilian staff.

Authority Conclusions on Civilianisation

The Authority welcomed the undertaking of the census as a necessary action to establish, in the absence of a HR system that could provide the information, how Garda members are deployed and the scope for redeployment.   The census of all Garda members country-wide has not been finalised at the time of writing but initial indicative results from this to the Committee are an identification of 161 posts country-wide being identified as capable of being reassigned to civilians.

While the outcome is a preliminary result, the Authority is very disappointed with the outcome for a variety of reasons. It falls far short of the target figure of 1500 and indeed, of the initial figures given following an analysis of the payroll, which identified at least 800 staff who were undertaking administrative duties. The implementation of the division model in itself, at pilot stage with just four divisions, has identified 68 roles that could be civilianised. It calls into question the level of engagement with the idea of civilianisation within the Garda Síochána and the quality of the commitment to its achievement. There is a need for leadership on civilianisation and this extends to leadership at local level. The level of opportunity identified in the census returns would suggest that this does not currently exist.

The Garda Síochána has identified a lack of HR skills and capacity as impediments to the development of a workforce plan, however, this has not been accompanied by any concerted push to recruit skills in these areas, despite there being sanction in place to do so.

The Authority has repeatedly expressed concern at the slow pace on redeployment and civilianisation. The Garda Síochána acknowledge that this activity is not on track at present but that pace is expected to improve. Senior Management confirmed that there are a number of building blocks that must be put in place, including preparation of a workforce plan, and expressed confidence that once these are in place the foundations will be laid for quickly progressing a number of actions in parallel. The Commissioner has also cited lack of adequate HR capacity and experience as a significant strategic risk and emphasised the need to fill these positions with suitable professionals so as to ensure that barriers to progress in this area are overcome.

The Authority has expressed concern that the acuteness of the strategic gap in the HR area will make the targets less achievable and confirmed willingness to work with the Garda Síochána to ensure that approvals and appointments are as streamlined as possible. However, agreed prerequisites must be met and it has been emphasised that these, specifically the submission of a workforce plan, must be provided at an early date if targets for 2017 are to be achieved.

Functional Policing Model

The Authority's Organisation and Development Committee has engaged with the relevant Assistant Commissioner to assess the progress made on the implementation of the functional model of policing. The implementation of this recommendation is outside of the MRP process. The Committee considered the progress made to date. A steering group has been established to drive the project and the project itself has been broken into three phases with documented actions and timelines.

 The model will be trialled in four pilot divisions - DMR South Central, Cork City, Galway and Mayo. The projected timeline for the Pilot Project runs from Q4 2016 to Q2 2018 and involves three phases, with a national phased roll-out projected to run from Q2 2018 to Q4 2019.

The Phase 1 planning stage has sought to address issues identified by the representative bodies. There is consensus between the divisions that the removal of the two functional areas of Professional Services and Criminal Justice from the district officer's role into functional areas will reduce the level of administration being completed by district officers and allow them to focus on operational policing. These two areas will be introduced in Phase 1, with a timeline running from Q4 2016 to Q1 2018. The Committee received information as to the work to be undertaken in Quarter 2 and this will be monitored closely. The work includes the obligation on each divisional officer to identify the civilian staff required to establish the functional hubs and to identify the sworn members who can be released from office duties. The Committee is conscious of the opportunities presented by the functional model to progress civilianisation and redeployment.

The proposed model for Cork City was submitted and the Committee reviewed this as against the model suggested by the Garda Inspectorate. While broadly similar there are some differences between that and the model put forward by the Garda Inspectorate. It is unclear as yet whether this same model is to be replicated in the other pilot areas; this is being considered as part of the project.

Authority Conclusion on Functional Model of Policing

The Committee is satisfied that this project is progressing with considerable momentum but has urged the Garda Síochana to seek to advance the pace of the move beyone the pilot areas. The project does however have a number of dependencies, namely that Garda HR is responsive to the civilianisation opportunities and is agile in providing civilian staff as the opportunities arise. There are also a number of support projects within the MRP that will facilitate the functional model becoming operational. These are:

- Enterprise Content Management
- Duty and Roster Management System
- Divisional Court Presenters
- Protective Services Units
- Divisional Finance
- Divisional HRM

There are other projects within the MRP that will also assist in the roll out of functional policing.

Within Quarter 2 it is hoped that there will be engagement with the Garda Síochána at one of the pilot locations to ascertain the sense of progress, awareness and engagement with the move to a functional model. This is in addition to a requirement for regular updates not just on the functional model project itself, but the associated projects required to support its implementation.

Performance Accountability and Learning Framework (PALF)

Following numerous postponements, the implementation of Phase 1 of PALF is reported as currently on schedule for 2017. The Committee has discussed PALF with the Garda Síochána on several occasions over the past number of months and has consistently emphasised the importance of its implementation. At its most recent meeting with the PALF business owner and senior management, the Committee was informed that training in the operation of PALF has commenced across the supervisory ranks and the system itself will commence in the third quarter 2017.

Authority Conclusions on PALF

The Authority welcomes the commencement of the training and it will retain a focus on this priority area to monitor that the roll out proceeds as planned. Strong processes around supervision are critical and PALF has been identified as a priority project for the Authority.

Civilian staff will continue to use a different performance management system and over time a single performance system for both sworn and civilian members of staff is something that will merit consideration, not least given the administrative burden of running two separate systems. The Committee is also conscious of the potential imbalances in supervisory arrangements between stations and duty types and the challenges this will present.

