AN GARDA SÍOCHÁNA:
A Policing Service for the Future

Keeping People Safe

Policing Authority Public Meeting

Briefing | 26th September 2019

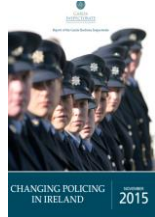# AN GARDA SÍOCHÁNA'S MISSION & STRATEGY 2019-2021

An Garda Síochána's purpose is **"KEEPING PEOPLE SAFE"** through four key pillars:

- Community Policing
- Protecting People
- A Secure Ireland
- Transforming our Service

We will achieve this by being a **Human Rights Foundation** and recognising **Our People** as our greatest resource
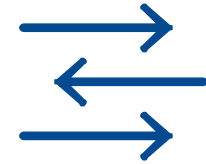
WHY CHANGE?

EXTERNAL REPORTS

CHANGING WORKFORCE

CHANGING CRIME TRENDS

INCONSISTENCY

- "Divisions should be large enough to be self-sufficient for administrative and operational purposes. " - CFPI (2018)

- "Having a smaller number of Regions provides significant advantages." - Garda Inspectorate report

- Report on Community Policing and Rural Crime - *Joint Committee on Justice and Equality*

- The Garda workforce is changing and it is important that structures are reviewed to ensure effective, efficient and flexible resource deployment and opportunities for advancement

- Certain crime types are increasing each year, including cyber crime, economic crime, organised crime and sexual crime.

- The large variance in Division size leads to inconsistencies in the services being delivered and to varying structures being established to support the delivery of services.

KEEPING PEOPLE SAFE   **AN GARDA SÍOCHÁNA**

A NEW OPERATING MODEL

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

> Our goal 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

GARDA OPERATING MODEL

THE GARDA OPERATING MODEL DEFINES WHAT AN GARDA SÍOCHÁNA DOES, HOW AND WHERE IT'S DONE, AND BY WHOM.
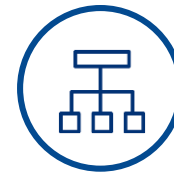
WHAT

- What are the most valuable activities and services?
- What capabilities and services are needed in order to police most effectively?
- Are resources focused on these activities and services?

HOW

- Are the processes as efficient as possible?
- Are the right ways of working in place?
- Are leadership, talent and culture aligned?

WHERE

- Are roles and accountabilities between organisational units clear and distinct?
- At what level should specialist units operate?

WHO

- Are the right people in the right roles?
- Are the people capable and productive?
- Are the best people on the most important work?

KEEPING PEOPLE SAFE

AN GARDA SÍOCHÁNA

KEEPING PEOPLE SAFE

"Keeping People Safe," especially more vulnerable members of society, is the core mission of An Garda Síochána. To achieve this mission, An Garda Síochána is shifting its orientation to focus on Divisions as the fundamental building block to deliver front-line policing services. These Divisions are then supported by the rest of the organisation:

Placing the Victims at the Centre of the Service

DIVISION	The role of the Division is to be the **primary operational unit**, acting as the fundamental building block for delivering day-to-day policing, with enough capabilities and autonomy to effectively run local operations, but within a corporate framework to ensure consistency and quality of service.
REGION	The role of the Region is to **ensure effective and efficient Regional co-ordination of resources and activities** in line with demand, to hold the Division to account, and to provide operational Specialist Section support as required from Divisions.
NATIONAL SPECIALIST SECTIONS	The role of the National Specialist Sections is to provide **central best practices, policies/frameworks, and oversight**, while also conducting key sensitive, complex, or specialised operations and investigations from end-to-end.
CORPORATE FUNCTIONS	The role of the Corporate functions is to **enable and support effective, efficient business operations and policing at the Regional and Divisional level**, and ensure that best practice strategy, approaches, governance, metrics, policies and guidelines are clearly defined and properly executed.

WHAT'S CHANGING?

