

**Status report as of 8 November, 2013 on the Implementation of the Recommendations of the Sixth Report
of the Garda Inspectorate – “Resource Allocation”**

	Recommendation	Accept (A); Accept with Modification (AM); Reject (R)	Comment and Current Status	Original Target Date for Implementation	Revised Target date for Implementation	Responsibility
6.1	The Inspectorate recommends that the Garda Síochána plan for future recruitment of both police officers and police staff. The plan should aim to bring the ratio of police staff to police officers in line with international norms. It should identify priority areas for civilianisation and the particular skills and expertise required in those areas. Where possible, advantage should be taken of future opportunities to acquire civilian staff with the required skills that may become available through increased mobility across the public service. Future recruitment of police officers should be linked to progress towards achieving an initial minimum target ratio of one member of police staff to every three serving police officers.	A	<p>This recommendation has synergies with certain recommendations contained in Report No 3.</p> <p>A project team, established under the Public Service Agreement 2010-2014, has completed an impact analysis and following consideration of the project team’s findings the following areas are identified as having potential for civilianisation - Garda National Immigration Bureau, Emergency Call Answering Service (ECAS) and Command & Control, Harcourt Square, Vetting Unit at Thurles and Public Counter Assistants at certain large Garda Stations.</p> <p>This project is on schedule as per the timelines set out in the Public Service Agreement 2010-2014, however, progress to date includes 18 Civilian call-takers who have taken up duty at Command and Control releasing Gardaí to front line duties.</p> <p>Waiting times in court and static protection posts are the subject of an organisation comprehensive expenditure review which is being under taken as part an overall Public Service Expenditure Review under the auspicious of the Department of Public Expenditure and Reform.</p> <p>A project team was established under the Public Service Agreement 2010-2014 and has now completed an impact analysis.</p> <p>The Project Team have recommended that the following areas are suitable for increased civilianisation however both the moratorium on recruitment and the employee control framework for Garda civilian staff have a limiting effect on the scope for further civilianisation. There is the remaining avenue of re-deployment from other sectors under the Public Service Agreement 2010-2014 which continues as an option.</p> <p>The following represented the project team’s findings and</p>	1 st Quarter, 2011	2 nd Quarter 2014 for update on civilianisation projects	Chief Administrative Officer

		<p>these areas were identified as having potential for further civilisation -</p> <p>(i) Garda Central Vetting Unit at Thurles, (ii) Emergency Call Answering Service (ECAS) and Command & Control, Harcourt Square, (iii) Garda National Immigration Bureau (IV) Public Counter Assistants at certain large Garda Stations.</p> <p>Garda Central Vetting Unit.</p> <p>This area has already been identified as having a requirement for civilian staff to augment members of An Garda Síochána. In addition, there is a requirement to substantially increase civilian numbers (300) in order to improve the service provided to the public.</p> <p>The Garda Central Vetting Unit comprises the Vetting Unit, the Data Protection Processing Unit, the Garda Criminal Records Office and the European Criminal Records Information system. It currently has a staff of 139, four of whom are members of An Garda Síochána. There are organisation implementation plans to increase the staff level to approximately 198. This will be an incremental process influenced by redeployment options within the wider public service, the Haddington Road Agreement, budgetary considerations affecting An Garda Síochána and the requirement to increase the Employment Control Framework (ECF) of An Garda Síochána to sustain the expanded staff numbers. A key consideration is the sanction of the Department of Public Expenditure and Reform to increase the budget and the ECF appropriately.</p> <p>Command and Control/ECAS. (Emergency Call Answering System)-</p> <p>The civilisation process has already begun in Command and Control at Harcourt Square with the deployment of 18 civilian staff. This has been very successful and no issues have been identified thus far. Civilian staff in the Command and Control Unit at Harcourt Square have all commenced working the new core roster. A detailed examination of five ECAS centres, Waterford, Sligo, Anglesea St, Cork, Henry St, Limerick and Mill Street Galway will be carried out for the purpose of establishing similar civilisation opportunities, and a pilot at selected locations. A second phase of 11 civilian call takers has been assigned to the Garda Communications Centre bringing the number of civilian call-takers to 27*.</p> <p>*Two were transferred since their placement</p>			
