

Action Plan Reporting Template

This template is designed to assist sectors in reporting on progress made in delivery of reforms outlined in sectoral action plans developed in line with Building Momentum. This standardised template will help to assess the extent to which reforms have been delivered across the public service sectors in as consistent a manner as possible given the unique features of work conducted in each sector. Completed templates must be returned to david.ogorman@per.gov.ie and Caitriona.Fields@per.gov.ie **no later than 22nd August 2022**.

OVERVIEW (add additional rows as required)

PRIORITY 1: REFORM OF PROMOTIONAL PROCEDURES FOR GARDA RANKS

Action	Outcome	Timeframe	Measure	Owner (Dept./Body/Section)	Previously anticipated achievement	Progress report update and achievements
New Promotion Procedures developed and implemented	Revised promotional procedures implemented for promotion	Q3 2021-Q2 2022	Garda to Sergeant Promotion Competition held	AGS	Promotion Regulations in place to allow for new promotion competition. Progress also to be made on the new exam syllabus and format.	New Promotion Regulations published and promotion competitions for Garda to Sergeant and Sergeant to Inspectors have been held by the Public Appointments Service. Appointments commenced in March 2022 (subject to clearance process)
Sergeants' Examination reformed and implemented	Reformed Sergeant Exam		Appointments made Reformed Sergeant examination		As at the end of July 2022, 395 promotions from Garda to Sergeant have taken place. 53 Inspector promotion were made in June, leaving approximately 45 vacancies which will be filled shortly. An interim review is being undertaken by AGS, on the Sergeants' competition involving consultation with the key stakeholders,	

including the Associations, to establish where efficiencies could be achieved. The learnings from this review will be used to improve future promotion competitions.

The revised Exam Syllabus has been approved – communication has issued to organisation. This will be the first examination held with new multiple choice format. A Request for Tender for a Service Provider to host the exam online is nearing completion. Evaluation of applicants is commencing during August 2022.

Progress report update and achievements

RDMS is live in the following Divisions;

- DMR SC
- Cork
- DMR NC
- Kerry
- DMR South
- Limerick
- DMR East

Previously anticipated achievement

Continued progress on improving technology and increased digitalisation

Owner (Dept./Body/Section)

AGS

Measure

Improved technology and increased digitalisation implemented better quality data and service delivery

Timeframe

Ongoing

Outcome

- Availability of Data regarding working hours / overtime / and linkage to payroll
- Significant reduction in administrative burden for senior and middle-ranking members

Action

Continued rollout of Roster Duty Management System (RDMS)
E.g.: Automation of A85 forms (recording of hours for pay)

PRIORITY 2: Continued rollout of improved technology and digitalisation across the organisation

<p>Implementation of Investigative Management System</p>	<p>A more streamlined, consistent and standardised approach to managing investigations</p>	<p>Improved technology and increased digitalisation implemented better quality data and service delivery</p>	<p>AGS</p>	<p>IMS successfully deployed in Clare and Wicklow Divisions in November 2021. The next location of deployment will be Meath/Westmeath. 'Go-live' dates are to be confirmed.</p> <p>The IMS is successful to date in registering and tracking evidence and generating reference numbers (forensic, technical, exhibit, object, match reporting, recording of statements incl. victim impact statements and creation of bail packs).</p>
<p>Deployment of Mobility Devices</p>	<p>Improved access and security for members to policing tools including email, PULSE, Learning Management System, Portal etc.</p>	<p>Improved technology and increased digitalisation implemented better quality data and service delivery</p>	<p>AGS</p>	<p>Continued deployment of new frontline mobility devices: Second phase of the programme, commenced in early 2022 with the expanded rollout of mobility devices. To date, over 5,000 frontline Mobiles at Stations and 4,000 Standard Mobile devices have been rolled out with another 2,000 scheduled for 2022.</p> <p>Development of Apps on Mobility Devices- Rollout of the RDMS App is ongoing – this has been pushed out to DMR, Cork, Waterford and Limerick. Feedback has been positive.</p> <p>Microsoft Teams has been rolled out to all Mobile users and is in regular use for Parades and Unit Briefings. Outcomes of pilot programmes in Waterford, Balbriggan and Middleton have informed best practice for Teams use in other areas.</p>