1 LARGER DIVISIONS

2 MORE FRONTLINE GARDAÍ

3 ENHANCED NATIONAL & REGIONAL SUPPORT

4 IMPROVED PERFORMANCE

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

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
- **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**
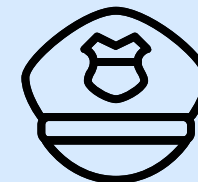- **Greater accountability** throughout the organisation

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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**

ENHANCING LOCAL POLICING

FORMER REGIONAL BOUNDARIES

NEW REGIONAL BOUNDARIES

REGION
WHAT DOES A FUTURE REGION LOOK LIKE?

National Specialist Sections and Corporate HQ

Region

Division

The Assistant Commissioner is accountable for the Region and is responsible for holding Divisions accountable for their performance

An Garda Síochána will consist of **four geographical Regions**, each with oversight of a number of Divisions
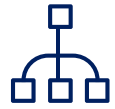
The purpose of the Region is to:

Provide support to Divisions (approx. 700-800 resources in each) to enable them to meet local policing demands

Facilitate cross-Divisional investigations and operations

Support the corporate framework which Divisions will work within

Certain specialist services will be available at Regional level to provide operational support, intelligence and oversight to Divisions
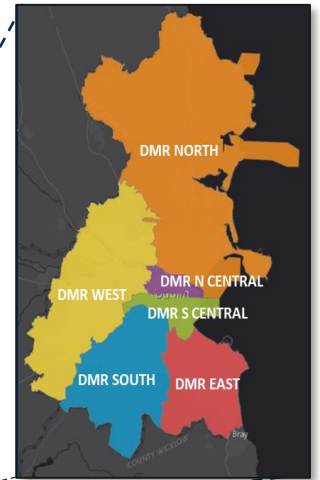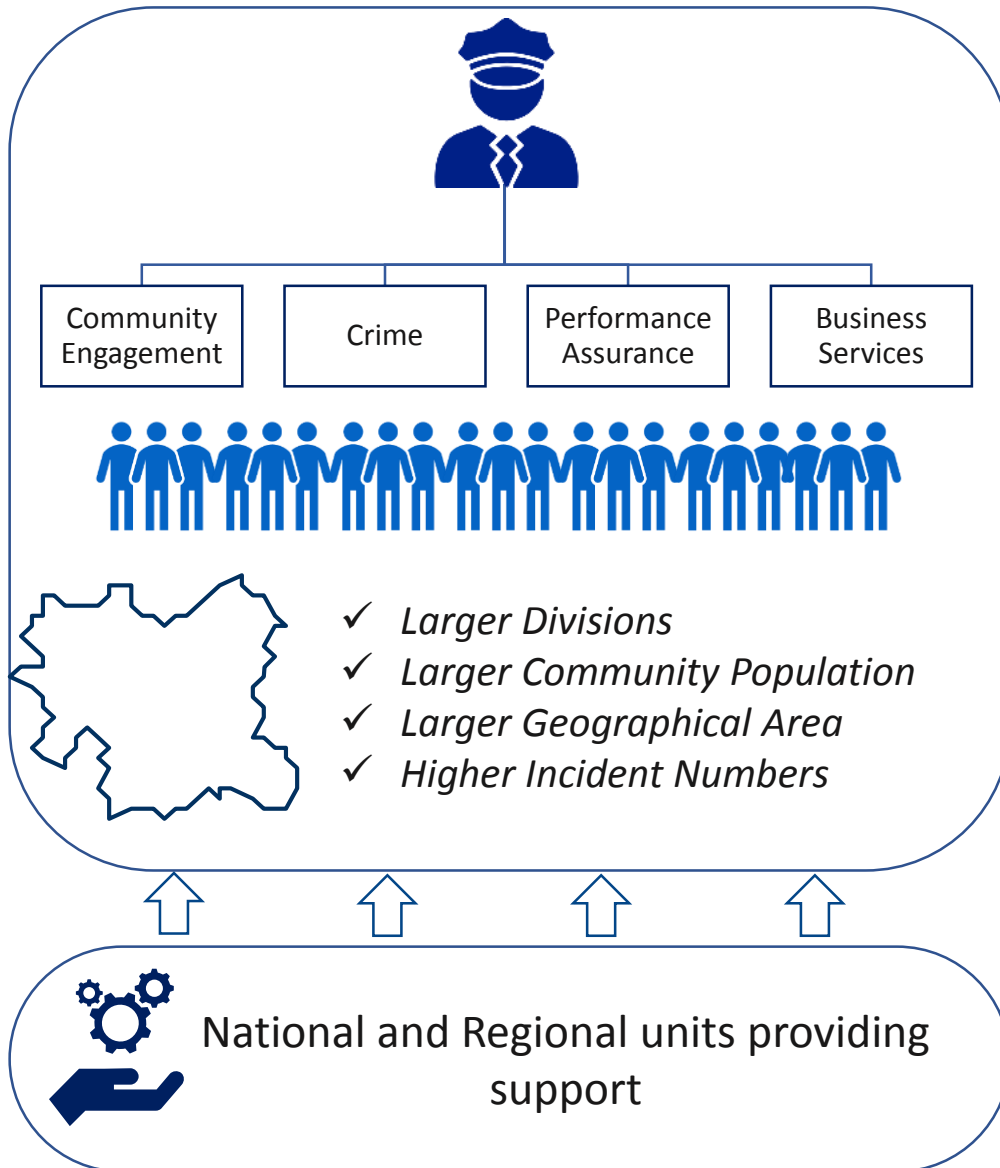
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ENHANCING LOCAL POLICING

