



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Meeting of the Joint Policing Committees

24th October 2019

#PolicingAuthority

Wi-Fi password: AlexMeeting





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Programme

Time	Programme
09:00	Tea/Coffee and registration
09:30	Welcome and Overview
09:50	Presentation on the Garda Síochána Operating Model
11:00	Overview of Policing Priorities 2020
11:30	JPCs - Role and Purpose
12:10	Group Breakout
13:00	Feedback from groups
13:50	Closing Comments
14:00	Lunch
15:00	Event end



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Chairperson's Opening Remarks

Josephine Feehily
Chairperson of the Policing Authority

AN GARDA SÍOCHÁNA: A Policing Service for the Future



“Keeping People Safe”

**Garda Operating Model
Joint Policing Committee Briefing**

A NEW OPERATING MODEL FOR AN GARDA SÍOCHÁNA

WE'RE CHANGING HOW WE OPERATE – improving our services, structures, processes and performance

Our mission is to **Keep People Safe** by:

- ✓ Enhancing community policing, with an emphasis on protecting the vulnerable
- ✓ Adapting more readily to changing demand
- ✓ Building a more effective & efficient service

This operating model is part of the transformation programme **A Policing Service for the Future (APSFF)** and was developed based on internal and external input to An Garda Síochána:



An Garda Síochána
Members & Staff



International
Policing Examples



External Reports &
Recommendations



Members of the
Public & Government



KEEPING PEOPLE SAFE

AN GARDA SÍOCHÁNA

1. LARGER DIVISIONS



WHAT'S CHANGING:

- **Enlarging Divisions** with more Garda members and staff
- **Devolving and enhancing** more policing capabilities at a local level
- **Establishing** the Local Policing Model currently in four Divisions

WHAT WE'LL ACHIEVE:

- Increased ability to provide **local, bespoke, victim-centred policing** services
- Focus on **community engagement** with emphasis on **vulnerable members** of society
- More **skills and capabilities** within Divisions
- More **consistent delivery** of policing service
- More **operationally-autonomous** Divisions

**CHANGE
IN
ACTION!**



Increased
Community Policing
teams across the
country

Enhanced local services
including **economic crime**
and **protective services**



2. MORE FRONTLINE GARDAÍ



WHAT'S CHANGING:

- **Recruiting** more Gardaí
- **Recruiting skilled Garda staff** to reassign Gardaí to the front line
- **Removing** non-core policing duties from An Garda Síochána

WHAT WE'LL ACHIEVE:

- More **visible, accessible** Gardaí on the front line
- Better use of **specific skillsets** and **policing powers**
- More **responsive** policing service

**CHANGE
IN
ACTION!**

33

Gardaí reassigned to the front line due to CAD project

Immigration Processing & Court Prosecutions non-core duties to be removed, pending discussion



2. MORE FRONTLINE GARDAÍ (cont.)



Since 2017...

2090

Garda members attested

1070

Garda staff recruited

480

Gardaí reassigned to front line

Present – 2021 (planned)

1500

Garda members*

1265

More Garda staff

1000

More Gardaí reassigned to front line



A COMMUNITY-FOCUSED, LOCAL POLICE SERVICE TO KEEP PEOPLE SAFE

KEEPING PEOPLE SAFE

*Net increase: ~800 Garda members, accounting for attrition, etc

AN GARDA SÍOCHÁNA

3. ENHANCED NATIONAL & REGIONAL SUPPORT



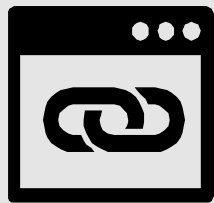
WHAT'S CHANGING:

- Enabling **national units to focus** on complex, sensitive and high-profile crimes
- Improving **policing and corporate capabilities** across the entire organisation
- Implementing **leaner, more effective** Garda Headquarters and Regional structures

WHAT WE'LL ACHIEVE:

- Continued **development of operational best practices** at both national & local level, and wider range of police services locally
- **Modern capabilities** to fight crime and harness current technology
- Improved **organisational processes and operations** to support community policing

**CHANGE
IN
ACTION!**



New Regional Cyber
Crime capabilities

Expanded Regional
Armed Support Units



New Investigations
Management system

Streamlined portfolios
& processes



4. IMPROVED PERFORMANCE



WHAT'S CHANGING:

- **Appointing** key leadership roles with clear accountability
- **Clarifying** roles, responsibilities, and associated metrics
- **Strengthening governance and performance assurance** at all levels

WHAT WE'LL ACHIEVE:

- Executive focus on **performance and transformation**
- Improved **performance measurement and assurance**
- **Greater accountability** throughout the organisation

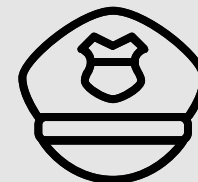
CHANGE IN ACTION!

