

Action Plan Reporting Template – Phase 5

This template is designed to assist sectors in reporting on further progress made towards delivering 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 mary.donnellan@per.gov.ie and Caitriona.Fields@per.gov.ie **no later than Friday, 25th August 2023.**

OVERVIEW (add additional rows as required)

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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 made			Appointments commenced in March 2022 (subject to clearance process)
Sergeants' Examination reformed and implemented	Reformed Sergeant Exam		Reformed Sergeant examination			The 2021 Garda to Sergeant, and Sergeant to Inspector, promotion competitions are ongoing. To date the following have been progressed: <ul style="list-style-type: none"> Promoted to Sergeant rank to date – 509 (correct as at 31/08/2023) Promoted to Inspector rank to date – 149 (correct as at 31/08/2023)

Given the significant changes to the promotion process, an interim evaluation of the Sergeant promotion process was carried out to review the impact of the changes. The review is interim as the competition is still live. The review involved input from all the Garda Associations, the Inspectors and Superintendents in the Divisions where the new Sergeants were allocated and from an online candidate survey of those who were in the first three interview batches. The review also canvassed the views of the interview board members and PAS. The findings of the review are currently being finalised.

A review of the Inspector to Sergeant Promotion Competition will also be held.

New competitions for promotion to Sergeant and Inspector are currently being planned and will commence in Q4 2023.

The revised Exam Syllabus has been approved – communication has issued to organisation. This will be the first examination held with new multiple choice format and it is the first time these examination will be delivered online. AGS have procured an external partner to host the online examinations and they are scheduled for September and October 2023.

PRIORITY 2: Continued rollout of improved technology and digitalisation across the organisation						
Action	Outcome	Timeframe	Measure	Owner (Dept./Body/Section)	Previously anticipated achievement	Progress report update and achievements
Continued rollout of Roster Duty Management System (RDMS) E.g.: Automation of A85 forms (recording of hours for pay)	<ul style="list-style-type: none"> • Availability of Data regarding working hours / overtime / and linkage to payroll • Significant reduction in administrative burden for senior and middle-ranking members 	Ongoing	Improved technology and increased digitalisation implemented better quality data and service delivery	AGS	Continued progress on improving technology and increased digitalisation	<p>RDMS is currently live and operating in the following locations:</p> <ul style="list-style-type: none"> • DMR East; • Garda College; • Fixed Charge Penalty Office; • Garda National Vetting Bureau; • DMR South-Central; • Cork City; • DMR North-Central; • Kerry; • Limerick; • DMR South; • Cork North and Cork West; • DMR Traffic; • Galway; • DMR West; • Clare and Tipperary; • Wicklow and Wexford; • Mayo-Roscommon-Longford; • Command & Control; • DMR North; • Meath-Westmeath;

Implementation of Investigative Management System	A more streamlined, consistent and standardised approach to managing investigations		Improved technology and increased digitalisation implemented better quality data and service delivery	AGS

The RDMS Deployment Plan for Q3 & Q4 2023 is as follows:

Q3 2023

- Donegal-Sligo-Leitrim
- GNCSIS - SDU

Q4 2023

- Louth-Cavan-Monaghan
- Laois-Offaly-Kildare
- Other Functional Areas (HQ)
- OSC
- GNCSIS – other sections
- Waterford-Kilkenny-Carlow

IMS was deployed to the OSC bureaus on 20 June 2023. Deployments to other divisions and specialist sections for 2023 are still at the planning stage and are being progressed in line with other organisational priorities. From a system development perspective, a number of system enhancements were successfully deployed, including an upgrade to facilitate alignment with the new Op Model Divisional structure.

In response to feedback on the system where it has been deployed to date and to enhance adoption and operational effectiveness, a user-centric design workshop was held with a group of operational Sergeants, identifying system

						and process enhancements to improve usability and efficiency. Further activity in this regard is planned. Planning is underway for site surveys of future IMS divisions.
Deployment of Mobility Devices	Improved access and security for members to policing tools including email, PULSE, Learning Management System, Portal etc.		Improved technology and increased digitalisation implemented better quality data and service delivery	AGS		The user-experience feedback is continuing to be gathered from the members using the Person Search App. The app is successfully in use by approximately 2,400 users across ten divisions. The mobility team continue to update and enhance the app as part of the feedback thus far from these users, and this will feed into the next version of the app. It is envisaged that the app can be fully rolled out to all users as soon as possible, taking account of consultation with the Data Protection Commissioner on the Data Protection Impact Assessment.