PRIORITY 3: Continued implementation of the new Operating Model

Action	Outcome	Timeframe	Measure	Owner (Dept./Body/Section)	Previously anticipated achievement by Aug 2021	Progress report update and achievements
Implementation of National and Regional Structures	Implementation of reformed organisational structures	Ongoing	Eastern and Southern Region Pilots commenced	AGS	Continued progress in implementing reformed organisational structures despite some necessary delays due to Covid	<p>Development of the Regional Blueprint is complete.</p> <p>It will be iterated in line with the Regional pilot. This covers the four geographical Regional Offices. Regional pilot implementation is currently paused due to a need to focus on fully implementing the Operating Model in five priority Divisions.</p> <p>'As-is' blueprints completed for National Functions which underpin how the organisation monitors and supports Divisional policing under the new Operating Model. This includes: Strategic Transformation Office (STO); Organised and Serious Crime; Roads Policing and Community Engagement; Governance and Assurance (G&A); and Corporate Services. Options have been developed for the future state of STO, G&A and Corporate Services. Again, work has been paused due to a refocus on fully implementing the Operating Model in five priority Divisions.</p>
Business Functional Areas established in all 19 locations	Business Functional Areas established			AGS		As of Q2 2022, 17 Divisions have commenced implementation of the Business Services Functional Area (BSFA).

<p>Performance Assurance Functional Areas to be progressed</p>				<p>Five Divisions (Cork City, Galway, Kerry, Limerick and Mayo-Roscommon-Longford) have stood up all elements of this functional area. An evaluation process is currently taking place in the 17 divisions, with pre and post go live evaluation completed in each.</p> <p>Three divisions (Kerry, Galway & Mayo, Roscommon-Longford) have achieved the required level in process measurement evaluation to move to the final evaluation stage.</p>
<p>Performance Assurance Functional Areas to be progressed</p>		<p>Performance Assurance Functional Areas to be progressed</p>	<p>AGS</p>	<p>Implementation of the Performance Assurance Functional Area (PAFA) has commenced and is focused on those Divisions that have completed implementation of Business Services Functional Area processes (Cork City, Galway, Kerry, Limerick and Mayo-Roscommon-Longford).</p> <p>Kerry, Cork City and Galway have completed the initial three waves of PAFA – Performance and Standards, Discipline and Complaints (including GSOC) and Criminal Justice PEMS – and commenced process evaluation activities as of June 2022.</p> <p>Mayo-Roscommon-Longford and Limerick Divisions have go-live dates for September 2022.</p>

PRIORITY 4 Cooperation with delivery of certain training modules via eLearning (Building on move to eLearning during Covid 19)

Action	Outcome	Timeframe	Measure	Owner (Dept./Body/Section)	Previously anticipated achievement by Aug 2021	Progress report update and achievements
1. Schengen Information System II						
2. Core learning modules (e.g. Garda Decision Making Model, Use of Force, Domestic Abuse)	<ul style="list-style-type: none"> Improved access to training and increased flexibility for members to complete compulsory and optional training. Improved measurement information – e.g. measurement of incidents relating to SIS II, levels of participation/completion of courses 	Ongoing	Certain training modules delivered via eLearning	AGS	Increased use of e-Learning on core modules	<p>Core learning Modules via eLearning: As part of our commitments to ‘A Policing Service for Our Future’ and the Policing Plan, some key projects have been identified as high-priority for implementation- Use of Force Training, Restricted Intelligence Creation on Persons Under 12 Training, Garda Decision Making Model Training and Domestic Abuse Training. Uptake figures for cohorts required to complete modules are available from training returns provided by the Garda College through LMS:</p> <ul style="list-style-type: none"> A robust Governance process is in place to ensure that all eLearning content meeting the required standards and the Garda College work with the National Institute for Digital Learning in DCU in this regard During COVID 19 restrictions eLearning was critical in the delivery of essential training

							<ul style="list-style-type: none"> eLearning and blended learning approaches have resulted in increased delivery of training from approximately 40,000 training places in 2019 to 200,000 training places in 2022 AGS continue to invest in eLearning with the rollout of the Electronic Training Management System in Q1 2023 <p>To encourage further take up of training, Divisions are receiving weekly monitoring emails from the Strategic Transformation Office informing them of their current progress with links to the training returns on the Garda LMS.</p>
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PRIORITY 5 Continued implementation of Workforce Modernisation

