



AN GARDA SÍOCHÁNA: A Policing Service for the Future

Keeping People Safe

Assistant Commissioner Michael Finn

Press briefing | 22 August 2019

Embargoed until 11:00

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

KEEPING PEOPLE SAFE

AN GARDA SÍOCHÁNA



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 GARDÁ 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...



Since 2017...

2090 Garda members

1070 Garda staff

480 Gardaí reassigned to front lines



Present – 2021
(planned)

1500 More Garda members

1265 More Garda staff

1000 More Gardaí reassigned to front lines



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

KEEPING 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

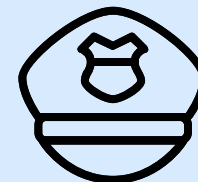
CHANGE IN ACTION!

172 Inspectors

423 Sergeants

Promoted in 2019 to support the front line

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



Establishing **dedicated Divisional Superintendents** for performance assurance

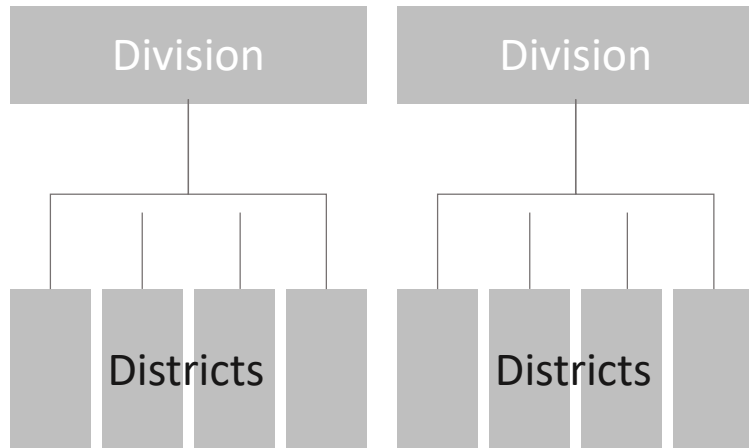
Appointing **Expert Director** for Learning & Development



WHAT WILL THIS LOOK LIKE?

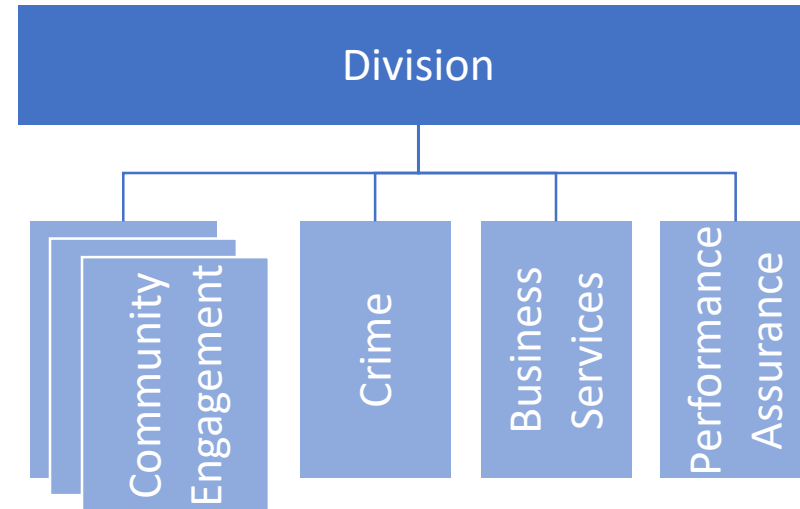


CURRENT MODEL



KEEPING PEOPLE SAFE

FUTURE MODEL



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

AN GARDA SÍOCHÁNA

WHAT WILL THIS LOOK LIKE?



CURRENT REGIONAL BOUNDARIES



FUTURE REGIONAL BOUNDARIES



KEEPING PEOPLE SAFE

AN GARDA SÍOCHÁNA

WHAT WILL THIS LOOK LIKE?

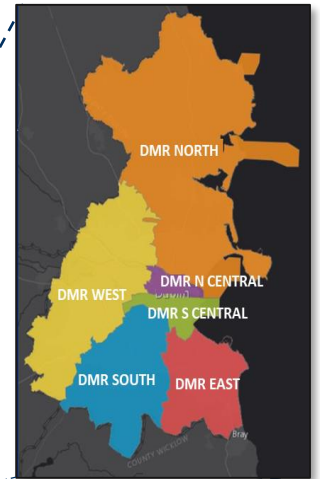


CURRENT DIVISIONAL BOUNDARIES



KEEPING PEOPLE SAFE

FUTURE DIVISIONAL BOUNDARIES



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?