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		<p>Garda National Immigration Bureau</p> <p>A decision was made in late 2011, to involve employees of the Irish Naturalisation & Immigration Service (INIS) in the 'front line' aspect of the immigration control function, by assigning them to the immigration control booths at approved ports of entry to the State.</p> <p>The 'pilot project' commenced on 1st February 2012, with the intention that it would run for a period of six (6) months. It involved the initial allocation by INIS of nine (9) personnel consisting of three (3) at executive officer grade and six (6) clerical officers.</p> <p>The pilot project has now been in operation for over eleven (11) months.</p> <p>The Irish Naturalisation & Immigration Service (INIS) has now set new targets with regard to the time frame for bringing the aforementioned pilot project to a conclusion and advancing its plan to fully take over the frontline immigration control function at Dublin airport and, potentially, at other approved ports of entry to the State.</p> <p>It is planned that INIS will assume responsibility for manning the immigration control booths at Terminal 1, Dublin airport, from 1st April 2013 and that at some time in the second half of 2013, it will take on a similar responsibility with regard to Terminal 2, also. While consideration is being given by INIS to assigning personnel to the immigration control function at other approved ports of entry to the State, no timeframe for doing this has been decided.</p> <p>Results of pilot are with the Department of Justice, who have made case to DPER's for recruitment of civilian personnel to replace Garda members carrying out immigration duties at the airport. Civilian personnel currently are only operational in Terminal One.</p> <p>Public Office Assistants -</p> <p>The Working Group agreed that a Pilot Project be carried out in 3 agreed locations as soon as practicable. The locations suggested are as follows - Store Street, Dublin, Drogheda, Co Louth and Henry Street, Limerick. The civilian public office assistants will perform duties at public office under the guidance and direction of the Sergeant in charge of the Station. The Pilot will not involve any custody function for the participating civilians. The duties will not involve those requiring either a statutory power or that one governed by</p>			
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			<p>regulation which requires that a member of An Garda Síochána only must perform it.</p> <p>These proposals were presented to the Deputy Commissioner, Strategy & Change Management who asked that proposals for implementation are developed. This proposal is now subject to the moratorium on recruitment and the employee control framework.</p>			
6.2	The Inspectorate recommends a review of the operation of the Garda Reserve for the purpose of better defining its role taking into account practical experience of its first three years in existence.	A	<p>A Working Group chaired by Chief Superintendent HRM and including the Superintendent with responsibility for the Garda Reserve was established to review the operation of the Reserve.</p> <p>The recommendations of the Group's report entitled "Review of the Garda Reserve", with the exception of one recommendation, regarding Reserve Members access to PULSE, has been approved by the Commissioner and will be implemented.</p>	Implemented		Assistant Commissioner Human Resource Management
6.3	The Inspectorate recommends that priority be given in the Garda IT programme for provision of a new human resource information system and a resource management system. Given its potential to bring about greater efficiencies in front-line policing, the resource management system should be developed first.	A	<p>The ICT Strategy for 2010 - 2012 has now been completed and the requirement for a human resource information system (HRIS), and resource management system (RMS), have been highlighted.</p> <p>A Request for Information, a market research exercise, was conducted to identify what services and solutions are available for a HRIS and RMS and ascertain the estimated costs. Seventeen responses were received offering solutions in these areas</p> <p>The procurement process for a new Resource Deployment and Recording System is currently underway. Stage 1, the expression of interest stage, is complete and a number of consortia were short listed to proceed to the second request for tender (RFT) stage. It is expected that the RFT will be finalized and signed off by the Business Owner in Q4 2012. Subject to the approval of the Department of Expenditure and Reform it is envisaged to issue the Request for Tender to the successful suppliers from the EOI stage of the procurement in Q1 2013.</p> <p>The acquisition of a new enterprise HRIS is dependant on funding for which there is no allocation in the 2012 ICT budget.</p>		<p>2nd Quarter, 2014 (for update on issue of RFT for Resource Deployment)</p> <p>Implementation of the HRIS part of this</p>	Assistant Commissioner Human Resource Management

· Full implementation of this recommendation is contingent on the availability of finance to acquire appropriate enabling technology

			<p>In the interim, given the limited resources available, the following systems have been progressed:</p> <ul style="list-style-type: none"> • HRIS for civilian staff. Rollout to all regions of a HRIS for civilian staff was completed in June, 2010. This supports the devolution of HR functions for civilian staff to regional and divisional level. • Sickness Absence Management System – system deployed to support the management of sickness absences for Garda and civilian resources • Performance Accountability & Learning Framework – system deployed to support the current PALF pilot. Roster Support System – system deployed to support the national pilot of the new roster. <p>The Request for Tender (RFT) for the Resource Deployment and Recording System has been drafted and is currently under review by the Chief State Solicitors Office (CSSO). Once the review by the CSSO is complete sanction will be sought from the Department of Public Expenditure and Reform (CMOD) for the second RFT stage of the procurement process. In this second stage the RFT will be sent to the qualified tenderers who will prepare and submit their tenders. It is expected that this second stage, once commenced, will take a minimum of 5 months allowing for mandatory procurement timeframes, evaluation of the tenders and contract discussions.</p> <p>Review of the Request for Tender (RFT) for the Resource Deployment and Recording system by the CSSO is on-going. ICT are continuing to liaise with the CSSO in regard to their recommended amendments. It is expected to be completed by Q3 2013 and will then be forwarded to the Department of Public Expenditure and Reform for sanction to publish. Procurement will be subject to the allocation of appropriate funding in the ICT 2014 budget.</p>		<p>recommendation is dependent on the availability of finance. The position will be reviewed in ICT budget for 2014 in 4th Quarter 2013</p>	
