

Status Report as of 30 June, 2009 on the Implementation of the Recommendations of the Third Report of the Garda Inspectorate - “Policing In Ireland, Looking Forward”

	Recommendation	Recommendation: Accepted (A); Accepted with Modification (AM); Rejected (R)	Comment and Current Status	Target Date for Implementation	Revised Target Date for Implementation	Responsibility
<u>Chapter 1: Vision and Change</u>						
3.1	Effectively articulate strategic and measurable change priorities in clear and unambiguous terms.	A	<p>The organisation’s strategic and change priorities are articulated in the Change and Modernisation Programme which is set out in the Garda Síochána Corporate Strategy 2007-2009.</p> <p>The aim of the projects is to develop and enhance the skills of the organisation and to assist in delivering on the Corporate Strategy and the Annual Policing Plans.</p> <p>Of the forty-one projects approved for implementation under the organisation change and modernisation programme, twenty projects remain for completion in 2009. The majority of these projects will be completed by 4th Quarter 2009.</p> <p>A communications strategy is in place to disseminate information on the Change and Modernisation Programme. The Garda Síochána Change Management Section has completed ten regional information seminars at which management personnel were informed of the various ongoing organisational change initiatives. Three editions of the internal Garda ‘Time for Change’ newsletter were published.</p>	Implemented		<p>D/Commissioner Strategy and Change Management</p> <p>Director of Communications</p>

3.2	Communicate the Garda values so that all employees know them, embrace them and put them into effect in their daily work.	A	Two projects under the Garda Síochána Change and Modernisation Programme have been prioritised:	2 nd Quarter 2008	Commence implementation 4 th Quarter 2009	D/Commissioner Strategy and Change Management
			<u>Code of Ethics</u> The draft Code of Ethics has been further revised in light of the observations of the Head of legal Affairs. Following consideration by the Commissioner, it has been forwarded to the Minister for Justice, Equality and Law Reform for approval. <u>Develop a set of leadership, behaviours & values</u> A document outlining a set of leadership behaviours and values was reviewed by the Strategic Imperative Programme Board. The Board requested further work, including the development of a common set of competencies to support a number of organisational initiatives such as Accomplishment Growth Model, Promotion framework, recruitment etc.	1 st Quarter 2008	3 rd Quarter 2009	D/Commissioner Strategy and Change Management

Chapter 2: Organisational Structures

3.3	Devolve greater autonomy to the six Garda regions, making assistant commissioners fully responsible and accountable for all aspects of policing in their respective regions.	AM	The Commissioner established a high-level Working Group under Deputy Commissioner Operations which has considered this issue. A very comprehensive position paper has been prepared which is currently under consideration by Deputy Commissioner Operations. The Deputy Commissioner will present the paper for the Commissioner's consideration.	1 st Quarter 2008	4 th Quarter 2009 for consideration of paper	Commissioner
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3.4	Operate Garda Headquarters as a corporate head office maintaining strategic direction and control.	AM	This recommendation is inextricably linked to recommendation 3.3 above.	1 st Quarter 2008		Commissioner
3.5	Provide administrative/clerical support for regional assistant commissioners, divisional chief superintendents and district superintendents and assign crime analysts to each Garda region.	A	<ol style="list-style-type: none"> 1. The recruitment of twelve administrators at HEO level was sanctioned to provide administrative support at regional level. 2. Six HEO posts were sanctioned and filled to provide HR support at regional level. 3. Thirty-one posts have been sanctioned for the Analysis Service. To date, twenty nine posts have been filled, including the Head of the Analysis Service and two deputies. All regions now have Analyst coverage. However, owing to the moratorium on recruitment and promotions in the public service, the final two Analyst posts cannot be filled at this time. 4. A total of 300 clerical officers were sanctioned for the DMR and Garda Headquarters. These posts have been filled. 5. A further 300 clerical officers were sanctioned for stations outside the DMR. All 300 posts have now been filled substantively including 29 posts that were reallocated to new Divisions and Districts under the boundary realignments, and 5 posts which were reallocated to the GISC to meet new operational priorities there. 	<p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p>		<p>Chief Administrative Officer</p> <p>Chief Administrative Officer</p>

