

Schedule 1.3 Update on Modernisation & Renewal Plan File No: FOI-000322-2017 Requester Name: Claire Murphy					
Page No	Description of document	Deletions	Relevant Section of FOI Acts	Reason for decision	Decision Maker's decision
1 - 3	Correspondence from CS, Strategic Transformation Office (STO) to Deputy Commissioner, Governance & Strategy	3 pages	Part 1(n) of Schedule 1	Out of Scope	Refuse
4	Correspondence from CS, Strategic Transformation Office (STO) to Deputy Commissioner, Governance & Strategy	1	Part 1(n) of Schedule 1	Out of Scope	Part-Grant
5-6	Correspondence from CS, Strategic Transformation Office (STO) to Deputy Commissioner, Governance & Strategy	2 pages	Part 1(n) of Schedule 1	Out of Scope	Refuse
		Total number of pages			6
		Total number of pages for full release			0
		Total number of pages for partial release			1
		Total number of pages being withheld			5

An Garda Síochána

An Oifig um Thrasfhoirmiú Straitéiseach
Ceanncheathrú an Gharda Síochána
Pháirc an Fhionnuisce
Baile Átha Cliath 8
D08 HN3X



Strategic Transformation Office
Garda Headquarters
Phoenix Park
Dublin 8
D08 HN3X