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6.4	The Inspectorate recommends that the Garda Síochána pursue opportunities, especially in the DMR, to release sworn personnel from administrative duties at Garda stations through changes in station opening hours and civilianisation.	A	<p>A working group was established to examine this recommendation.</p> <p>The Group's final report has been completed in relation to station closure, reduced opening hours and amalgamation of stations in the DMR. The Group's final report is at present with the Commissioner who is considering the recommendations as part of an overall Organisation wide expenditure review.</p> <p>Following the completion of the above referenced review the Commissioner formally announced, in the Organisation's 2012 Policing Plan, the closure of 39 Garda Stations and the reduction in opening hours of an additional 10 Stations. This will result in some members being released from administrative duties to other tasks within the districts they are currently working.</p> <p>In the 2nd Quarter of 2012, An Garda Síochána closed 39 Garda stations and reduced the opening hours of 10 additional stations. The closure of the 39 Garda Stations resulted in the transfer of 167 members while the reduction in opening hours releases 16 members. The further rationalisation of the Garda station network is under active consideration.</p> <p>An Garda Síochána's 2013 Policing Plan sets out details of the Garda Station closures Programme approved by the Minister for Justice and Equality. A total of 100 Garda stations will close in 2013. The closure of these Garda stations will be on a phased basis. To date 97 have closed. The remaining three stations (Barrack St and Mary St in Limerick and Redhills in Co. Cavan will close in Quarter 4 2013. The closure of the 100 Garda stations in 2013 will result in the transfer of 161 Gardaí and 11 Sergeants.</p>	2 nd Quarter, 2011	4 th Quarter, 2013 (for update on station network rationalisation)	Assistant Commissioner Organisation Development and Strategic Planning
6.5	The Inspectorate recommends that the Garda Síochána examine means of reducing the volume of administrative transactions at Garda stations. The Garda Síochána should also examine the scope for use of on-line application forms and arrangements to limit the handling of cash.	A	<p>In the past two years, the Garda Síochána has striven to reduce the volume and burden of administrative transactions at Garda stations. A working group, the Administration Review Group, under the guidance of the Chief Administration Officer was established which actively examined administrative functions across the organisation. Some of the more prominent achievements, relating to public transactions at Garda Stations include:</p> <ul style="list-style-type: none"> • The out-sourcing, to An Post, of the payment of 	Implemented		Assistant Commissioner HRM

			<p>firearm license fees</p> <ul style="list-style-type: none"> The online automation of the Age Card application process <p>To build on this work a new working group was established under the chairmanship of Chief Superintendent H.R.M. This working group was tasked with :</p> <ol style="list-style-type: none"> Examining the volume of administration tasks in stations. Examining the possibility of introducing online application forms. Arrangements to reduce the handling of cash <p>The Group's final report has been completed and contains 23 recommendations for reducing the volume of administrative transactions in Garda Stations. The recommendations have been divided into three categories immediate, interim and long-term solutions.</p> <p>Garda management are at present considering the report's recommendations in the context of an organisational expenditure review which is currently ongoing.</p> <p>The recommendations of the report are still under consideration in the context of an ongoing expenditure review.</p> <p>The working group met at Garda Headquarters. The process owners for each of the initiatives were identified. Each of the recommendations has short term and long term solutions.</p> <p>The working group considered which option would be the most viable in the current climate. These options are being considered with the process owners. This is ongoing. The implementation plan will be finalised when all of the process owners have been consulted.</p> <p>All process owners have been consulted. Report and recommendations of the Working Group together with implementation plan have been finalised and is being considered by Garda Management</p>	<p>2nd Quarter , 2011</p>	<p>4th Quarter ,2013 (for update on implementation of the Report's recommendations)</p>	