3.6	Collate management, operational and crime statistics at the regional level and monitor comparative performance and the utilisation of resources (<i>reiteration of 'Hayes' Advisory Group recommendation</i>).	AM	<p>The six regional assistant commissioners are responsible for operational policing in their respective regions. Policing activities are co-ordinated, with detailed plans and performance targets published on a yearly basis. In support of these activities staffing at regional offices has been increased with the addition of administrative support staff and specialist analysts. The analysts produce regular analytical reports illustrating crime trends thus enabling a strategic, intelligence-led approach to crime prevention and crime investigation.</p> <p>Performance and accountability are monitored regularly. Regional reviews are conducted by the Commissioner and his senior management team every quarter.</p>	1 st Quarter 2008	Implemented	Commissioner
3.7	Have regional assistant commissioners publish annual policing plans and report individually on performance as part of the Garda Síochána Annual Report.	A	<p>Policing plans for 2009 prepared by the regional assistant commissioners are published on the Garda Síochána website, www.garda.ie. Regional assistant commissioners will continue to report at the Commissioner's monthly management meetings and will report individually in the Garda Síochána Annual Report.</p>	Implemented		Regional Assistant Commissioners
3.8	Provide clear, updated job descriptions for chief superintendents, superintendents and inspectors within the regions to clarify their respective remits.	A	<p>Work is underway to define roles and responsibilities for all posts and ranks in the organisation. A HR project group is currently developing the new Garda Organisational Competency Framework which will be used in the development of the accomplishment growth model. It is planned to have the framework completed in 2nd Quarter 2009. Work can then commence on role profile development.</p>	3 rd Quarter 2008	3rd Quarter 2009	Chief Administrative Officer

3.9	Develop community policing as the fundamental policing philosophy at the core of the organisation.	A	The National Model of Community Policing was launched by the Commissioner in January 2009.	2 nd Quarter 2008	A phased implementation will commence in the 3 rd Quarter 2009 and will be completed by the 4 th Quarter 2009	D/Commissioner Strategy and Change Management
3.10	Implement a consistent rural policing model that enhances visibility and makes best use of Garda resources in serving local communities.	A				
3.11	Channel more Gardaí in urban areas into better organised and properly managed 'flexi-units.'	A	This will be achieved by way of the further nationwide rollout of community policing in both urban and rural areas. This Model will re-energise the Community Policing culture within An Garda Síochána and enhance the organisational importance and attractiveness of the 'Community Policing' role amongst Garda staff. It will emphasise the importance of the visible uniform presence of Gardaí in the Community.	4 th Quarter 2008	A phased implementation will commence in the 3 rd Quarter 2009 and will be completed by the 4 th Quarter 2009	D/Commissioner Strategy and Change Management
3.12	Relieve superintendents assigned outside of the Dublin Metropolitan Region of their court prosecution role.	R	In view of the report of the Public Prosecution System Study Group and the linked responsibilities of the Garda Síochána and the Director of Public Prosecutions in the prosecution of criminal offences, the Commissioner has no plans to change the present arrangements whereby Superintendents and Inspectors acting for Superintendents, prosecute cases in the district court outside the DMR.			Commissioner