Protective Services Units

The roll out of the protective services units has not proceeded as hoped. Initially the pilot was to see nine units rolled out nationwide. This was reduced to three units as this was regarded as more manageable for a pilot project. Issues around recruitment and accommodation have impeded progress and the project currently has a red RAG status. The introduction of a fourth unit in DMR West has seen the overall project further delayed but it is the Committee's impression that the overall delays would have occurred irrespective of the introduction of the fourth unit.

The roll out of this project and its evaluation will be important to inform a nationwide roll out. The units will be an important support for functional policing and so progress on this project is important not only in terms of the service it will provide but also the fact that is it an enabler project for the larger shift to a model of functional policing.

Garda Reserve

A strategic review of the Garda Reserve was recommended by the Garda Inspectorate in order to optimise the contribution of the Reserve. This recommendation which requires a strategic plan for maximising the operational effectiveness and contribution of the Garda Reserve is marked as complete in the mapping exercise conducted. It states that a superintendent has been appointed to research and develop a strategic plan to achieve the recommendation. However, the Authority has not yet been supplied with the plan or an implementation strategy which may raise questions as to the meaning of 'complete'. The Garda Reserve will be among the projects marked 'complete' which will be selected by the Committee for examination in Quarter 2.

HR Operating Model and HR Strategy

As evidenced by the difficulties in accessing personnel information that have arisen in the context of civilianisation and redeployment, the HR infrastructure in terms of structures, systems and resources is in acute need of development. These two projects are currently given red RAG status. The rationale given for this status is that both projects are contingent on the Organisational Structure and Design initiative, for which sanction is currently being sought from DPER. The Authority has had sight of the request for tender document relating to this project and has provided its views to the Department. A concern is that the Garda request is expressed in terms of external consultants and expertise to design a model, without clear deliverables such as for example a work force plan. This is an area that the Committee will examine more closely in quarter 2.

Data Quality

Notwithstanding current issues regarding data quality within the Garda Síochána, the Authority had identified this as a priority area within the MRP. While the MRP contains a number of projects which are directed towards improving the capacity of the Garda Síochána to capture, analyse, store and retrieve data and information, recent events have highlighted the need for these projects to be framed in terms of an overall vision for data within the Garda Síochána. Specifically, while the IT systems and processes are

important, they must be placed within a robust and transparent governance system with clear accountability and stewardship.

On 6 April, the Chief Administrative Officer asked to discuss obtaining approval for a new Executive Director position – Chief Data Officer. A positive response was immediately given, subject to the development of the job title/ description, and was also conveyed by the Chairperson to the Department of Justice and Equality and subsequently announced by Government. On 10 April, we met with the CAO to provide initial input to facilitate his development of job description for submission to the Authority. At the time of writing, the Authority had not received a submission although at the public meeting on 27 April, it was described as being close to completion.

Culture

There are three initiatives under this priority.
- The Culture Audit is progressing. The Garda Síochána has selected a company to carry out the audits, following a tender process.
- The Code of Ethics is not within the MRP. Its implementation is being monitored by the Authority's Ethics Committee, reporting on progress to the Authority. An implementation plan for the Code has been received from the Garda Síochána.
- The National Operating Framework which is within the MRP is currently marked RED rag status and is an initiative that will be reviewed by the Committee in Quarter 2.

6. Key issues arising

In general progress across the MRP is uneven. Reporting has identified some key factors which are inhibiting progress across a range of projects and these are set out below.

Pace of implementation

The pace of implementation can be difficult to determine, as reporting is focused in the main on the project management process and the products of that process rather than the achievement of a result. While the correct management of the programme is important, it is difficult to get a sense of how quickly the work being undertaken is delivering tangible change for Members 'on the ground' or for Government. The Executive and Authority Members have opportunity for regular engagement with Members of various ranks within the course of their work and anecdotal evidence gleaned from those engagements would suggest that the programme is not well understood and the benefits of the change programme are yet to be felt 'on the ground'. This can in turn impact on the general appetite to engage with the MRP if there is any sense that it is not going to deliver. For that reason, the Authority is of the view that tangible change 'on the ground' is increasingly important to sustain momentum and commitment amongst Members to the programme over its lifetime.

Organisational capacity in terms of HR, IT and Project Management Staff

Resourcing in terms of skills and numbers of staff have been cited again and again as the key risk or the rationale for projects being delayed. Specifically, the areas of HR, IT and project management are cited as those where the need is most acute. This can be seen for example in the difficulties being encountered in producing a workforce plan.

The Authority is of the view that the Garda Síochána needs to develop an agile approach to anticipating its needs with regard to civilian staff. This requires that the various sourcing and recruitment processes and timely notification of the relevant requirement from other organisations such as PAS are in place. Given the level of anticipated HR activity that is required over the lifetime of the MRP to achieve the 20% civilianisation target, and the implementation of the MRP itself, it is critical that the requisite HR staffing is put in place.

The Garda response is expressed in terms of external consultants and expertise to design a model. However, sanctions in place for the recruitment of skilled civilians in the areas of HR and IT have not been taken up and this is not acceptable. No amount of consultancy can deliver results unless there are staff in place to do the work.

Prioritisation

The dependencies that arise between projects contained in the MRP raises a question as to whether there might be an argument at this juncture, for the Garda Síochána to revisit its prioritisation of projects within the MRP. This would be with a view to sense checking and ensuring that projects that are *enablers* for some other key projects are progressing at a pace that is in tandem with those projects. An example would be the functional model of policing which, to succeed, will require the support of a range of other systems and structures that are the focus of a number of MRP projects. The MRP was developed and launched in advance of the Government decision of July 2016 and it may be prudent to revisit the prioritisation within the programme in light of that decision and the experience to date.