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6.6	<p>The Inspectorate recommends that the Garda Síochána adopt, as rapidly as feasible, new rosters and work-hour policies consistent with the European Working Time Directive in order to safeguard the health of members and the safety of both the Garda Síochána and the public.</p>	A	<p>The Rostering project is part of the Public Service Agreement 2010 – 2014. A new roster commenced at 07.00hrs on 30th April 2012, on a National basis for a 12 month pilot. Two monthly review intervals are built into the pilot. The implementation is being overseen by Assistant Commissioner, Organisation Development and Strategic Planning and a steering committee continues to review the pilot's operation. To date there appears to have been a seamless transition from the old to the new roster.</p> <p>The roster known as the 'Westmanstown working pattern' applies to all Garda Personnel with exception of those conditioned to work Monday to Friday. There is one main roster comprising of Core, Non-Core and District Detective Unit rosters. There are other rosters for Specialist National Units. Key features of all rosters include 10 hour shifts which are forward rotating and are in compliance with the European Working Time Directive. The roster will match the supply of Garda personnel to peak demand for services, particularly at week-ends. There is flexibility in changing the roster to the police extraordinary or exceptional events, subject to the appropriate notice being given. The roster shall provide time for pre-duty briefing and handover from each working unit(s) to the oncoming unit(s). An interim IT system has been developed and tested to capture details of the hours worked and to support the new roster.</p> <p>All Garda Staff Associations have reported back positively in relation to the introduction of the roster. The Westmanstown Group met throughout the months of May and June to reach agreement on the Working Time Agreement (WTA). The working relationship with the group is excellent and good progress has been achieved to date.'</p> <p>As a result of the Haddington Road Agreement, all Garda Staff Associations have agreed to an extension to the Pilot Roster and the Working Time Agreement until June 2014, at which time a review of the roster will take place.</p>	4 th Quarter, 2011.	4 th Quarter, 2014 (for update on roster pilot and formal review)	Assistant Commissioner Human Resource Management
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6.7	The Inspectorate recommends that leave records, including sick leave records, should be created electronically on a resource management system.	A·	<p>Please see recommendation 6.3 in relation to the introduction of a resource management system and 6.8 with regard to the electronic recording of sick records.</p> <p>An analysis of both Garda and Civilian leave has been completed by a working group within HRM which has recommended that in the absence of a HR system the feasibility of using the sickness absence management system (SAMS) for all types of leave should be explored.</p> <p>A proposal to upgrade SAMS to include all leave types was presented to Administrative Systems Project Board on 14th April, 2011.</p> <p>The proposal is still under discussion with the project board and is subject to funding being available, however, the Executive Director of ICT reports that funding to advance the proposal is not available at present.</p> <p>The ability to electronically record all leave types, including sick leave, is included in the requirements for a new Resource Deployment and Recording System outlined in 6.3 above.</p> <p>It is expected that an RFT for the acquisition of a Resource Management System will be finalized and signed off by the Business Owner in Q4 2012. Subject to the approval of the Department of Expenditure and Reform it is envisaged to issue the Request for Tender to the successful suppliers from the EOI stage of the procurement in Q1 2013.</p> <p>The acquisition of a Resource Management System was finalised and signed off by the Business Owner in Q4 of 2012. The RFT is currently with the Chief State Solicitors Office being reviewed. Next steps include a referral to CMOD</p> <p>Review of the Request for Tender (RFT) for the Resource Deployment and Recording system by the CSSO is on-going. ICT are continuing to liaise with the CSSO in regard to their recommended amendments. It is expected to be completed by Q3 2013 and will then be forwarded to the Department of Public Expenditure and Reform for sanction to publish. Procurement will be subject to the allocation of appropriate funding in the ICT 2014 budget</p>	2nd Quarter, 2011	2 nd Quarter, 2014 (for update on the acquisition of Resource Allocation and Deployment Model)	Assistant Commissioner Human Resource Management and Executive Director ICT
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· Full implementation of this recommendation is contingent on the availability of finance to acquire appropriate enabling technology

6.8	<p>The Inspectorate recommends that the Garda Síochána records of sick leave, long-term sick leave and injuries on duty be reviewed, standardised and consolidated across the organisation. Records should be formatted such that local and central managers can quickly discern patterns requiring intervention. Initiatives such as back-to-work interviews should be adopted consistently in all Garda districts supported by a training programme for supervisors and managers.</p>	A	<p>The implementation was completed by</p> <ol style="list-style-type: none"> 1. The development and implementation of a new sickness absence management process which took into account the recommendations of the Inspectorate's Report. HQ Directive 139/10, Management of Sickness Absence, was implemented in December, 2010 The Directive details policy, processes and procedures, and roles and responsibilities for this management function. 2. The sickness absence management process is underpinned and bolstered by the development and introduction of an IT system (SAMS), which facilitates, nationally, the electronic recording, management and analysis of sickness absence in the Garda Síochána. <p>SAMS is now fully rolled out to all divisions and districts. All sickness absence for all Garda and Civilian staff is recorded and managed on SAMS. The system facilitates the effective monitoring and analysis of sickness absences across the Garda Organisation</p>	Implemented		Assistant Commissioner Human Resource Management