3.13	Evaluate the “Court Presenter” pilot project without delay and, if deemed successful, extend it to cover all stations in the Dublin Metropolitan Region.	A	<p>The Commissioner established a working group in December 2006, which recommended the extension of the Court Presenter system throughout the Dublin Metropolitan Region. The Working Group recommended the extension of the Court Presenter system throughout the Dublin Metropolitan Region.</p> <p>On the 10th March 2008, Deputy Commissioner Operations, submitted a detailed and costed Implementation Plan to the Commissioner. Suitable accommodation for the expanded service has been secured and the resourcing issues continue to be researched with a view to achieving the earliest possible expansion of the service in the DMR.</p> <p>Having regard to the changed economic climate and the Government moratorium on promotions and recruiting across the public sector, the matter is currently being examined by Assistant Commissioner, DMR, with a view to establishing how the project can now be progressed, albeit on a more restricted basis than originally planned.</p>	2 nd Quarter 2008	2009 3 rd Quarter 2009	D/Commissioner Operations
3.14	Develop timeframes for the contracting out of non-core services under ‘Towards 2016’ and agree the transfer of responsibility for remand prisoner escorts to the Irish Prison Service.	A	<p>Non-core services have been identified under the modernisation agenda. These issues are at various stages of discussion and implementation.</p> <p>The Commissioner recommended in April 2000 that escorts of prisoners should be discontinued by the Garda Síochána. The provision of transport for prison officers and prisoners ceased in 2006 and further prisoner escorts ceased in 2007. The outstanding issue of remand prisoner escorts is contingent on additional resources for the Irish Prison Service and the possible need for legislative changes</p> <p>.Deputy Commissioner, Operations, has continued to liaise with the Irish Prison Service with a view to expediting their assuming full responsibility for the escorting of remand</p>	Timeframe subject to agreement with the Irish Prison Service		Deputy Commissioner Operations

			<p>prisoners.</p> <p>It is understood that the Irish Prison Service (IPS) made a submission for additional resources to allow it assume responsibility for this function. Following Department of Finance approval significant progress was made in the implementation of the initiative. However, as a result of recent financial constraints the necessary additional staff resources are now no longer available to the IPS. The Garda Síochána has been informed by the IPS that it is not now in a position to take ownership of the escort of remand prisoners.</p>			
3.15	Develop a more strategic policing model, utilising timely data and emphasising the importance of prevention and intervention.	A	<p>The Garda Síochána Policing Plan 2009 provides a more strategic approach to policing on a national level. The plan includes :</p> <ul style="list-style-type: none"> • Amalgamation of a number of core values as recommended by the Inspectorate; • Flexibility to address local issues; and • Alignment of performance indicators with information captured on PULSE. <p>Analysis of management data will be carried out by the newly established Analysis Service.</p>	Implemented		D/Commissioner Strategy and Change Management
3.16	Implement structured briefing /tasking of Garda Units at shift changeovers.	AM	<p>A HQ Directive, introducing a unit briefing process, and associate template, was issued in May 2009.</p>	Implemented		D/Commissioner Strategy and Change Management

3.17	Enhance section sergeants' ability to supervise by making them more mobile.	A	<p>Traffic sergeants at this time perform their supervisory functions by way of mobile patrol.</p> <p>In the development of the National Model of Community Policing (urban/rural), sergeants attached to rural stations, when appropriate, will perform their supervisory duties by means of mobile patrol.</p> <p>A number of Sergeants have now undergone mountain bicycle training, aimed at enhancing their ability to supervise personnel under their command and to make them more mobile in responding to incidents.</p>	<p>Implemented</p> <p>Implemented</p>	<p>Phased implementation will begin in the 3rd Quarter 2009 and will be completed by the 4th Quarter 2009</p>	Deputy Commissioner Operations
3.18	Promote multifaceted solutions to local public order issues in conjunction with the joint policing committees.	A	This is taken into account in Strategic Goal No. 4 (Public Order) in the Commissioner's Annual Policing Plan 2008. The Plan states that "In consultation with community and statutory groups and elected representatives, identify and target local public order and anti-social behaviour 'hot-spots' through a weekly review and put in place responsive actions and plans."	Implemented		Each regional assistant commissioner
3.19	Ensure that all police officers, not just specialised traffic units, pay considerable attention to traffic and road safety.	A	Already part of the policing strategy of the Garda Síochána at the time of this report and will continue to be delivered in all training to be provided to Gardaí.	Implemented		Each regional assistant commissioner, Assistant Commissioner Strategy
3.20	Cross-train traffic officers to prevent, detect and interdict crime, such as the smuggling of drugs and other contraband.	A	<p>Traffic members are being trained in drugs interdiction.</p> <p>Traffic officers have made notable contributions in preventing and detecting crime in 2008. Recommendation 4.3 of the Inspectorate's report "Roads Policing Review and Recommendations" addresses specific cross-training of traffic officers.</p>	Implemented		Each regional assistant commissioner, Assistant Commissioner Strategy