7.   Conclusions / Planned Next Steps

It was important to look at the detail within the MRP, to establish the extent to which it is the vehicle for the implementation of the recommendations.   The mapping exercise has been useful in establishing where there are gaps in the MRP.

There has been good progress made in Quarter 1 2017 in the preliminary work associated with areas PALF and the functional policing model. The Authority will review a selection of those projects marked complete and the outcomes of that review will be contained in the next report.

There is disappointment and frustration with the pace at which priority projects, in particular civilianisation, is progressing and some concern that the lack of perceived impact of the MRP 'on the ground' could negatively affect the levels of engagement and commitment from Members with the MRP.

Skills and capacity issues are impacting negatively on the implementation of the MRP – most particularly in the areas of HR, IT and Project Management. The dependencies that exist between projects are important to consider and to that end the Authority is concerned as to how the skill gaps will ultimately

impact across a range of projects and not just those which are most immediately flagged as being effected.

These key resource questions are linked to the process of civilianisation which is a key enabler and the failure to action the recruitment of sanctioned staff for HR and IT is incomprehensible. The Authority believes there is a need for more leadership around and commitment to, this process.

The Authority will undertake a number of actions over the next number of months, these include:

- Reviewing a selection of those recommendations marked completed to evidence that the associated projects and initiatives have been completed and have delivered on the intent of the recommendations;
- Clarifying with the Garda Síochána the reporting and governance structures for those recommendations being implemented outside the MRP structure and how reporting on these recommendations to the Authority will be done;
- Continuing to monitor the priority projects;
- Review the monthly reporting on the MRP generally; and
- A focus on the cross cutting themes of HR and IT to, if possible, assess how and to what degree capacity in these areas is impacting progress across the MRP programme.

Appendix 1: Recommendations and sub-headings reported as being completed

Recommendation	1.1	The Garda Síochána establishes a position of Deputy Commissioner for Governance and Strategy with the responsibilities outlined in Figure 1.2. (short term)
Sub-heading	1.2.2	Remove the DMR armed response function from the SDU.
Sub-heading	1.4.1	Develop a single point of entry for all forensic exhibits. (short term)
Sub-heading	2.6.3	Focus on reducing and effectively managing planned and unplanned abstractions.
Sub-heading	3.4.5	Amalgamate the governance roles of the Change Management Section and the Strategic Transformation Office.
Recommendation	3.5	The Garda Síochána creates a Risk Management Governance Committee that is accountable to the Governance Board and responsible for developing effective risk management practices. (short term)
Sub-heading	3.5.1	Recruit a fully trained, professional Risk Management Officer (RMO) as a senior member of garda staff.
Sub-heading	3.5.2	Create a full-time Risk Management Office to support the work of the RMO.
Sub-heading	3.5.3	The Risk Management Governance Committee to meet at least quarterly.
Sub-heading	3.5.4	With the change in divisional structure, create divisional risk registers.
Sub-heading	3.5.5	All risk registers must be quality assured by the Risk Management Office.
Sub-heading	3.5.7	Implement operational risk management strategies across the organisation.
Sub-heading	3.5.8	Ensure that the proper systems, policies and training are in place to improve driver behaviour, to reduce collisions and to provide appropriate investigation of incidents involving garda vehicles.
Sub-heading	3.5.10	Review the training requirements for all supervisory staff on identification, assessment and mitigation of risk.
Sub-heading	3.6.2	Develop processes to test the knowledge and understanding of critical incident management principles.
Sub-heading	3.12.2	Develop 360-degree reporting as part of all senior management promotion and development programmes.
Recommendation	3.15	The Garda Síochána expands the remit of the Victim Offices to provide a single point of contact for all customer service enquiries. (short term)
Recommendation	3.21	The Garda Síochána establishes and convenes the Communications Advisory Council without further delay. (short term)
Sub-heading	3.25.4	Train all operational garda personnel on data protection legislation, their obligations under it and their rights to information authorised by it.
Sub-heading	4.3.1	Work with the Department of Justice and Equality, the impending Policing Authority and other appropriate partners to assess the priorities for the functions of the Garda Síochána.
Recommendation	4.4	The Garda Síochána develops a strategic plan for maximising the operational effectiveness and contribution of the Garda Reserves. (short term)
Sub-heading	4.4.1	Re-establish the Reserve Management Unit to provide a central point of contact and coordination.
Sub-heading	4.4.2	Provide training for all staff on the role, responsibility and use of the Reserve.
Sub-heading	4.4.3	Establish a reserve command structure with consistent reporting and assignment frameworks for all Reserve members.