172 Inspectors

423 Sergeants

Promoted since
October 2018 to
support the front line

Appointing new **Deputy
Commissioner for
Transformation & Performance**



Establishing **dedicated
Divisional Superintendents** for
performance assurance

Appointing **Expert
Director for Learning &
Development**



OPERATING MODEL – WHY CHANGE?



RESPONSIVE TO:

Changing communities

More diverse communities increases the importance of local, adaptable policing

Changing crime

Continue to respond to current crime and proactively guard against future trends

Changing workforce

Use our people's skills to the greatest effect and make the best use of an expanding workforce



AN GARDA SÍOCHÁNA: KEEPING PEOPLE SAFE

WHAT DOES THIS MEAN FOR LOCAL COMMUNITIES?



The purpose of the Operating Model is to provide a consistent, high-quality level of policing service across the country to Keep People Safe, particularly the vulnerable members of society

Locally, this means...

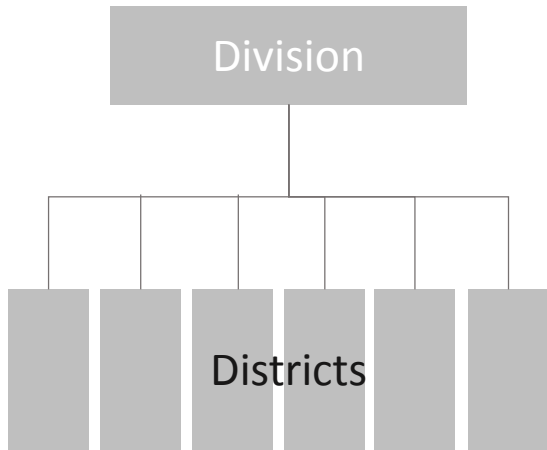
- ✓ **More Gardaí on the frontlines**, enabled by skilled civilian Garda staff in appropriate roles
- ✓ Superintendents will be distributed **throughout** each Division depending on the needs of the local communities
- ✓ **Additional Inspectors and Sergeants** will be allocated to each Division to provide enhanced supervision and management, with a focus on local community policing
- ✓ Each Division will have **more enhanced policing skills and capabilities** to better serve their local communities
- ✓ The internal structure of Divisions will move away from the geographic-based District model toward the **functional-based “Local Policing Model”**



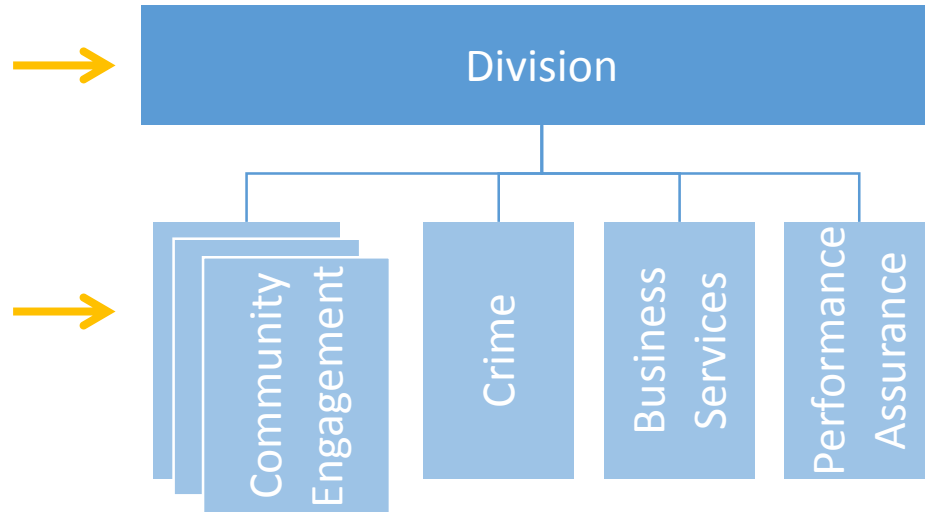
WHAT IS THE LOCAL POLICING MODEL?