Chapter 4: Police Administration

3.21	Task the new CAO and HR Director with the development of a comprehensive HR strategy as a top priority and develop a fully integrated HR function for all sworn and non-sworn employees.	A	<p>A draft HR Strategy document for implementation in 2010 will be prepared by the 3rd Quarter 2009 which will support and align with An Garda Síochána Corporate Strategy Document 2010-2013.</p> <p>The process of establishing an integrated HR function is underway.</p> <p>The HR IT system to complement the HR Strategy has been approved and work is expected to commence during 3rd Quarter 2009.</p>	1 st Quarter 2008 3 rd Quarter 2009 Commencing 3 rd Quarter 2009	3 rd Quarter 2009	Chief Administrative Officer
3.22	Develop a recruitment and selection strategy that ensures a talented, multi-cultural, multilingual workforce, both sworn and non-sworn.	A	The “Garda Síochána Diversity Strategy and Implementation Plan 2009-2012” is now complete and is due to be launched during the 2 nd Quarter of 2009.	2 nd Quarter 2008	Commence implementation 3 rd Quarter 2009	Chief Administrative Officer Deputy Commissioner Strategy and Change Management
3.23	Review the recruit training program to ensure that it is providing new Gardaí with the core policing skills they require to do their jobs.	A	The report of the Training Review Group was presented to the Commissioner on 26 June 2009 and was subsequently forwarded to the Minister for Justice, Equality and Law Reform.	4 th Quarter 2008	Commence implementation of training review report 1 st Quarter 2010	Commissioner

3.24	Assign the balance of the 600 additional civilian personnel approved by Government such that they will release the maximum number of Gardaí for operations.	A	As reflected at recommendation 3.5 above.	Implemented		Assistant Commissioner HRM and all regional assistant commissioners
3.25	Pursue the commitment in the Programme for Government to further rapid civilianisation in the Garda Síochána by means of a rolling programme and exempt civilian posts from any future staffing restrictions.	AM	The Commissioner has established a review group to update the potential for further civilianisation in the Garda organisation. This review will develop an integrated strategy for future civilianisation.	3 rd Quarter 2008	3 rd Quarter 2009	Commissioner
3.26	Build a continuing professional development and training programme for each rank and civilian grade in the organisation.	A	The report of the Training Review Group was presented to the Commissioner on 26 June 2009 and was subsequently forwarded to the Minister for Justice, Equality and Law Reform.	4 th Quarter 2008	Commence implementation of training review report 1 st Quarter 2010	Commissioner