Recommendation	4.8	The Garda Síochána considers establishing an entry and training scheme for officers from other police services, garda staff and reserves as full-time garda members. (medium term)
Sub-heading	4.8.1	Assess the benefits of appointing Irish nationals and other EU Member State nationals, serving in other police services that have standards similar to those of the Garda Síochána.
Sub-heading	4.9.1	Implement a tenure policy to encourage rotation and development of staff.
Sub-heading	4.9.2	Establish specific knowledge, skills and abilities criteria for positions.
Sub-heading	4.9.3	Improve information about the selection processes, key skills and competencies being sought for the position and how the testing process assesses these.
Sub-heading	4.9.5	Institute pre-interview filtering to ensure that interviewees are skilled, talented personnel suitable to the position.
Sub-heading	4.9.7	Introduce a declaration process for both candidates and members of selection boards to identify personal associations or any conflicts with those being assessed.
Sub-heading	4.10	The Garda Síochána develops a modern, supportive employee assistance strategy and service with access to professionally trained counsellors. (medium term)
Sub-heading	4.10.2	Ensure that all levels of supervisors are provided with awareness training to identify those in need of support and how to refer them for assistance.
Sub-heading	4.10.3	Provide for a mandatory debrief following traumatic incidents, as defined by policy.
Recommendation	4.11	The Garda Síochána develops a clear, comprehensive attendance management policy to reduce the number of working days lost. (short term)
Sub-heading	4.11.1	Engage with key stakeholders including staff associations, unions, management and the Chief Medical Officer.
Sub-heading	4.11.2	Develop a system to provide accurate attendance management data for both members and garda staff.
Sub-heading	4.11.3	Develop a health and well-being programme for all employees.
Sub-heading	4.11.4	Establish clear responsibilities and local support for supervisors for ensuring the well-being of members and garda staff.
Sub-heading	4.11.5	Establish routine audits of absence records, particularly for uncertified absences.
Sub-heading	4.12.5	Conduct regular reviews by the Chief Medical Officer of all members on light or reduced duty for determination of reasonable prognosis to return to full duty.
Recommendation	4.14	The Garda Síochána Head of Training has responsibility for all aspects of training in the Garda Síochána, reporting directly to the Executive Director Human Resources and People Development. (short term)
Recommendation	5.17	The Garda Síochána establishes an ICT Governance Committee to develop an ICT strategy and ensure alignment with the corporate priorities. (short term)

Appendix 2: Recommendations outside of MRP

Recommendations assigned to HRPD

Recommendation	4.3	The Garda Síochána develops and implements a workforce planning process for all positions within the organisation to release garda members for front-line deployment. (medium term)
Sub-heading	4.3.2	Assess each staff position for functionality, criticality and sufficiency.
Sub-heading	4.3.3	Establish a competencies catalogue identifying all positions, the required skills and their role in supporting organisational goals.
Sub-heading	4.3.4	Conduct an immediate review of all sergeant, inspector and superintendent posts in non-operational duties to release supervisors from administrative and back-office support functions to front-line operational duties.
Sub-heading	4.3.5	Review the Regulation 7 and Regulation 14 positions to determine their functional requirements and whether they serve a core function in support of the Garda Síochána's goals.
Sub-heading	4.3.6	Provide annual status implementation updates by number, type and assignment of garda staff recruited and assignment of members released to operational duties.
Sub-heading	4.3.7	Prepare a business case report as justification for any rejection of garda staffing of administrative positions.
Recommendation	4.5	The Garda Síochána creates a single HRM Directorate. (short term)
Sub-heading	4.5.1	Empower the Executive Director with the authority to drive the change programme to deliver modern HR practices.
Sub-heading	4.5.2	Amalgamate the garda staff and garda member HRM functions.
Sub-heading	4.5.3	Co-locate HRM personnel where possible.
Sub-heading	4.5.4	Release the Chief Superintendent HRM to operational duties.
Sub-heading	4.5.5	Devolve HR decision-making to the lowest appropriate level.
Sub-heading	4.5.6	Establish clear policies delineating the specific roles and responsibilities of devolved HRM units.
Sub-heading	4.5.7	Provide HR business support at the most appropriate level.
Recommendation	4.7	The Garda Síochána works with the Public Appointments Service to develop a strategic plan for ensuring efficient and effective recruitment practices to attract a diverse range of high quality candidates. (medium term)
Sub-heading	4.7.1	Review the member applicant pool to identify the education, skills and abilities that contribute to successful entry and completion of the foundation training programme.
Sub-heading	4.7.2	Develop a more efficient member application process, including rolling applications.
Sub-heading	4.7.3	Review the current process for recruitment of garda staff.
Sub-heading	4.7.4	Develop a retention strategy for those selected and awaiting a start date, in order to reduce the attrition rate.
Sub-heading	4.7.5	Develop a proactive recruitment process for Reserve members, particularly those from diverse communities.
Sub-heading	4.8.2	Develop a suitable, abridged training course to take into account the skills of successful candidates.
Recommendation	4.12	The Garda Síochána develops and implements a policy to reduce the number of people on limited duty or reduced hours with a view to

		facilitate their return to full duty. (medium term)
Sub-heading	4.12.1	Define the full range of duties and capabilities needed to perform as a member.
Sub-heading	4.12.2	Establish guidelines regarding length of duration for limited duty functions.
Sub-heading	4.12.3	Review whether members in the reduced hour's category should be classified as full duty.
Sub-heading	4.12.4	Develop centralised management and oversight of members on limited or reduced duties.
Recommendation	5.8	The Garda Síochána analyses data from recently finalised compensation claims and the implementation of the AVLS system and body cameras to identify areas of risk with the aim of reducing injury claims. (short term)