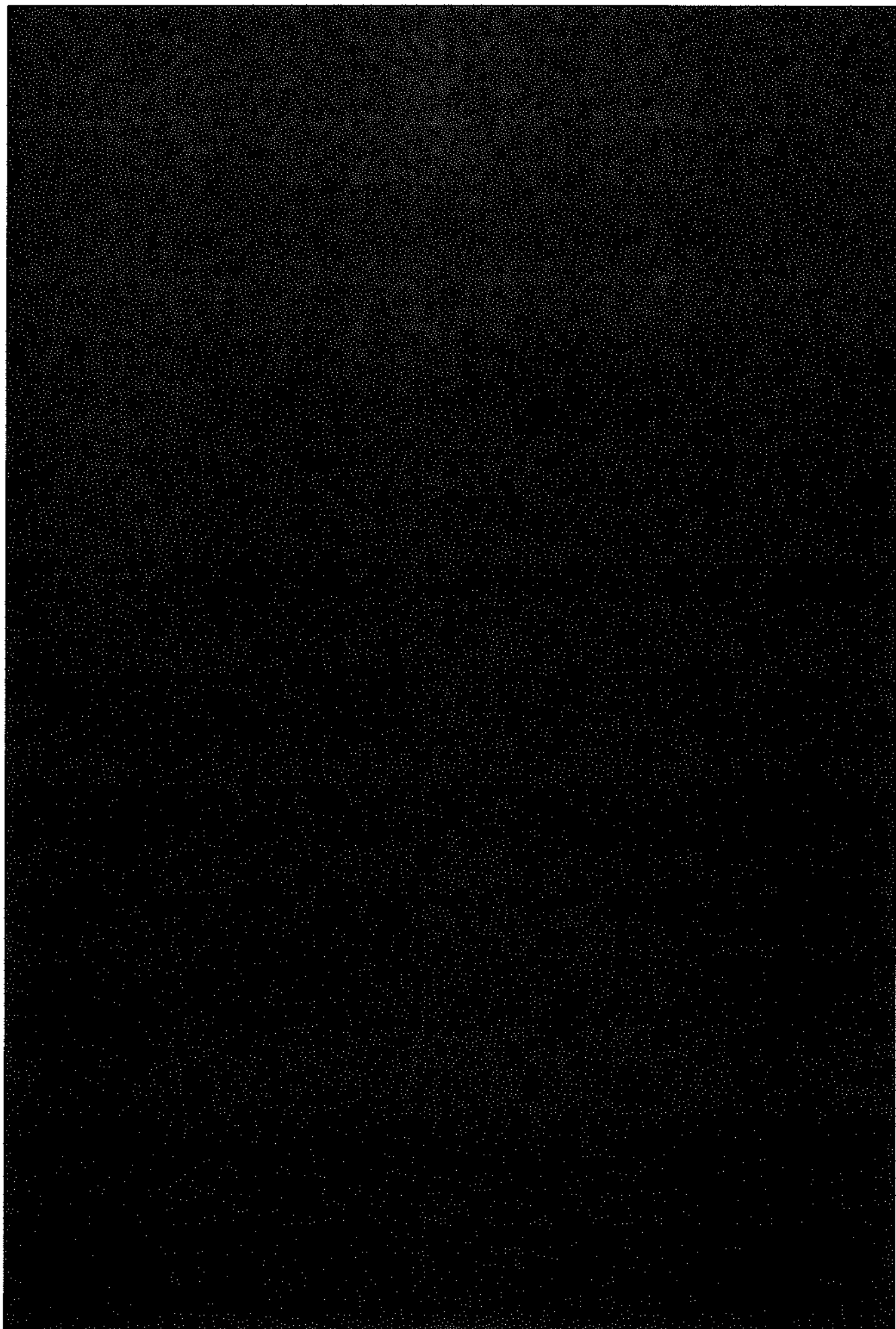
Teileafón/Tel: 01-6662087

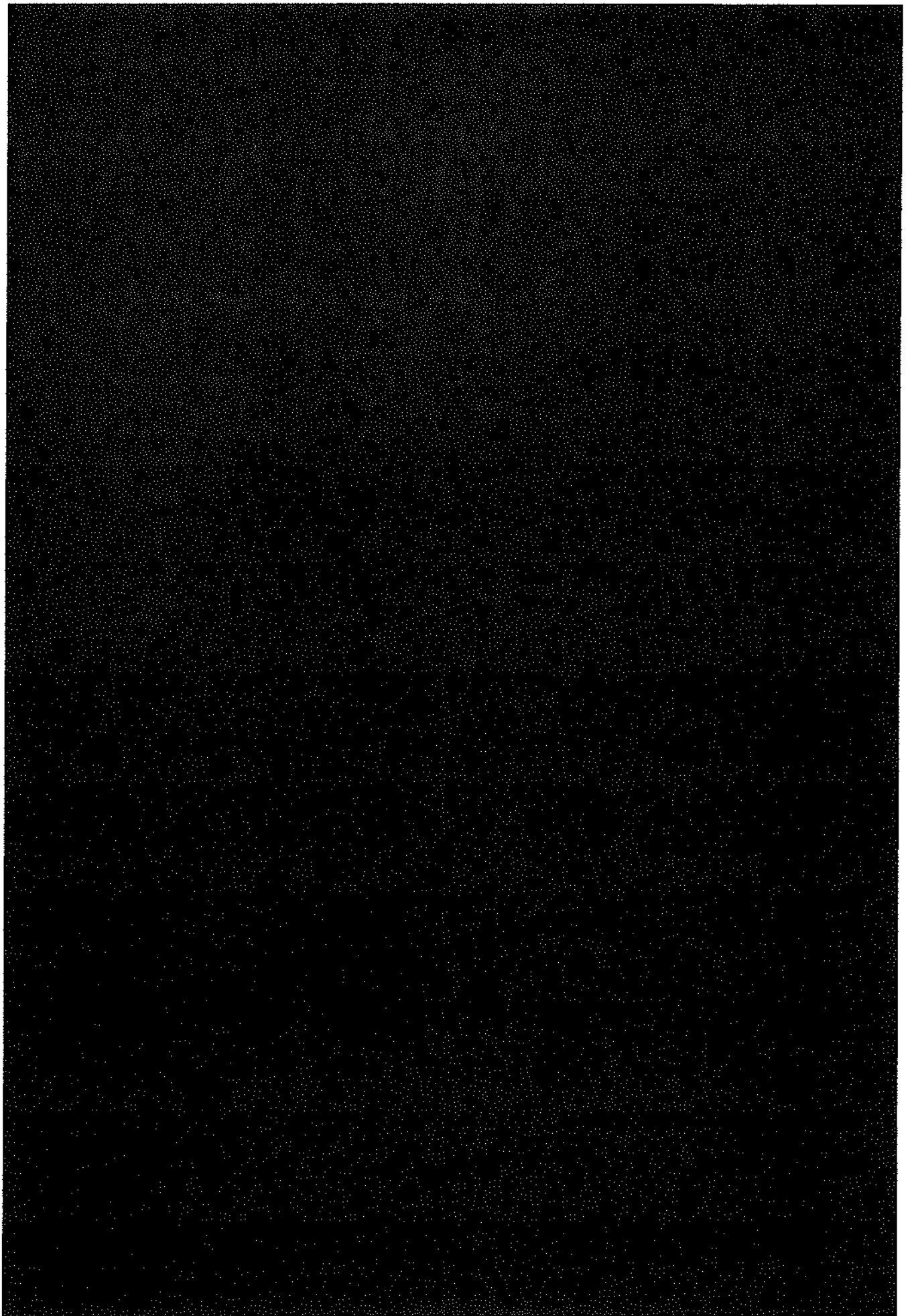
Bí linn/Join us



Láithreán Gréasain/Web Site:
www.garda.ie

Ríomh-phoist:/Email:
transformation@garda.ie





Finance and Resource Approval

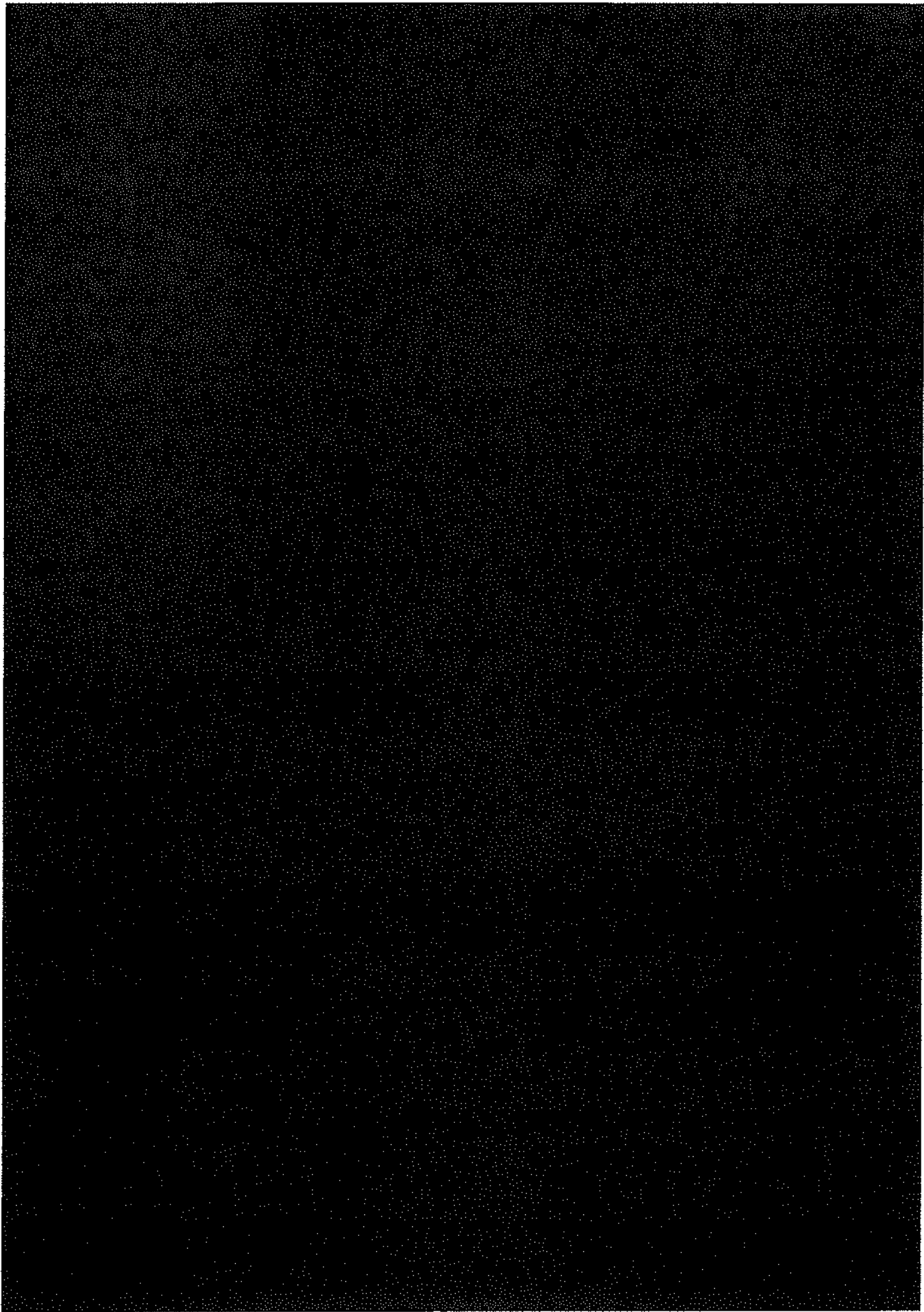
A dedicated budget for the Transformation Programme has not been provisioned by the Department of Public Expenditure and Reform (DPER), with capital expenditure managed through existing budgets. No additional funding has been provided for non-capital costs or training, which has resulted in delays to existing projects and poses a significant risk to the successful delivery of planned projects.