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	Three County Divisional Review	AGS	Continued progress in implementing reformed organisational structures	<p>Following a review, an impact assessment has now commenced with a view to realigning Divisions. The new Divisional Structure will result in to additional Divisions.</p> <p>Current Structure: Waterford / Kilkenny/ Carlow Laois / Offaly / Kildare</p>

				Donegal / Sligo / Leitrim
				<p>New Structure Waterford / Kilkenny Kildare / Carlow Laois / Offaly Donegal Sligo / Leitrim</p> <p>The benefits of realigning Divisions include improved senior leadership capacity, improved external stakeholder engagement, greater oversight and governance within the Division and reduced operational and organisational risk.</p>
Business Functional Areas established in all 19 locations		Business Functional Areas established	AGS	The Business Services, Performance Assurance, Crime, and Community Engagement Functional Areas are now operational in six Divisions. The Operating Model Team in the Strategic Transformation Office (STO) continues to support the implementation of the Business Services and Performance Assurance Functional Areas in further Divisions. Planning and support continues for the implementation of the Crime and Community Engagement Functional Areas in Divisions, once they have implemented their Business Services and Performance Assurance Functional Areas.
Performance Assurance		Performance Assurance	AGS	Implementation of the Performance Assurance Functional Area (PAFA) has commenced and is

Functional Areas to be progressed			Functional Areas to be progressed			focused on those Divisions that have completed implementation of Business Services Functional Area processes (Cork City, Galway, Kerry, Limerick and Mayo-Roscommon-Longford).

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	<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. The LMS is now re-named as the Garda Educational Training System (GETS).</p> <p>During Q2 2023 significant work was carried out on GETS to ensure the system could be used for the delivery of SIS II Recast training to the organisation, which had a date of completion extended to end of June 2023, and also significant uploading of validated records. By the end of Q4 2023 it is projected that over 280,000 records will be uploaded to GETS. Success will be measured as the system embeds</p>
2. Core learning modules (e.g. Garda Decision Making Model, Use of Force, Domestic Abuse)						

throughout the year. At this point in time success measurements are difficult to predict.

Work continued in Q2 to migrate material from the LMS system to the new Garda Education and Training System (GETS), which went live in Q1. By year-end, it is anticipated that 280,000 eLearning records will have migrated to GETS.

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 GETS.

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 the Garda Reassignment Initiative as of 30th June 2023, 898.5 Garda members have been reassigned to operational roles and their previous roles assigned to Garda Staff, inclusive of 17 this year. Although significant progress has been made in terms of the reassignment of Garda Members to operational duties, the rate of reassignments has slowed due to challenges associated with Garda Staff recruitment and retention. Furthermore, due to resourcing challenges Garda Member backfill has been
2. CAD Redeployment of Garda Members currently working in						

Computer Aided Dispatch to be replaced by Garda Staff

required, effectively compromising reform progress.

The filling of priority posts has taken precedence over reassignments. 100 posts have been identified within the Regional Control Rooms which will enable reassignment over 18-24 months.

PRIORITY 6: Embedding and supporting AGS Industrial Relations Processes and Procedures

Action	Outcome	Timeframe	Measure	Owner (Dept./Body/Section)	Previously anticipated achievement	Progress report update and achievements
Dispute Resolution Procedures utilised	Improved Industrial Relations processes and procedures, including access to IR machinery of the State, as provided for in the Industrial Relations Amendment Act 2021	Ongoing	IR processes and procedures embedded and supported.	AGS	IR processes and procedures would be implemented and supported by the parties	<p>The Disputes Resolution Procedure is embedded in the structures for engagement between Garda management and the Association. All parties remain committed to resolving disputes at the lowest possible level. A Review of the DRP is due to commence shortly on appointment of an independent Chairperson. The parties have agreed on an independent Chairperson for the purpose of the Review.</p> <p>The provision of relevant support to the Garda Associations in the operation of the new IR structures including, where appropriate, the secondment of members to perform Industrial Relations Officer (IRO) roles, has been agreed.</p>

Participation in AGS Conciliation Council					The AGS Conciliation Council continues to meet on an ongoing regular basis.
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Signed: *Oonagh McPhillips*

Oonagh McPhillips

Secretary General

Date: 27.09.2023

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. Progress continues to be made on embedding the industrial relations processes and a Review of the Dispute Resolution Procedure for Garda members, including the AGS Conciliation Council, is due to commence shortly. In terms of the implementation of the Operating Model, an additional two Divisions have been established on foot of the review of the three-county Divisional structure. The benefits of realigning Divisions include improved senior leadership capacity, improved external stakeholder engagement, greater oversight and governance within the Division and reduced operational and organisational risk.

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 Gardaí 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)

Recruitment, retention and resourcing is a feature which requires ongoing consideration particularly in light of the creation of two additional Garda Divisions. A joint management / association Recruitment and Retention Steering Group has been established in order to develop solutions to optimise recruitment and retention going forward.

In terms of the IMS system, both the GRA and AGSI have identified challenges for their members in using this system, and have put forward the view that the system should be limited to use in relation to more serious incidents. As noted above, Garda Management continue to apply system enhancements based on feedback provided and workshops with the users have been held. Identifying system and process enhancements to improve usability and efficiency. Further activity in this regard is planned.

ADDITIONAL COMMENTS/POINTS OF NOTE (max 150 words)

Despite significant efforts by all parties, no agreement has been reached to date on Roster Reform in AGS. In the absence of such an agreement, industrial peace is contingent on collective support for a return to the 2012 Westmanstown Agreement in November 2023. Currently there is no collective consensus for the path to reaching agreement on new rostering arrangements. Garda management continue to seek to engage with the Associations with the assistance of the Conciliation Services of the Workplace Relations Commission. A meeting is to be held with the four Associations this week (21st September).

The Garda Representative Association (GRA) has carried a vote of no confidence in the Garda Commissioner.

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

At present, the associations have complied with the industrial peace provisions of Building Momentum.