Executive Director of Finance

Sub-heading	4.14.1	Allocate a ring-fenced budget to the Garda College for training.
Sub-heading	5.3.1	Consider the scope for contract re-negotiation in each service, subject to procurement.
Recommendation	5.5	The Garda Síochána, in conjunction with the Department of Justice and Equality and the Department of Public Expenditure and Reform establishes a process to regularly review all cost recovery sources and ensure the fees payable are proportionate to the level of service provided. (short term)
Recommendation	5.9	The Garda Síochána conducts a formal review of the Approved Body Repair Network programme to ensure anticipated efficiency and financial savings are achieved and repairs are commensurate with the anticipated value of the vehicle. (medium term)
Recommendation	5.10	The Garda Síochána ensures effective supervision of fuel purchases and enhanced governance of the fuel programme. (short term)
Recommendation	5.11	The Garda Síochána regularly conducts an in-depth priority-based budgeting approach to ensure that resources are being applied in alignment with the policing plan and Ministerial priorities. (medium term)
Recommendation	5.13	The Garda Síochána develops a transport strategy for the garda fleet. (medium term)
Sub-heading	5.13.1	Procurement processes should provide for expenditure limits rather than single procurements tied to the current sanction.
Sub-heading	5.13.2	Sanction should be sought from the Department of Public Expenditure and Reform for a multi-year budget forecast for vehicles.
Sub-heading	5.13.3	Improve management of vehicles.
Sub-heading	5.13.4	Ongoing review across the organisation for efficiency in vehicle rotation.
Sub-heading	5.13.5	Increase the allocation of marked vehicles to ensure balance of operational need and visibility.

Assistance Commissioner Governance and Accountability

Recommendation	3.16	The Garda Síochána produces a single Customer Service Charter and develops national Customer Service Guidelines for all employees. (short term)
Sub-heading	3.16.1	Ensure that the customer service charter has targets that are specific, measurable, achievable, realistic and timely.
Sub-heading	3.16.2	Publish the charter in a prominent position on the garda website and make copies available at all garda stations and customer contact points i.e. public libraries, shopping centres, etc.
Sub-heading	3.16.3	Include details in the charter on how the public can help the Garda Síochána.
Sub-heading	3.16.4	Publish charter results on the garda website and in the annual report.
Sub-heading	3.16.5	Focus on resolving customer enquiries at the first point of contact.
Sub-heading	3.16.6	Develop customer service/customer care as a key competency for all assessment processes.
Sub-heading	3.16.7	Develop a new customer service training programme for all staff who have direct or indirect contact with both internal and external customers.
Recommendation	3.17	The Garda Síochána facilitates customer feedback and develops a series of performance indicators to measure and improve the quality of customer service. (medium term)
Sub-heading	3.17.3	Focus on reducing the number of discourtesy and customer service complaints.
Sub-heading	3.20	The Garda Síochána appoints a national customer service lead, that each division appoints a Partnership Superintendent and that all national units appoint a senior member as a customer service lead. (short term)

Assistant Commissioner Security and Intelligence

Sub-heading	1.2.1	Create a national firearms command unit.
Sub-heading	1.2.3	Conduct regular reviews of all VIP and government building security arrangements and seek opportunities to reduce the number of armed and unarmed deployments.
Sub-heading	1.2.4	Develop Standard Operating Procedures for the deployment of armed units, including those on close protection duties.
Recommendation	1.5	The Garda Síochána implements the structure and operating model for Security and Intelligence Services as displayed in Figure 1.3 (medium term)
Sub-heading	1.5.1	Merge the current functions of Crime Policy and Administration Bureau with other relevant Garda units as set out in this chapter.
Sub-heading	1.5.2	Establish a Border Security Unit.
Sub-heading	1.5.3	Review the allocation of resources assigned to the SDU
Sub-heading	1.5.4	Publish clear protocols outlining the responsibilities of all units within this portfolio.

Chief Superintendent Technical Bureau

Recommendation	1.4	The forensic functions of the Garda Technical Bureau be divested to the Forensic Science Laboratory. (long term)

Sub-heading	1.4.2	Merge the CCIU within the Technical Bureau. (short term)
Sub-heading	1.4.3	In the interim, the Forensic Science Laboratory and the Garda Síochána should collaborate to implement a more cost effective and efficient method of transporting and receiving exhibits. (short term)
Recommendation	14.4	In the interim, second Technical Bureau experts to the Forensic Science Laboratory. (short term)
Sub-heading	1.4.5	Once fully divested, the Forensic Science Laboratory to be responsible for deployment of national forensic support for serious and complex cases. (long term)
Sub-heading	1.4.6	The Forensic Science Laboratory and the Garda Síochána should follow the Police Scotland Level 1 and Level 2 concept of crime scene examiners utilised by the Scottish Forensic Laboratory. (long term)

Deputy Commissioner Governance and Accountability

Recommendation	5.14	The Garda Síochána reviews the current uniform for practicality, suitability and visibility. (short term)
Sub-heading	5.14.1	Re-invigorate the joint labour/management Uniform Committee and its role in uniform decisions.
Sub-heading	5.14.2	Ensure that operational personnel are provided with the opportunity to have direct input on uniform recommendations.
Sub-heading	5.14.3	Develop an internal communications strategy to keep personnel apprised of items reviewed, why views or suggestions are not being taken on board, items field tested and the outcomes of the reviews and testing.
Recommendation	5.15	The Garda Síochána evaluates uniform options for garda staff, particularly for those garda staff serving in positions that would benefit from the public identifying them as a representative of the Garda Síochána. (short term)
Recommendation	5.16	The Garda Síochána issues a standard name badge to be worn by all uniform garda members and by garda staff who meet with the public. (short term)

Others

A/C Roads Policing and Major Event Management	Sub-heading	1.2.5	Merge the GNTB and the DMR Traffic Division and explore opportunities to create a central DMR traffic unit.
A/C Roads Policing and Major Event Management	Sub-heading	1.2.8	Take the national lead for major emergency planning.
A/C Roads Policing and Major Event Management	Sub-heading	1.2.9	Lead on major event planning and resourcing.
A/C Roads Policing and Major Event Management	Sub-heading	1.2.10	Publish clear protocols outlining the responsibilities of all units within this portfolio.