The Local Policing Model replaces geographically-oriented Districts with functional hubs to provide increased community focus, improved governance, more specialised policing skills and capabilities and proactive community focus. It is currently running in the Dublin South Central, Galway, Mayo and Cork City Divisions.

CURRENT MODEL



LOCAL POLICING MODEL



Larger Divisions: the building block for delivery of a wider range of local policing services

- Local Policing Model
- Focus on proactive Community Engagement
- Improved performance assurance

More capabilities at local level

More Gardaí on the front line

FOCUS ON COMMUNITY ENGAGEMENT

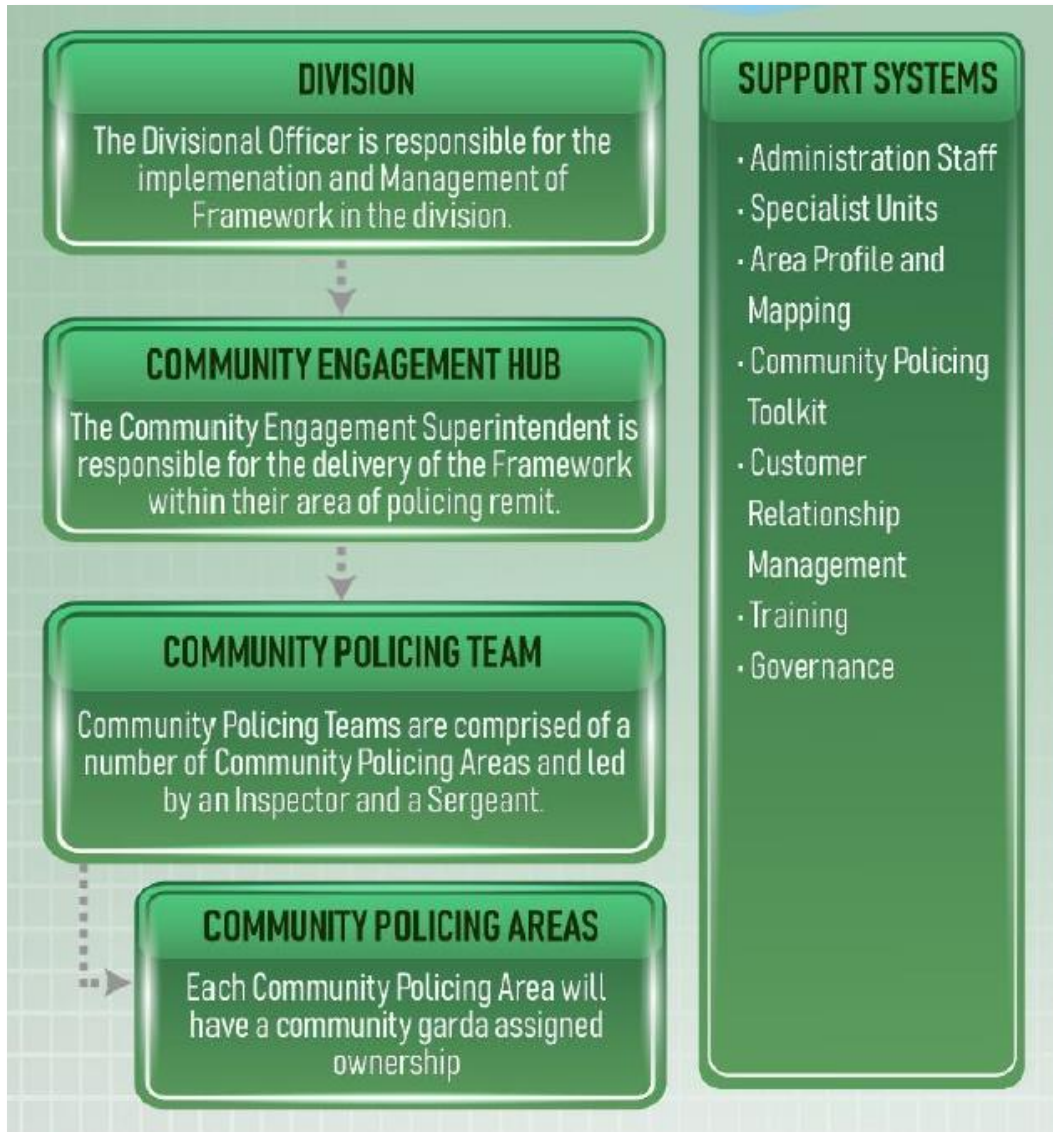
The Garda Operating Model places a renewed emphasis on proactive community policing at a local level