3.27	Provide necessary training and professional development to enable managers in the regions to perform their roles more effectively and invest in leadership and executive training programmes for the superintendent and inspector ranks.	A	<p>Leadership and executive training was reviewed by the Training Review Group (see recommendation 3.23). The Group's report was presented to the Commissioner on 26 June 2009 and was subsequently forwarded to the Minister for Justice, Equality and Law Reform.</p> <p>The B.A. Degree Programme has been reviewed and implementation will commence Quarter 1 2010. Development programmes for newly-promoted Superintendents and Inspectors are currently underway. These incorporate 360 degree feedback, internal and external coaching, and formulation of personal development plans. The programmes are designed around the identified competencies for the ranks.</p> <p>To date, twenty-one senior officers from the Garda Síochána and five senior officers from other police services have successfully graduated from the Executive Leadership Programme. A further ten participants commenced the programme in September, 2008.</p> <p>Additionally, the organisation has developed a continuous professional development programme for executive level (Chief Superintendent and above) involving a suite of master classes, seminars and a strategic command post exercise.</p> <p>This recommendation is linked, in part, to recommendation 2.48 in the Inspectorates Second Report.</p>	<p>4th Quarter 2008</p> <p>4th Quarter 2008</p> <p>Implemented</p> <p>Implemented</p>	<p>Commence implementation of training review report 1st Quarter 2010</p> <p>1st Quarter 2010</p>	Commissioner
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3.28	Agree a strategy and develop a timeframe for the introduction of a professional performance management system.	A	<p>Human Resource Management is currently developing an integrated competency framework with the assistance of Garda Change Management. It is expected that this work will be completed by the end of May 2009.</p> <p>A pilot of the proposed the Garda Accomplishment Growth Model is due to commence in 3rd Quarter 2009 in four locations.</p>	<p>4th Quarter 2008</p> <p>3rd Quarter 2009</p>	3 rd Quarter 2009	<p>Assistant Commissioner Human Resource Management</p> <p>Assistant Commissioner Strategy, Training & Professional Standards</p>
3.29	Continue the review of promotion processes to ensure relevance and fairness and identify means to accelerate the advancement of highly talented people through the various ranks.	A	<p>A number of changes were introduced for promotion competitions in 2008. (New application forms and instruction booklets were introduced for promotion competitions for all ranks from Sergeant to Chief Superintendent and the number of competencies assessed as part of the Superintendent and Chief Superintendent rank promotion competitions were reduced from ten to seven.)</p> <p>The Promotions Review Board reconvened in April 2009 and agreed to (1) review the 2008 promotion competitions and (2) undertake, given the unique opportunity presented by the moratorium on promotions in the public service, a root and branch review of the Garda Síochána promotion processes.</p>	<p>2nd Quarter 2008</p> <p>3rd Quarter 2009</p>	3 rd Quarter 2009	Assistant Commissioner Human Resource Management

3.30	Develop a technology vision for the Garda Síochána that directly flows from the organisation's vision and strategic plan, with particular focus on enhancing front-line police service. Involve both commanders and front-line police officers in the development of the technology vision.	A	<p>The mid-term review of the ICT Strategy, which focused on the benefits to operational officers, at all levels, accruing from the implementation of the strategy, is now completed.</p> <p>A new ICT Strategy will be developed covering the period 2010 – 2012 to align with business goals and objectives in the new Business Strategy currently being prepared to cover the same period. This will include consultations with internal and external stakeholders.</p>	<p>Implemented</p> <p>4th Quarter 2009</p>		<p>Chief Administrative Officer</p>
3.31	Include the Director of ICT in senior policy discussions to ensure he/she is fully aware of strategic and operational plans so that the technology agenda is closely aligned with them.	A	<p>The Executive Director of ICT is included in senior management meetings.</p>	<p>Implemented</p>		<p>Chief Administrative Officer</p>
3.32	Develop a transport policy that is primarily driven by business needs and set out strategies to resource and implement that policy.	A	<p>The Garda Síochána awarded a contract for a profile and optimisation study of the Garda transport fleet. The recommendations included in the Report have been evaluated by a working group and a draft implementation plan prepared. Subject to the approval of the Commissioner, it is proposed to implement the recommendations commencing in the 3rd Quarter, 2009.</p>	<p>4th Quarter 2008</p>	<p>3rd Quarter 2009</p>	<p>Chief Administrative Officer</p>