A/C Roads Policing and Major Event Management	Recommendation	2.3	The Garda Síochána implements the functionality model based on the number of staff, policing needs and complexities of the various divisions. (short term)
A/C Special Crime Operations	Sub-heading	1.2.7	Review the deployment and resources of Operational Support Units to maximise their efficiency.
A/C Special Crime Operations	Recommendation	1.3	The Garda Síochána implements the structure and operating model for Serious Crime Services as displayed in Figure 1.3. (medium term)
A/C Special Crime Operations	Sub-heading	1.3.1	Establish a national Major Investigation Team.
A/C Special Crime Operations	Sub-heading	1.3.2	Establish a Serious and Organised Crime Unit which includes cybercrime, human trafficking and serious fraud investigations.
A/C Dublin Metropolitan Region	Sub-heading	1.2.6	Take the national lead for command and control and for the development of national call handling practices.
A/C Dublin Metropolitan Region	Sub-heading	1.3.4	Create a National Offender Management Unit.
A/C Dublin Metropolitan Region	Sub-heading	1.3.5	Publish clear protocols outlining the responsibilities of all units within this portfolio.
Chief Administrative Officer	Recommendation	3.19	The Garda Síochána develops additional volunteering in policing initiatives. (short term)
Chief Administrative Officer	Sub-heading	4.4.4	Create a skills inventory for all reserves.
Chief Administrative Officer	Sub-heading	4.4.5	Provide PALF performance reviews for reserves and opportunities for development through the same programmes provided to full-time members.

Appendix 3: MRP Recommendations by RAG Status

Red Actions

Recommendation	1.2	The Garda Síochána implements the structure and operating model for Operational Support Services as displayed in Figure 1.3. (medium term)
Sub-heading	1.3.3	Create Public Protection Units at national and divisional levels.
Recommendation	1.7	The Garda Síochána establishes a new garda staff position of Director of Data Quality, responsible for data quality assurance across the organisation and specific line-management of the Garda Information Services Centre, the Garda Central Vetting Office and the Fixed Charge Processing Office. (short term)
Recommendation	2.1	The Garda Síochána implements the model for regional deployment of national resources as displayed in Figure 2.2. (medium term)
Sub-heading	2.1.1	Ensure that Regional Assistant Commissioners are not required to perform dual functions and are not abstracted from their role for extended periods.
Sub-heading	2.1.2	Seek all opportunities to regionalise national unit resources to improve service delivery.
Sub-heading	2.1.4	Publish clear protocols outlining national and regional unit responsibilities.
Sub-heading	2.4.1	Within the DMR develop opportunities for regionalisation of core functions such as custody, special event planning, security, intelligence, warrant management, prosecutions, garda misconduct and public complaints.
Sub-heading	2.4.2	Outside of the DMR, develop opportunities for amalgamating core functions such as custody, prosecutions, garda misconduct and public complaints.
Sub-heading	2.6.4	Review the operational deployment of all specialist units.
Sub-heading	2.6.5	Enhance garda visibility by increasing the time spent out of garda stations.
Sub-heading	2.6.6	Develop a range of indicators to measure the effectiveness of deployment practices.
Recommendation	3.3	The Garda Síochána develops a Standard Operating Procedure for the creation, implementation and monitoring of all garda policies and directives. (short term)
Sub-heading	3.3.1	Move towards a single, digital repository system of information that is up-to-date with current policies and procedures.
Sub-heading	3.3.2	Conduct a formal impact assessment for all medium to high-risk policies and directives that require action to be taken.
Sub-heading	3.3.5	Include a formal review date for all policies.
Recommendation	3.4	The Garda Síochána creates a governance portfolio, including the establishment of a Governance Board chaired by the recommended Deputy Commissioner Governance and Strategy. (short term)
Sub-heading	3.4.1	Create a governance unit to support the work of the Deputy Commissioner.
Sub-heading	3.4.2	Membership of the board should include the chairs of the three governance committees and high-level decision-makers.
Sub-heading	3.4.3	The Governance Board to take the lead on the forthcoming performance agreement between the Garda Síochána and the Department of Justice and Equality.
Sub-heading	3.4.4	The GIAS to report directly to the Deputy Commissioner Governance and Strategy.
Recommendation	3.7	The Garda Síochána extends the provision for acting duties to include gardaí and sergeants to cover absences in patrol supervision and explores

Recommendation		opportunities to cover long-term vacancies with temporary promotions. (short term)
Recommendation	3.8	The Garda Síochána develops and publishes specific roles and responsibilities that clearly define the roles of supervisors, to support the new functionality model. (short term)
Recommendation	3.27	The Garda Síochána implements an electronic document policy that supports the use of email for official internal administrative communications. (short term)
Sub-heading	3.27.1	Identify appropriate standards for use and retention of emails and other electronic documents.
Sub-heading	3.27.2	Identify user groups for email messages to limit duplication and unnecessary volume.
Recommendation	4.9	The Garda Síochána establishes new promotion and selection processes that are perceived as fair and transparent. (medium term)
Sub-heading	4.9.6	Assessment boards should be comprised of members who are no more than two grades or ranks above the competition level.
Sub-heading	4.9.9	Ensure that the default position for promotion assignment is an operational post.
Recommendation	4.15	Human Resource Management in the Garda Síochána establishes a Training Governance Committee with full authority, decision making capacity and representation from key units in the organisation, as well as external expertise. (short term)