Action	Outcome	Timeframe	Measure	Owner (Dept./Body/Section)	Previously anticipated achievement	Progress report update and achievements
1. Redeployment of Front Office roles by Garda Members to be replaced by Garda Staff	Increased Garda Members engaged in visible frontline policing	Ongoing	Workforce Modernisation continued.	AGS	Continued focus on reassignment of Garda members and replacement with Garda Staff.	Under this initiative as of 30 th June, 874 Garda members have been reassigned to operational roles and their previous roles assigned to Garda Staff. The Workforce Modernisation Initiative is continuing, with a focus on the reassignment potential from the Public Office roles in Garda Stations and the Dispatch function in the Regional Control Rooms.
2. CAD Redeployment of Garda Members currently						

Please also provide details under the following headings:

SUMMARY OF KEY REFORMS PROGRESSED/INTRODUCED (max 150 words)

Good progress has been made on the reforms set out in this action plan. The promotion competition for Garda to Sergeant and Sergeant to Inspector were successfully held by the Public Appointments Service (PAS) on behalf of An Garda Síochána. A total of 391 promotions have taken place for Garda to Sergeant and 52 for Sergeant to Inspector. The tender competition is underway to engage a service provider to host the new online, multiple choice exam. The increased use of technology and digitalisation is resulting in better quality data and improved service delivery better data and improved service delivery, with additional applications being rolled-out on mobile devices to assist the members. Workforce modernisation continues to see the assignment of Garda staff to relevant identified posts, freeing up Garda members to work on frontline policing. Progress continues to be made on embedding the new industrial relations processes and procedures such as the agreed Dispute Resolution Procedure for Garda members and the AGS Conciliation Council which meets regularly. Roll-out of the Operational Model under A Policing Service for the Future continues with the focus for the next few months to be on ensuring full implementation is achieved in five priority divisions. ELearning and blended learning approaches have resulted in increased delivery of training, totalling almost 200,000 training places in 2022.

Issuing of Fixed Charge Notices from mobile devices rather than from paper has been highly successful. Additional applications – RMDS and Microsoft Teams which are being made available on mobile devices will also assist members in their day to day work.

LIST OF KEY REFORMS EXPEDITED BY COVID PANDEMIC (max 150 words)

The increased use of eLearning has been expedited by the Covid Pandemic with good uptake of the core courses- Use of Force Training, Restricted Intelligence Creation on Persons Under 12 Training, Garda Decision Making Model Training and Domestic Abuse Training.

KEY OUTCOMES/BENEFITS FOR CITIZEN (max 150 words)

Garda members being deployed to full operational duties means an increase in visible frontline policing. The reform of organisational structures should also see improved efficiencies and better use of resources. Adaption of new technologies/digitalisation also benefits the citizen by enabling Gardai access better data and policing tolls in a timely way, allowing them to carry out their work in a faster and more streamlined and consistent way.

ANY CHALLENGES/OBSTACLES ENCOUNTERED (max 150 words)

The Covid-19 pandemic has had an impact across the work of the organisation e.g. implementation of the Operating Model and in-person training. However, significant work continued on the APSFF reform programme. More recently, a strategic decision has been taken to focus resources on fully implementing the Operating Model in five priority Divisions, which has required a pause on other aspects such as implementing regional structures.

ADDITIONAL COMMENTS/POINTS OF NOTE (max 150 words)

During August and September 2022, five Divisions will fully implement the four Functional Areas (Community Engagement, Crime, Performance Assurance and Business Services.)

The four Functional Areas are already established in the Cork City and Galway Divisions and by the end of September, they will be joined by the Kerry, Limerick and Mayo/Roscommon/Longford Divisions.

Districts in these Divisions will be replaced with Community Engagement Functional Areas, led by a Superintendent.

The ICT systems in these Divisions will be updated to reflect the new Functional Area structure instead of the District structure. These updates will be introduced as part of PULSE release 7.8, initially on 7 August in the Cork City and Kerry Divisions.

COMPLIANCE WITH INDUSTRIAL PEACE PROVISIONS OF BUILDING MOMENTUM (max 150 words)

Both GRA and AGSI have complied with the industrial peace provisions in the Agreement. Once ratified, both Associations have engaged meaningfully with Garda Management and the Department of Justice to reach an agreed Action Plan and subsequent Progress Report as a matter of priority. Members represented by both Associations have worked hard to ensure compliance and co-operation with the Covid Policing requirement, including working an emergency roster. It is noted that both Associations invoked the review clause of Building Momentum and that both Associations fully engaged in recent talks.

Joseph McPhillips
Secretary General

6 Sept 2022