6.9	<p>The Inspectorate recommends an examination of the following factors impacting Garda availability for core police duties:</p> <ul style="list-style-type: none"> • Immigration duties. • Static protection duties. • Inefficient office technology systems. • Waiting times in court. 	A	<p>The immigration duties, static protection duties and waiting times in court elements of this recommendation will feed into recommendation 6.1 which is part of the Public Service Agreement 2010-2014.</p> <p>A project team has completed an impact analysis and following consideration of the project team's findings the following areas are identified as having potential for civilianisation - Garda National Immigration Bureau, Emergency Call Answering Service (ECAS) and Command & Control, Harcourt Square, Vetting Unit at Thurles and Public Counter Assistants at certain large Garda Stations.</p> <p>This project is on schedule as per the timelines set out in the Public Service Agreement 2010-2014; however, progress to date includes 18 Civilian call-takers who have taken up duty at Command and Control releasing Gardaí to front line duties.</p> <p>Waiting times in court and static protection posts are the subject of an organisation comprehensive expenditure review which is being under taken as part an overall Public Service Expenditure Review under the auspicious of the Department of Public Expenditure and Reform.</p>	1 st Quarter, 2011 (For completion of review)	4 th Quarter, 2013	Assistant Commissioner Human Resource Management

			<p>Waiting times in Court</p> <p>The issues highlighted in the Report may, in part, have been addressed by HQ 109/2011 (Revised Court Procedures) which sets out organisational policy regarding Court attendance, schedules and Court procedure.</p> <p>Court attendance is a matter which remains under constant review by An Garda Síochána and has been extensively examined under the GRACE programme. Under the programme a pilot scheme has commenced in Wexford to establish how a Court presenter system, similar to the one currently operating in the DMR, would work in a country Court District. A detailed evaluation will be required and further consultation with all stakeholders before any decision is made regarding the further roll out of the system. Business Cases have also been submitted under the GRACE programme proposing the introduction of the courts presenters system to the DMR Juvenile Courts, Summons Courts and also the Circuit Court No. 5 (Circuit Court list call over's).</p> <p>Inefficient Office Technology Systems</p> <p>Full Implementation of these programs is dependent on finances being available to progress. Schedules for 2013 have been established for the continuance of the four key Strategic Work Programmes</p> <ul style="list-style-type: none"> • During 2012 Business cases were developed and approved to upgrade the existing centralised storage infrastructure and to re-platform Oracle databases. IT Operations are currently in the process of formulating a Desktop Transformation strategy which will provide an integrated view of Garda's workplace technology ensuring a high quality end user experience and increased IT capabilities across the organisation using innovative technology such as VDI to reduce capital expenditure requirements and operational support costs. External Access was enabled from public internet connections and the Garda private 3G APN. This is currently being piloted by over 20 senior officers and staff within An Garda Síochána • Migration to GardaIS: 25 locations migrated in 2012. 		<p>Implementation of this recommendation is dependent on the availability of finance. The position will be reviewed 4th Quarter, 2013</p>	
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			<ul style="list-style-type: none"> • All users now have access to email and the internet as required. An Email archival solution has also been implemented. • Push Email: Full Implementation of these programs is dependent on finances being available to progress. • Follow Me Printing has been rolled out to 25 locations in 2012. • Unified communications system is currently undergoing acceptance tests of the core system. A limited number of locations have been identified and will be added to the system. This will allow the utilisation of existing network infrastructure to securely route calls between locations. Connecting users to the Unified Communications allows the potential for additional business functionality depending on requirements. Further rollout will continue subject to funding. • Subject to the approval of the Department of Expenditure and Reform it is expected to completed the procurement process for the new IT system in 3rd Quarter 2013. • Video Conferencing Facilities are available at 13 Locations. All of the systems are fully operational and in use. <p>Implementation of this recommendation is dependent on the availability of finance. The position will be reviewed 4th Quarter, 2013</p> <p>Immigration Duties A decision was made in late 2011, to involve employees of the Irish Naturalisation & Immigration Service (INIS) in the 'front line' aspect of the immigration control function, by assigning them to the immigration control booths at approved ports of entry to the State.</p> <p>The 'pilot project' commenced on 1st February 2012, with the intention that it would run for a period of six (6) months. It involved the initial allocation by INIS of nine (9) personnel consisting of three (3) at executive officer grade and six (6) clerical officers.</p> <p>The pilot project has now been in operation for over eleven (11) months.</p> <p>The Irish Naturalisation & Immigration Service (INIS) has now set new targets with regard to the time frame for bringing the aforementioned pilot project to a conclusion and</p>			