- Each Division will have at least **two Community Engagement hubs** located throughout the Division according to the local needs
- Each Community Engagement hub will be **led by a Superintendent** responsible for proactive community engagement, crime prevention, investigation, victim support, incident response and general operational policing
- Centralising certain Divisional functions **will take admin off Community Engagement Superintendents and their teams** so they can spend more time on the front lines, working alongside JPCs and other key partnerships to keep people safe



COMMUNITY POLICING TEAMS



- An Garda Síochána's Community Policing Framework calls for the establishment of **dedicated Community Policing Teams (CPTs)**
- Each CPT will be responsible for a number of geographic **Community Policing Areas (CPAs)**
- Strong partnerships with local JPCs, schools, neighbourhood watches, businesses, etc are **critical to the effective functioning** of Community Policing and keeping people safe

WHAT WILL THIS LOOK LIKE?



FUTURE REGIONAL & DIVISIONAL HEADQUARTERS



DMR DIVISIONAL HQ'S



- The future Regional and Divisional Headquarters locations have been decided **in consultation with local An Garda Síochána management**
- However, **this does not mean** that all Regional and Divisional personnel will be centrally based

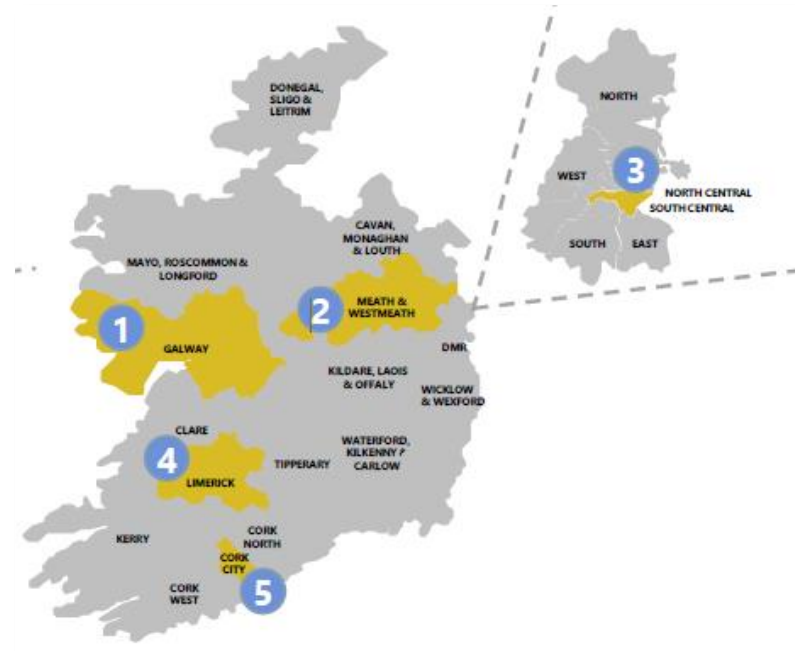
- Rather, Superintendents, Inspectors, Sergeants and their teams will be **geographically distributed throughout** the Regions and Divisions
- These locations will be determined **as part of the current implementation phase**

● FUTURE REGIONAL HEADQUARTERS LOCATIONS

● FUTURE DIVISIONAL HEADQUARTERS LOCATIONS

PROJECTED TIMELINE

- Implementation of the Garda Operating Model will take place on a phased basis over the next 1-2 years
- The restructuring of An Garda Síochána Regions from 6 to 4 came into effect Monday 7 October 2019
- Five Divisions have been selected to form Phase 1:
 1. Galway
 2. Meath / Westmeath
 3. Dublin South Central
 4. Limerick
 5. Cork City
- Implementation within these Divisions will commence following a detailed change impact assessment





THANK YOU

APPENDIX

FUTURE REGIONS & DIVISIONS



FUTURE REGIONAL BOUNDARIES



FUTURE DIVISIONAL BOUNDARIES



WHERE WILL THE CHIEF SUPERINTENDENT BE LOCATED?