3.33	Increase the size of the transport fleet and the proportion of marked vehicles to ensure that proper transport is available to improve the visibility and productivity.	AM	The draft implement plan, outlined in recommendation 3.32 above, will address the optimum size of the fleet and the proportion of marked vehicles.	4 th Quarter 2008	3 rd Quarter 2009	Chief Administrative Officer
3.34	Expedite the process of engaging a professional, external fleet management service and negotiate a contract with specific deliverables, including a provision to develop data to determine the safest, most reliable and fuel efficient vehicles.	A	<p>A detailed and complex Request for Tender (RFT) document for the provision of the required service was prepared in conjunction with the Chief State Solicitor's Office. This RFT issued to the five preferred service providers with a closing date for receipt of tender proposals of 3 July, 2008. Evaluation of tenders was completed in late 2008. No suitable tender was received. Alternative options are being actively considered.</p> <p>Meanwhile a pilot scheduled maintenance programme is being advanced for a particular make of vehicle in the Garda fleet. It is due to commence on 1 July 2009.</p>	1 st Quarter 2008	3 rd Quarter 2009	Chief Administrative Officer
				2 nd Quarter 2009	3 rd Quarter 2009	

3.35	Develop, prepare and publish a strategic Garda accommodation plan.	A	<p>The Commissioner has established a Garda Accommodation Programme Board, under the chairmanship of the Chief Administrative Officer, to prepare a long-term accommodation strategy for the organisation.</p> <p>The strategy will have four main elements, namely:</p> <ul style="list-style-type: none"> • To establish a set of strategic aims and objectives appropriate for the provision of Garda accommodation over the period. • To establish future accommodation needs • To objectively, transparently and systematically prioritise investment projects over the period; and • To identify appropriate funding sources, propose appropriate implementation arrangements, and set out the anticipated impacts and benefits of the investment for policing goals, effectiveness, efficiency and value for money. <p>The Accommodation Strategy is due to be presented to the Commissioner in the 3rd Quarter 2009.</p>	3 rd Quarter 2008	3 rd Quarter 2009	Commissioner
3.36	Detail how the €260m provided by the Government under the National Development Plan 2007-2013 will be spent, prioritising the replacement of outdated accommodation that no longer provides acceptable working conditions for Gardaí.	A	<p>The strategic accommodation plan currently being developed in recommendation 3.35 above will inform how resources will be allocated.</p> <p>The Accommodation Strategy is due to be presented to the Commissioner in the 3rd Quarter 2009.</p>	2 nd Quarter 2008	3 rd Quarter 2009	Chief Administrative Officer

3.37	Provide central, secure property storage sites at the busiest centres and construct dedicated Garda firearms ranges and facilities for tactical firearms training.	A	<p>A Property and Exhibit Management System (PEMS) was piloted at two locations and has been extended to a further six areas during the course of 2008.</p> <p>Seven PEMS Stores are planned for 2009.</p> <p>Three FATS (Firearms Automated Training) units were commissioned in June/July 2007. One is at a fixed location and the other two are mobile.</p> <p>In 2007, a tender competition was held and a contract awarded for the supply of two modular firearms ranges. The two ranges are operational. One at the Garda College and the second at a Garda facility on Airton Road, Tallaght, Dublin 24.</p> <p>A business case for the refurbishment of the Garda Headquarters indoor firing range was completed but implementation is on hold due to financial restrictions. Firearms facilities are included in plans for the development of the Centre of Excellence in Dromard, Templemore.</p>	<p>Implemented</p> <p>4th Quarter 2009</p> <p>Implemented</p> <p>Implemented</p> <p>4th Quarter 2008</p>	<p>On hold</p>	<p>Chief Administrative Officer</p>
3.38	Adopt a strategic approach to procurement as recommended in the National Public Procurement Policy Framework.	A	<p>The Garda Síochána is bound by the National Public Procurement Policy Framework and is subject to audit under the Comptroller & Auditor General (Amendment) Act, 1993.</p> <p>The Garda Síochána has developed a procurement strategy and business plans are in place. Procurement staff receives internal and external training on procurement best practice. Divisional procurement committees have been established. Standard procurement guidelines and templates for procurement purposes are followed in all Garda Divisions.</p>	<p>Implemented</p>		<p>Chief Administrative Officer</p>