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			<p>advancing its plan to fully take over the frontline immigration control function at Dublin airport and, potentially, at other approved ports of entry to the State.</p> <p>It is planned that INIS will assume responsibility for manning the immigration control booths at Terminal 1, Dublin airport, from 1st April 2013 and that at some time in the second half of 2013, it will take on a similar responsibility with regard to Terminal 2, also. While consideration is being given by INIS to assigning personnel to the immigration control function at other approved ports of entry to the State, no timeframe for doing this has been decided.</p> <p>Results of pilot with Department of Justice, who have made case to DPER's for recruitment of civilian personnel to replace Garda members carrying out immigration duties at airport. Civilian personnel currently only in Terminal One.</p>			
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6.10	The Inspectorate recommends that the Garda Síochána take immediate steps to improve the quality of computer-aided dispatch data in the Dublin Metropolitan Region and derive maximum benefit from it for resource management purposes.	A	<p>Following on from initial examination of process within the Communications Centre the Commissioner approved the establishment of a Working Group under the Chairmanship of Assistant Commissioner D.M.R. to examine existing processes and oversee a pilot project in the D.M.R. East and D.M.R. South Central to derive maximum benefit from the existing Computer Aided Dispatch System in the Dublin Metropolitan Area for both Resource Management and Incident Management purposes. Officer safety is a key consideration when developing and implementing the new standards. Pilot commenced on 7th June, 2011 and will end on 11th December, 2011. The Pilot project will also examine proof of concept.</p> <p>This scope of the pilot project is as follows;</p> <ul style="list-style-type: none"> • Ensure all resources operating within the Dublin Metropolitan Area are logged onto the Computer Aided Dispatch (CAD) System at the commencement of duty and all activities undertaken during the period of duty, including operational status (e.g. “At Scene”) are accurately recorded on the system. • The Central Dispatch Facility (CDF) at the DMR Communications Centre will directly control all Mobile Resources including cars, motorbikes and pedal cycles. Garda Stations will continue to have direct control of beat duty resources only. • Establish a new Civilian Enquiries Desk in the DMR Communications Centre to handle all non emergency calls that do not require a Garda response. <p>Significant progress had been made in ensuring that all units log on to CAD and record their activities not only in the pilot locations but also across the DMR region. This requirement has been particularly re-enforced since the implementation of the new pilot rosters. A regional High Visibility Policing initiative has been implemented incorporating the recording of high visibility beats on the Computer Aided Dispatch system.</p> <p>In conjunction with the software supplier, Northrop, management reports and queries were developed and the refinement is ongoing.</p> <p>A second phase of the Pilot is now planned which will involve the extension of the initiative to all divisions in the Dublin Metropolitan Region and build on the lessons learned from the initial pilot. The operation of the extended Pilot will assist in the formulation of a regional CAD operational</p>	Provisional date for commencement of Pilot April ,2011 with completion date expected to be December ,2011	2 nd Quarter, 2014 (for an update on the continued rollout of the Command and Control structure , supporting technology, and business practices)	Assistant Commissioner D.M.R.
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			<p>model, policies and procedures.</p> <p>There is a CAD Policy & Procedures Document which incorporates call taking, dispatching and the use of the CAD system. There is also a detailed CAD manual which documents all the features and commands in the CAD system.</p> <p>Civilian call-takers received extensive training in call-taking and the use of the CAD system the policy and procedures which were incorporated into the training modules.</p> <p>Incidents are also monitored and reviewed by Supervisors who will regularly discuss call handling and incident recording with call-takers.</p> <p>Reports incorporating CAD reports are now being generated and utilised to monitor and manage key strategic and tactical initiatives including the implementation of a DMR High Visibility Policing Strategy and a special operation targeting burglaries. Development is still ongoing to further enhance activity reports for local management and for this purpose a front end reporting services tool was recently demonstrated by Northrop. ICT are coordinating further testing and provisioning of the tool.</p>			