Region / Regional HQ	Regional Chief Superintendent	Divisions	Divisional HQ
North-Western Murrough, Co. Galway	Monaghan, Co. Monaghan	Galway	Murrough, Co. Galway
		Donegal/Sligo/Leitrim	Letterkenny, Co. Donegal
		Mayo/Roscommon/Longford	Castlebar, Co. Mayo
		Cavan/Monaghan/Louth	Drogheda, Co. Louth
Eastern Kilkenny	Kilkenny	Meath/Westmeath	Mullingar, Co. Westmeath
		Laois/Offaly/Kildare	Portlaoise, Co. Laois
		Wexford/Wicklow	Wexford, Co. Wexford
		Waterford/Kilkenny/Carlow	Waterford, Co. Waterford
Southern Anglesea St. Cork	Anglesea St. Cork	Cork City	Anglesea St. Cork City
		Cork County	Bandon
		Kerry	Tralee, Co. Kerry
		Limerick	Henry St. Limerick
		Clare/Tipperary	Ennis, Co. Clare
DMR Harcourt Square	Harcourt Square	DMR North	Ballymun
		DMR South	Crumlin
		DMR North Central	Store Street
		DMR South Central	Kevin Street
		DMR East	Dun Laoghaire
		DMR West	Blanchardstown



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Overview of Policing Priorities 2020

Judith K Gillespie

Chair of Policing Strategy and Performance Committee



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Legislative Framework

The Garda Síochána Act 2005

- Authority determines priorities and targets for policing services (Section 20)
- Authority approves Strategy Statement submitted by Commissioner (Section 21)
- Commissioner prepares Annual Policing Plan (Section 22)



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Policing Priorities Planning Process

- Government policy
- Public Attitudes Survey
- Discussions in Committee with Gardaí
- Concerns expressed in media and by public
- Data on crime and other trends
- Previous and comparator Policing Plans
- Policing Authority's own work, e.g. Data Quality
- Engagement with JPC's, Stakeholders, NGOs, and Interest Groups
- Review of Priorities in other jurisdictions
- Further consultation to QA suggested priorities



2019 Policing Priorities

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- JPC Consultation took place July 2018
- Developed and submitted to Minister March 2019
- Changes to final submission but consistent in substance



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2019 Policing Priorities

Draft Priority Headings at time of consultation:

- Organisational Development and Capacity Improvement
- National Security (not all for Policing Authority)
- Confronting Crime
- Roads Policing
- Community Engagement and Public Safety



2019 Policing Priorities

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Final Priority Headings:

- Embedding Human Rights as the foundation for the delivery of policing services
- Leading Our People
- Reforming Our Systems
- Protecting Our State
- Preventing and Confronting Crime
- Policing Our Roads
- Policing Our Communities



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Embedding Human Rights as the foundation for the delivery of policing services

Current Priority

Consolidating an infrastructure that supports the embedding of human rights throughout the organisation

Source/Rationale

- Authority priority
- Government Policing Reform Programme
- ECHR
- Third Party Reports
- Section 42 of the Irish Human Rights and Equality Act 2014
- Public Confidence



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Leading Our People

Current Priority

Code of Ethics

Current Priority

Culture Reform

Source/Rationale

- Authority priority
- Third Party Reports
- Garda Reform
- Public Confidence

Source/Rationale

- Relationship to other Priorities
- Garda Reform
- Culture audit



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Leading Our People

Current Priority

People Management Strategy &
Workforce Plan

Source/Rationale

- Culture audit
- Third Party Reports
- Garda Reform
- Relationship to other Priorities



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Leading Our People

Current Priority

Training

Source/Rationale

- Culture audit
- Crowe Horwath Report
- Garda Reform
- Authority Reports



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Current Priority

Data Quality

Reforming Our Systems

Source/Rationale

- Public confidence
- Publication of crime data ‘under reservation’ by CSO
- JPC Consultation
- Third Party Reports