To address some of the capacity constraints outlined above sanction was sought for additional skilled project managers, to be assigned directly to a number of the more complex projects running under the programme. Approval has been received to recruit 4 new project managers, with expected arrival in Q4 of this year assuming funding is available. Our expectation is that this will improve the ability of the organisation to deliver MRP projects.

A Target Operating Model (Org. Structure & Design) for An Garda Síochána was identified as one of the first key initiatives to be implemented as part of the Modernisation and Renewal Programme 2016-2021. The reason for this is that a future blueprint would set out the basis of how An Garda Síochána would look, feel and operate at the close of the Modernisation and Renewal Programme in 2021; and also to define the transition states or phases to get to that end point. This initiative was designed to address the priorities related to workforce composition and structure outlined in the Policing Authority's report. Furthermore a number of transformation projects, which propose changes to the organisational structure of An Garda Síochána would benefit from this operating model. Without a defined operating model in place delivery of these projects is more complex and time consuming. We await sanction from DPER to proceed with this initiative, approval which was sought in autumn 2016.

Training

Training delivery remains a significant challenge for the MRP. Limited capacity within the Garda College and Divisional Continuous Professional Development (CPD) units has delayed our ability to roll out training for new systems and processes, which has a knock on effect on the successful implementation of projects. Abstraction rates in an environment where many units are understaffed also poses a challenge for swift scheduling and training delivery. A training capacity and capability exercise was undertaken to highlight the current and future requirements of the Garda Training College, the constraints and challenges faced by the Garda College and CPD in meeting training requirements. Recommendations have been made to enable decision making to progress MRP priorities. Additional recommendations have been made to enhance the wider Learning and Development capability of the organisation. All recommendations have been forwarded to the Executive Director of Human Resources and Professional Development for consideration. Delivery of training, given the current capacity constraints, remains an on-going challenge for the MRP.





Seirbhísí gairmiúla póilíneachta agus slándála a sholáthar le hiontaoibh, muinín agus tacaíocht na ndaoine ar a bhfreastalaímid
To deliver professional policing and security services with the trust, confidence and support of the people we serve