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6.11	<p>The Inspectorate recommends that the Garda Síochána adopts a graduated response to calls for assistance. The Garda Síochána should adopt the widely accepted practice among police services in other jurisdictions of locating a helpdesk in control rooms to enable the needs of some callers to be met over the phone without dispatch of a patrol car.</p>	A	<p>The establishment of a full Civilian Enquiries Desk continues to be evaluated in the context of the continued civilianisation of the call-taking function and the resolution of technical impediments concerning the routing 999 calls. This concerns the continued connection of the dedicated 999 phone line even when the caller is routed to a dedicated helpdesk, extension.</p> <p>An initiative has been implemented in the DMR North Central to centralise the divisional call handling and address as many queries as possible at first point of contact. This initiative is currently being reviewed in the context of its operation and possible extension to other divisions.</p> <p>A second phase of 11 civilian call takers has been assigned to the Garda Communications Centre bringing the number of civilian call-takers to 27. This is still five short of the prescribed requirement of 32. The current number of civilians, along with the Quality Assurance Team presents an opportunity to partially implement an enquiries desk for the handling of non-emergencies calls received through the emergency call answering system. In the absence of the full complement of civilians it will not be possible to implement the enquiries desk at busy times outside office hours. Reviewing call incident types will also facilitate the accurate recording of such calls on the CAD system.</p> <p>A request has been submitted to the ICT Department for call queuing software and the implementation of modifications to the telephone system to provide the ability to redirect callers to the enquiries extension and relinquish the emergency line.</p>	<p>Provisional date for commencement of Pilot April, 2011 with completion date expected to be December , 2011</p>	<p>2nd Quarter, 2014 (for a further update on the continued rollout of the Command and Control structure , supporting technology, and business practices)</p>	<p>Assistant Commissioner D.M.R.</p>
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6.12	The Inspectorate recommends that the Garda Síochána deploy more one-officer mobile units to non-emergency calls in urban areas where backup is close at hand and use more motorcycles and bicycles for this purpose. One-officer patrols in extensive rural areas should be avoided. If, in exceptional circumstances, such a patrol is so assigned, the Garda concerned should be briefed by a supervisor, guided by an operational protocol, and have designated back-up.	A	<p>See Recommendation 6.10 Resource and Incident Management Working Group</p> <p>Single officer patrols on mountain bikes continue to log on under the control of the regional control room in the two pilot divisions. They are dispatched to priority 2 and 3 incident type thus providing a greater degree of workload balance in responding to incidents. The mobile patrol cars are more available to provide support to the mountain bike units where required. Based on the success of this initiative further mountain bike equipment is being procured with a view to rolling the improvement out on a regional basis.</p> <p>The assigning of mountain bikes to divisional dispatch groups continues in the two pilot divisions. The ability to deploy mountain bike patrols during single unit periods is still a challenge as is the ability to identify whether a resource logged on with a shoulder number is assigned to a mountain bike. The rollout of the interim resource planning tool and the consolidations of district and divisional control rooms will facilitate a closer analysis of the deployment of mountain bikes.</p>	Provisional date for commencement of Pilot April, 2011 with completion date expected to be December, 2011	2 nd Quarter ,2014 (for an update on the continued rollout of the Command and Control structure, supporting technology, and business practices)	Assistant Commissioner D.M.R.
6.13	The Inspectorate recommends that the Garda Síochána develop new managerial and supervisory approaches to resource deployment based on robust and timely data.	A	<p>A Working Group has been established under the Chairmanship of Assistant Commissioner, Strategy, Training and Professional Standards to examine the best practice in the development of a Resource Allocation and Deployment Model. A specific model has been identified and is currently being examined by staff from IT and HRM and is being tested against the GERM Model.</p> <p>The preparation of a business case was deferred as a consequent of the development and implementation of the Organisation's new rosters. This was for two reasons</p> <ul style="list-style-type: none"> • The research, development and negotiation of the rosters involved the members of the Resource Allocation Model project group & • The potential impact of introduction of new organisation wide rosters on the development of a resource allocation model. <p>The group has now reconvened under the guidance of Assistant Commissioner Organisation Development and</p>	Report and recommendations submitted by 2 nd Quarter, 2011	4 th Quarter, 2013 (for update on the acquisition of Resource Allocation and Deployment Model)	Assistant Commissioner Organisation Development & Strategic Planning

· Full implementation of this recommendation is contingent on the availability of finance to acquire appropriate enabling technology