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Current Priority

Governance/Stewardship

Reforming Our Systems

Source/Rationale

- Public confidence
- JPC Consultation
- Crowe Horwath Report
- Garda Reform
- Relationship to other Priorities



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Current Priority

Quality of Investigations

Reforming Our Systems

Source/Rationale

- Falling Detections
- Public Confidence
- Data Quality
- Public Attitudes Survey
- JPC Consultation
- Homicide Review



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Current Priority

Cybercrime

Protecting Our State

Source/Rationale

- Public Confidence
- Economic Impact
- Sexual Exploitation of the most vulnerable
- JPC Consultation
- Third Party Reports



Protecting Our State

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Current Priority

Major Incident Planning

Current Priority

Brexit

Source/Rationale

- Public Safety

Source/Rationale

- Public Concern
- Government Policy
- JPC Consultation



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Preventing & Confronting Crime

Current Priority

Reducing Serious Harm

- Organised Crime
- Violent/Sexual Crime
- Crimes against Property
- Burglary

Source/Rationale

- Public Attitudes Survey
- Current Performance
- Public confidence
- Previous Policing Plans
- JPC consultation



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Preventing & Confronting Crime

Current Priority

Protecting Vulnerable People

- Hate Crime
- Domestic Abuse
- Vulnerable Victims

Source/Rationale

- EU Victims Directive
- Public Attitudes Survey
- National Strategies
- Current Performance
- Public confidence
- Previous Policing Plans
- JPC consultation



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Policing Our Roads

Current Priority

Safeguarding Road Users

Source/Rationale

- Government Strategy
- Previous Plans
- Roads Casualties Increasing
- Public Concern
- Garda Reform
- Crowe Horwath Report



Policing Our Roads

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Current Priority

Denying Criminals the Use of Roads

Source/Rationale

- Government Strategy
- Previous Plans
- Public Concern
- JPC Consultation



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Current Priority

Quality of Life

Current Priority

Community Policing and Anti-social
Behaviour

Policing Our Communities

Source/Rationale

- Public Attitudes Survey
- Public confidence
- Fear of Crime
- JPC Consultation
- Government Policy
- Garda Reform



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Policing Our Communities

Current Priority

Crime Prevention

Source/Rationale

- Government Policy
- Previous Plans
- Public Concern
- JPC Consultation



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Current Priority

Garda Visibility

Policing Our Communities

Source/Rationale

- Fear of Crime
- Public Confidence
- Public Attitudes Survey
- Government Policy
- JPC Consultation



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Policing Priorities 2020

- The Garda Síochána Act (2005) states that the Authority shall “determine, and from time to time revise, priorities for the Garda Síochána in performing its functions relating to policing services”
- The 2019-2021 Strategy is informed by the current Priorities
- The Policing Plan is the vehicle that gives effect to the Priorities



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Policing Priorities 2020

- Given...
 - The Priorities were determined in March 2019
 - Their alignment with the Strategy
 - The absence of any new issues arising
- The Authority has decided that the 2019 Priorities be adopted for the 2020 period
- Ensuring that the 2020 Policing Plan continues with their focus



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Any Questions?



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Important Features of JPC Guidelines

Helen Hall

Chief Executive of The Policing Authority



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Legislative Framework

The Garda Síochána Act 2005

- Authority shall issues JPC guidelines
- These may include membership, meeting procedures, reporting, funding, sub-committees & fora, other matters considered appropriate, etc.
- Authority can revise or withdraw guidelines and replace them



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Current Guidelines

- Issued by the Minister for Justice and Equality, and the Minister for the Environment, Community and Local Government, August 2014
- Policing Reform Programme: Authority to consider reviewing guidelines on JPCs
- The Authority has decided to maintain current Guidelines



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JPC Guidelines

Purpose of JPCs is to provide forum to ‘consult, discuss and make recommendations on matters affecting the policing of the area’

The Functions of the JPC as set out in the Guidelines

- Review levels and patterns of crime, disorder and anti-social behaviour, and the underlying and contributing factors
- Advise local authority and the Garda Síochána