WHAT DOES A FUTURE DIVISION LOOK LIKE?

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                    [Chief Superintendent]
                            |
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Community Engagement	Crime	Performance Assurance	Business Services

- ✓ *Larger Divisions*
- ✓ *Larger Community Population*
- ✓ *Larger Geographical Area*
- ✓ *Higher Incident Numbers*

National and Regional units providing support

The Chief Superintendent is accountable for the Division and has the ability to make decisions to meet local demands

Hubs rather than Districts will be the structural model for Divisions going forward, consistent with the Local Policing Model project

To allow sufficient capability to deliver effective policing, Divisions will be larger, with **600 – 800 resources** under the direction of a Chief Superintendent

Enlarging Divisions necessarily implies a reduction in the number of Divisions, meaning that Divisional Officers may have responsibility for a **larger population, a larger geographic area and higher incident numbers than in some existing Divisions**

National Specialist Sections, Regional units and Support Sections will provide support to enable more autonomous, consistent, high-quality delivery of policing within Divisions

DIVISIONAL HUB CAPABILITIES

Below are the capabilities envisaged to be provided by each Divisional hub; changes to the current Local Policing Model are highlighted in **blue**

COMMUNITY ENGAGEMENT HUB	PERFORMANCE ASSURANCE HUB	CRIME HUB	BUSINESS SERVICES HUB
Led by Superintendent	*Led by Superintendent*	*Led by Superintendent*	*Led by Assistant Principal*
• Regular Policing • Community Policing and Engagement • Youth Diversion • Victim Services • Preventing Crime • Event Management • **Roads Policing***	• Risk Management • Performance Data Collection and Analysis • Organisational Analytics • Audit and Compliance • Data Quality Management • Information and Knowledge Management • Warrants and Summons • Property and Exhibits Management • **External Communications** • **Cont. Improvement and innovation** • **Performance Achievement** • **Governance**	• Serious Crime Investigation • Protective Services • Crime Scene and Evidence Examination • Crime Analytics • Drugs and Organised Crime • **Economic Crime Investigation** • **Cyber Crime First Responders** • **Immigration Investigation** • **Crime analysis**	• **Employee Relations and Welfare Delivery** • **Learning and Development** • HR&PD Operations • Duty Planning (RDMS) • Finance Management • Fleet Management • General Administration • Vetting • ICT Delivery Management • Service Management • Internal Communications • Event Management Support

*This capability to be evaluated in two years to determine if it should remain in the Community Engagement Hub

WHAT'S CHANGING?