Amber Actions

Recommendation	2.8	The Garda Síochána develops multiple rosters that optimise the deployment of all garda resources and specifically includes: (short term)
Sub-heading	2.8.2	Rosters that optimise the operational deployment of national, regional and divisional units involved in proactive operations and criminal investigations.
Sub-heading	2.8.3	Rosters that optimise the operational deployment of local and specialist units such as traffic and community policing.
Sub-heading	2.8.4	Non-operational rosters for those units at all levels that do not need to work extended hours.
Sub-heading	2.8.5	Adhering to the principles highlighted in Chapter 2, Part III.
Sub-heading	3.3.4	Develop data sources and key performance indicators to assist supervisors to monitor compliance.
Sub-heading	3.4.7	Develop and establish a framework for measuring organisational performance.
Recommendation	3.9	The Garda Síochána develops a structured approach to engagement at all levels between senior managers and all staff and develops processes that encourage all staff to contribute to improving organisational performance. (short term)
Recommendation	3.12	The Garda Síochána develops key performance indicators to measure the effectiveness of leadership and supervision initiatives. (medium term)

Recommendation	4.13	The Garda Síochána establishes and implements one performance management system for all members and garda staff.
Sub-heading	4.13.1	Central monitoring to ensure consistency and fairness of evaluation and in the application of sanction.
Sub-heading	4.13.2	Ensure that clear sanctions are in place to address all levels of underperformance, up to and including dismissal.
Sub-heading	4.13.3	Consider an external evaluation of the new process.

Green Actions

Recommendation	2.7	The Garda Síochána conducts an audit every four months to review deployment practices, in order to ensure that sufficient numbers of staff with appropriate skills are on duty at all times. (short term)
Recommendation	3.1	The Garda Síochána assigns to the recommended Deputy Commissioner Governance and Strategy the responsibility to ensure alignment of the Garda Síochána organisational culture with the policing plan and the reform programme. (short term)
Sub-heading	3.1.1	Conduct, on a regular basis, a cultural audit of the real working culture within the organisation informed by both internal and external stakeholders.
Sub-heading	3.1.2	Develop and implement a cultural reform programme, to be adjusted as necessary in the light of the findings of the regular cultural audits.
Sub-heading	3.4.8	Develop and manage performance review processes for garda divisions and national units.
Sub-heading	3.4.9	Review the approach to self-inspections as outlined in the Inspections and Reviews HQ Directive.
Sub-heading	3.5.6	Develop a policy on substance misuse and testing.
Sub-heading	3.5.9	Develop an anti-corruption strategy.
Sub-heading	3.5.11	Conduct an evaluation of the new risk management programme.
Sub-heading	3.12.1	Develop a regular process of staff surveys at corporate, national and divisional levels and publish them.
Recommendation	3.13	The Garda Síochána reviews the current activities of the Community Relations Unit to focus the unit on the key priorities of creating safer communities and improving customer service. (short term)
Recommendation	3.14	The Garda Síochána reviews the approach to community policing and community engagement in urban and rural divisions and in particular, the deployment and tasking of resources to enforcement, prevention and community engagement. (short term)
Sub-heading	3.14.1	Develop a programme for community engagement.
Sub-heading	3.14.2	Ensure consistency in approach across all urban or rural
Sub-heading	3.14.3	Develop a structured process for conducting garda clinics and meetings with local communities.
Sub-heading	3.14.4	Develop divisional stakeholder and contact databases.
Sub-heading	3.14.5	Develop a process for identifying and addressing Community priorities
Recommendation	3.18	The Garda Síochána develops and utilises alternative forms of access for customers to obtain information on policing and policing services, including the development of divisional websites. (medium term)

Recommendation	3.22	The Garda Síochána assigns to the Office for Corporate Communications an appropriate number of staff with the knowledge, skills and abilities necessary for that function. (short term)
Recommendation	3.23	The Garda Síochána assigns staff to regionalise the Office for Corporate Communication's local functions with clear guidelines, training and support from the Office for Corporate Communications. (medium term)

Not Commenced

Sub-heading	2.1.3	Seek all opportunities to reduce management and administrative overheads.
Recommendation	2.4	The Garda Síochána conducts a minimum of three initial divisional amalgamations, based on the Inspectorate's functionality model as outlined in Recommendation 2.3. (short term)
Sub-heading	2.4.3	Engage key stakeholders to improve partnership working.
Recommendation	2.5	The Garda Síochána conducts a full assessment of the policing needs of the amalgamated divisions to establish the required staffing levels and deploys appropriate resources to meet those needs. (short term)
Sub-heading	3.3.3	Develop a process to ensure that supervisors have the knowledge, skills and training to ensure effective policy and directive implementation.
Sub-heading	3.4.6	Develop a Standard Operating Procedure for identifying and managing all critical incidents.
Recommendation	3.6	The Garda Síochána develops a strategy to improve decision-making skills of leaders and supervisors and to become a learning organisation. (short term)
Sub-heading	3.6.1	Ensure that decision-making and recording of decisions are part of all training courses.
Sub-heading	3.6.3	Review the enquiries (formal and informal) that are currently received in Crime Policy and Administration and other policy units to identify knowledge gaps and reduce that demand.
Sub-heading	3.6.4	Ensure that supervisors are trained, confident and capable of enforcing standards of performance, dress and behaviour.
Recommendation	3.10	The Garda Síochána develops a Standard Operating Procedure for recognising and rewarding good work and outstanding performance by all garda personnel. (short term)
Sub-heading	3.10.1	Create a process to provide early identification and acknowledgement of good work and committed service.
Sub-heading	3.10.2	Develop a divisional level commendation process and formal ceremony.
Sub-heading	3.10.3	Develop long service awards for garda staff and reserves.
Sub-heading	3.10.4	Introduce a long service award ceremony.
Sub-heading	3.10.5	Include the importance of and process for recognition of good work in all promotion training courses.
Recommendation	3.11	The Garda Síochána develops a Talent Management Strategy to identify and develop leaders for the future. (short term)
Sub-heading	3.17.1	Develop, in consultation with customers, alternative forms of access for members of the public.
Sub-heading	3.17.2	Consider options for obtaining customer feedback such as customer comment cards, on-line systems or mystery shoppers.

