AN GARDÁ SÍOCHÁNA:
A Policing Service for the Future

Keeping People Safe

Assistant Commissioner Michael Finn
Press briefing | 22 August 2019

Embargoed until 11:00
KEEPING PEOPLE SAFE

A NEW OPERATING MODEL FOR AN GARDA SÍOCHÁNA

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

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RESPONSIVE TO A CHANGING SOCIETY

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’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 lines
• Removing non-core policing duties from An Garda Síochána

WHAT WE’LL ACHIEVE:
• More visible, accessible Gardaí on the front lines
• Better use of specific skillsets and policing powers
• More responsive policing service

CHANGE IN ACTION!

33 Call-takers reassigned to the front lines due to CAD project

Immigration Processing & Court Prosecutions non-core duties to be removed, pending discussion
## 2. MORE FRONTLINE GARDAÍ (cont.)

**A CLOSER LOOK AT THE NUMBERS...**

<table>
<thead>
<tr>
<th>Since 2017...</th>
<th>Present – 2021 (planned)</th>
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<tbody>
<tr>
<td><strong>2090</strong> Garda members</td>
<td><strong>1500</strong> More Garda members</td>
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<tr>
<td><strong>1070</strong> Garda staff</td>
<td><strong>1265</strong> More Garda staff</td>
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<tr>
<td><strong>480</strong> Gardaí reassigned to front lines</td>
<td><strong>1000</strong> More Gardaí reassigned to front lines</td>
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**KEEPING PEOPLE SAFE**

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

**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 & 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 & transformation
• Improved performance measurement & assurance
• Greater accountability throughout the organisation

CHANGE IN ACTION!

<table>
<thead>
<tr>
<th>Inspectors</th>
<th>Sergeants</th>
<th>Appointing new Deputy Commissioner for Transformation &amp; Performance</th>
<th>Appointing Expert Director for Learning &amp; Development</th>
<th>Establishing dedicated Divisional Superintendents for performance assurance</th>
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<tr>
<td>172</td>
<td>423</td>
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Promoted in 2019 to support the front line
WHAT WILL THIS LOOK LIKE?

CURRENT MODEL

National and Regional Level

Division

Districts

Districts

FUTURE MODEL

National and Regional Level

Division

Community Engagement

Crime

Business Services

Performance Assurance

Improved support and governance

Larger Divisions: the building block for delivery of policing services

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

More capabilities at local level

More Gardaí on the front line

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AN GARDA SÍOCHÁNA
WHAT WILL THIS LOOK LIKE?

CURRENT REGIONAL BOUNDARIES

FUTURE REGIONAL BOUNDARIES

KEEPING PEOPLE SAFE
WHAT WILL THIS LOOK LIKE?

CURRENT DIVISIONAL BOUNDARIES

FUTURE DIVISIONAL BOUNDARIES

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AN GARDA SÍOCHÁNA
WHAT’S NEXT

- Although this will take time, we are already making changes towards this new model

- Over the next three years, you will see:
  - More Gardaí proactively engaging with the community on the front lines
  - 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 configuration of Garda Headquarters, Regions, Divisions and Districts

Focused on fulfilling our core mission: Keeping People Safe
QUESTIONS?