The future Division will see an increase in autonomy for Divisional Officers, teamed with the introduction and enhancement of specialist capabilities within Divisions to ensure day-to-day policing demands are met locally.

Enabling more Divisional Officer autonomy within a Corporate Framework

Divisional Officers will be more **empowered and enabled to make more decisions.** For example, the new structures will aim to provide further autonomy in terms of finance, fleet, appointments and competitions, and training demands. Certain decisions currently made by the Divisional Officer may be further devolved to ensure there is capacity to conduct a strategic role.

Additional and enhanced capabilities within Divisions

Introduction of **specialist capabilities to address changing demand** and changing crime trends, e.g. Protective Services, Organisational Analytics and Economic Crime Investigation. **Enhancements to capabilities** such as Data Quality Management, Communications and Crime Scene and Evidence Examination, to enable Divisions to be more autonomous and to operate both effectively and efficiently.

Specialist Support at Regional and National level

Capabilities will be established at Regional and National level, where required, in a structure that best supports each Division. For example, Regional Cyber Crime Units will be established to meet increased demand.

DIVISIONAL SUPPORTS & ENABLERS

Below is a sample of what Divisional supports and enablers are envisaged to make this work:

TECHNOLOGY

- Initiatives (IMS, RDMS, ECM, Mobility, etc) to support effective policing & mgmt
- Enhanced capability for mobile phone, computer and tablet examination
- Local ICT capability for telecoms and troubleshooting/support

SPECIALIST SKILLS

- Crime Hub members to be trained as Cyber Crime First Responders
- Crime and Policing Analyst established in each Division
- Investment in training to establish Economic Crime capability

ANALYTICS

- Analyst(s) in each Division to provide proactive analytical support across all aspects of the Division

FINANCE & HR

- Improved duty planning with RDMS
- Greater ownership of financial budgets within corporate framework
- Skilled HR professionals to advise Divisional Chief on HR matters

REGIONAL

- Additional Regional capabilities (Cyber Crime, Dogs Unit, Intelligence Coordination, Armed Support) for Divisions to draw on as needed

NATIONAL

- Clarification on how and when to draw on National Specialist Sections
- Clear guidelines & best practices

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GARDA HEADQUARTERS
## CHANGES AND EXPECTED BENEFITS

Additional Deputy Commissioner post to place stronger executive focus on strategic thinking, delivering transformative change and governance and performance assurance

Enhanced, standardised Divisions and Regions to provide high quality, consistent delivery of policing services

Strengthened management structure to better support the Commissioner and clarify decision-making, ownership, governance and accountability
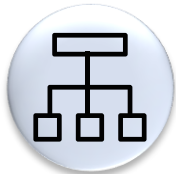
More streamlined, improved, and intuitive structures and processes to better support Divisions and Regions, reduce inefficiencies and increase effective policing

New and strengthened capabilities to help modernise An Garda Síochána and enable it to provide improved services

Clear roles and responsibilities, leading to improved accountability and more efficient ways of working

WHAT'S NEXT

- **We are already making changes towards the Policing Plan and the new operating model**

- **Over the next 2-3 years, you will see:**
  - More Gardaí proactively engaging with the community on the front line
  - Increased capabilities introduced (e.g., economic crime, protective services, technology systems)
  - Strengthened community partnerships with An Garda Síochána leadership and management
  - More effective, efficient practices and structures that allow more focus on community engagement
  - Changes in the structures of Garda Headquarters, Regions and Divisions

- **We are committed to providing a better, more consistent and more localised policing service to protect the vulnerable and Keep People Safe**