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Community Involvement

- **Membership**
 - Diverse and representative of community and interests
 - Foster social inclusiveness and equality
- **Transparency**
 - Endeavour to make reports and documents widely available
 - Members of the public and media attend where appropriate
- **Public meetings**
 - Emphasis on policing and obtaining cooperation of public in crime prevention
 - Advertise in public at least 14 days before meeting



Planning & Reporting

- JPCs should be strategic and focused
 - 6 year Strategic Plan
 - Annual Work Plan
 - Effective plans will link to other local plans/strategies and the local Policing Plan

- Annual Reports must be submitted to the local authority no later than 1st April
 - Reflect closely work to achieve objectives in work plan



Code of Practice

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- “A JPC should be strategic. It is not a forum for addressing matters of detail...”
- “It should not become a ‘talking shop’. Discussion of issues should be outcome focused and... of a constructive nature.”
- “It is essential that there is a collective approach...All stakeholders have a role to play”
- “Each item on the agenda should have an action outcome”



Northern Ireland PCSPs

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- Northern Ireland equivalent of JPCs
- Recent review highlighted the need for:
 - An effective and fully engaged PCSP manager and support team
 - Consistent police reporting including both statistics and narrative
 - Standing agenda item linking activities with other strategies
 - Outcome based accountability approach to actions
 - Improved communications and engagement
 - Further streamlined integration between partner agencies



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Local Policing Performance Guidance Documents

Margaret Tumelty

Head of Policing Strategy and Performance



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National Policing Plan

- Annual Plan sets out Garda Síochána's commitments to the Community
- Gives effect to the Policing Priorities
- Implements the Garda Síochána Statement 2019-21
- A mix of crime related initiatives and organisational initiatives



National Policing Plan

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- Cornerstone of Authority's oversight
- Potential to be a foundation for the JPC's work



National Policing Plan

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2019 Policing Plan Chapters

- | | |
|--|--|
| <ul style="list-style-type: none">● Community Policing● Protecting People● A Secure Ireland | <ul style="list-style-type: none">● A Human Rights Foundation● Our People-our greatest resource● Transforming Our Service |
|--|--|

Targets are made up of:

- % targets
- Timeframes for completion of initiatives
- Attitudinal measures



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Local Policing Plan

- National plan the foundation of local policing plans
- Flexible and can adapt to local context
- Increased guidance and support to Garda Divisions
- Key role for JPC in development, assessment and monitoring of performance against the plan



Local Policing Plan

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National Policing Plan	Local Policing Plan
Enhancing our crime prevention capacity through implementation of our Crime Prevention and Reduction Strategy.	Additional resources appointed to City Policing Unit focusing on Retail Theft including analysis of theft from shop incidents in 2018 with a view to identifying reoccurring offenders.
Identify the needs of vulnerable stakeholders and establish a roadmap to ensure our services are accessible to all.	Each District Community Policing team will conduct one visit per quarter with Refugee reception Centres.
Supporting the Government Road Safety Strategy through targeted enforcement.	Bi-lateral Agency Checkpoints to be arranged in conjunction with the RSA, Revenue Commissioners, Department of Social Protection, Taxi Regulator and other relevant stakeholders/agencies.



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Local Policing Plan Consultation

- Be familiar with content of national Policing Plan
- Begin planning towards year end
- Review JPC Strategy to look for opportunities for alignment
- Identify areas of concern to propose to the Chief Superintendent and identify how the JPC might be of assistance in targeting these issues
- Align the JPC annual work plan where appropriate
- Consider and agree how JPC will measure success



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Local Policing Plan Oversight

- Invite Chief Superintendent to discuss the finalised Local Plan
- Consider what format reporting should take
- Consider and discuss how JPC might contribute to success
- Standing agenda item to review implementation of relevant initiatives
- Identify additional agencies/bodies to assist with evidencing



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Assessing Local Policing Performance

- Understand the data presented
- Incidents or Detections
- Numerical and percentage
- Statistics going up/down
- JPC work plan represented in data
- RAG Status



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Any Questions?



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Group Breakout Questions

- How do you ensure that the JPC is as relevant as possible to the community?
- How do you make sure that policing commitments are met?



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Chairperson's Closing Comments

Josephine Feehily
Chairperson of the Policing Authority