Recommendation	3.24	The Garda Síochána provides internal and external email to all staff without the need for application and specific approval. (short term)
Recommendation	3.25	The Garda Síochána develops and communicates clear protocols and guidelines, as necessary, to support information sharing with other government agencies. (medium term)
Sub-heading	3.25.1	Identify inter-organisational relationships where protocols or memoranda of understanding are required, and develop such protocols as necessary.
Sub-heading	3.25.2	Work with the Department of Justice and Equality and the Data Protection Commissioner to clarify the broad and specific circumstances where inter-organisational information sharing would prevent crime or facilitate the investigation of crime, while still protecting citizen rights.
Sub-heading	3.25.3	Work with the Department of Justice and Equality and the Data Protection Commissioner to review the effectiveness of the Data Protection Act for the purpose of enhancing information sharing between the Garda Síochána and other government agencies.
Recommendation	3.26	The Garda Síochána provides essential technology in the Office for Corporate Communications, following the completion of a full technological needs assessment, using suitably qualified external professional assistance if necessary. (short term)
Recommendation	4.6	The Garda Síochána finalises the integration of member and garda staff reporting structures as required under the terms of the Public Service Pay and Reform (Croke Park) Agreement 2010-2014 and the Garda Transformation Agenda, as a matter of priority. (short term)
Sub-heading	4.9.4	Provide training and skills development for potential candidates in key competencies as well as in test preparation and study practices.
Sub-heading	4.9.8	Introduce an organisational review of the testing outcomes to ensure that performance development and training are addressed.
Sub-heading	4.10.1	Engage in proactive outreach programmes and CPD training to support members in maintaining healthy practices.
Recommendation	4.16	The Garda Síochána conducts a training needs analysis annually and uses this process when new legislation or significant changes in policy or procedures are introduced. (short term)
Recommendation	4.18	The Department of Justice and Equality, in conjunction with the Garda Síochána, provides for annual sequenced recruitment of new gardaí to allow sufficient time between recruit groups. (short term)
Sub-heading	4.19	The Garda Síochána establishes a garda staff induction training programme. (medium term)
Sub-heading	4.20	The Garda Síochána provides pre-promotional training to all personnel prior to placement in their new roles. (short term)
Recommendation	4.21	The Garda Síochána establishes a programme of ongoing CPD for all garda personnel. (medium term)
Sub-heading	4.21.1	The recommended Training Governance Committee should determine the priorities for the CPD programme.
Sub-heading	4.21.2	Consider new ways to deliver CPD, including through distance-based learning and regional training facilities.

Recommendation	5.3	The Garda Síochána reviews the procurement process to ensure that all possible efficiencies are made. (short term)
Recommendation	5.12	The Garda Síochána implements an electronic format and processing system to create efficiencies in processing requests for all building maintenance projects. (medium term)

Other

Recommendation	2.6	The Garda Síochána develops a Standard Operating Procedure to improve operational deployment of garda resources. (short term)
Sub-heading	2.6.1	Develop national call handling and call deployment practices that use resources, buildings and technology more effectively.
Sub-heading	2.6.2	Develop standardised call signs for all operational units, including supervisors.
Sub-heading	2.8.1	A response policing roster that ensures the most effective and efficient response to calls for service.
Recommendation	3.2	The Department of Justice and Equality establishes formal, structured processes that co-ordinate all justice sector governance of the Garda Síochána and related oversight body activities to reduce any duplication in work, to clarify areas of responsibility, to share good practice and to seek opportunities for joint working. (short term)
Recommendation	4.1	The Department of Justice and Equality convenes a key stakeholder group to develop divestiture and outsourcing plans for functions which a body other than the Garda Síochána could perform. (long term)
Recommendation	4.2	The Department of Justice and Equality convenes a Working Group comprising the Garda Síochána, the Department of Public Expenditure and Reform and the impending Police Authority to work together to develop a new employment framework that provides flexibility to achieve the optimum composition of the workforce. (medium term)
Sub-heading	4.2.1	Assess the range of options available to the Garda Síochána to adjust the workforce mix.
Sub-heading	4.2.2	Identify any legislative or procedural challenges causing rigidity in workforce composition.
Sub-heading	4.21.3	HRM should hold all training records.
Recommendation	5.2	The Department of Public Expenditure and Reform provides a multi-annual indication of the proposed garda budget to facilitate improved strategic planning. (short term)
Recommendation	5.4	The Department of Justice and Equality brings forward legislation to provide that promoters of private events pay full cost recovery for the policing of events. (medium term)
Recommendation	5.6	The Garda Síochána explores opportunities to develop income generation from the external use of the Garda College. (medium term)
Recommendation	5.7	The Department of Public Expenditure and Reform reviews the budget process for financing of garda pensions and considers the feasibility of transferring the Garda Pension Scheme to Vote 12 - Superannuation and Retired Allowances in line with other government bodies. (short term)