			<p>Strategic Planning. In conjunction with ICT, and Assistant Commissioner DMR, work has recommenced on finalising a resource allocation and deployment model. This will involve an evaluation of the ongoing pilot project in the D.M.R. East and D.M.R. South Central which was established derive maximum benefit from the existing Computer Aided Dispatch System in the Dublin Metropolitan Area for both Resource Management and Incident Management purposes. In addition, the future rationalisation of Garda Control Rooms will also be factored into the new model. The outcome of the Group's findings will inform the completion of the request for tender document for the acquisition of a resource allocation and deployment system and a Resource Allocation Model for the Organisation.</p> <p>It is expected that an RFT for the acquisition of a Resource Management System will be finalized and signed off by the Business Owner in 4th Quarter, 2012. Subject to the approval of the Department of Expenditure and Reform it is envisaged to issue the Request for Tender to the successful suppliers from the EOI stage of the procurement in 1st Quarter, 2013.</p> <p>Review of the Request for Tender (RFT) for the Resource Deployment and Recording system by the CSSO is on-going. ICT are continuing to liaise with the CSSO in regard to their recommended amendments. It is expected to be complete by Q3 2013 and will then be forwarded to the Department of Public Expenditure and Reform for sanction to publish. Procurement will be subject to the allocation of appropriate funding in the ICT 2014 budget.</p>			
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6.14	The Inspectorate recommends that the Garda Commissioner immediately establish a National Resource Deployment Team (NRDT) to develop a resource allocation plan for the Garda Síochána. Ideally, the team should include sworn personnel, a civilian analyst and a professional project manager experienced in the development of strategic resource allocation in a police environment.	A·	<p>A working group has been established under the Chairmanship of Assistant Commissioner, Strategy, Training and Professional Standards which, following completion of their research under 6.13 and in consultation with Assistant Commissioner DMR, will examine the deployment of a resource allocation plan. The current working groups on rosters and Command and Control are also advising this group on their findings.</p> <p>See update provided at 6.13</p>	Report and recommendations submitted by 2 nd Quarter, 2011	4 th Quarter, 2013 (for update on the acquisition of Resource Allocation and Deployment Model)	Assistant Commissioner Organisation Development & Strategic Planning
6.15	The Inspectorate recommends that the DMR should be the pilot region for implementation of the national resource allocation plan. Experience gained in the pilot should inform roll-out in the other five regions.	A·	<p>Linked with 6.13 and 6.14 and will be concluded on completion of the above research and report.</p> <p>See update provided at 6.13</p>	Report and recommendations submitted by 2 nd Quarter, 2011	4 th Quarter, 2013 (for update on the acquisition of Resource Allocation and Deployment Model)	Assistant Commissioner Organisation Development & Strategic Planning

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6.16	The Inspectorate recommends that the Garda Síochána develop a national computer-aided dispatch system, incorporating GPS facilities, a geodirectory and demand profiling software (DPS).	A·	<p>National Computer-Aided Dispatch System The Computer Aided Dispatch (CAD) system in the DMR was upgraded in early 2010 and now has the capacity to support control rooms outside the DMR. The system has been extended to Waterford, Galway and Cork City Divisions in 2nd Quarter 2012. A full national CAD will be planned to support a new regional control room structure.</p> <p>Since Q1 2013, the Cork City CAD handles for call taking and dispatch for the 3 Cork divisions – Cork City, Cork North and Cork West. It is planned to roll out CAD to the Limerick Division in Q4 2013. The further roll out of Regional CAD is dependant on the allocation of civilian call takers.</p> <p>GPS A solution has been identified utilising NDRS and the project plan is being progressed by Telecommunications Division.</p> <p>The Automatic Vehicle & Personnel Location System (AVPLS) is a geographical positioning system that transmits data from a TETRA radio via National Digital Radio Service (NDRS) to a mapping system at a Control Centre. The Automatic Vehicle & Personnel Location System (AVPLS) is being rolled out in line with the Regional CAD. The AVPLS is currently operational at DMR North Central and Waterford Divisions. In addition the AVPLS is operational in the Cork Regional Room which manages the Cork City, Cork North and Cork West Divisions. Limerick and Kerry Division will go live on AVPLS in the coming months. Telecommunications Section is currently updating radios to operate on the AVPLS in the DMR Divisions and in the South Eastern and Western Regions. The AVPLS was deployed to all Northern Region vehicles for the G8 summit in June 2013.</p> <p>Geo-directory The rollout of the Command and Control System includes the setup of a geo file in each division of streets, towns, town lands etc.</p> <p>Demand Profiling Software The requirements for the new Resource Deployment and Recording System outlined in 6.3 above includes demand profiling functionality and the ability to upload demand data from the Command and Control System and PULSE as appropriate.</p>	2 nd Quarter, 2011 (For update on the proposed project)	Full implementation of the national computer aided dispatch part of the recommendation is dependent on the advancement of a regional control room structure. 2 nd Quarter, 2014 (for Update on National Computer aided Dispatch Project)	Assistant Commissioner D.M.R (AC ODSP)
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6.17	The Inspectorate recommends that as a first step in the development of a national computer aided dispatch system, the Garda Síochána replace the current outdated system in the Dublin Metropolitan Region immediately. The control room manager should report directly to the Assistant Commissioner, DMR.	AM· R	The existing Command and Control system in the DMR was upgraded in early 2010. The latter part of this recommendation is disagreed. This aspect of the recommendation was examined by Assistant Commissioner DMR. The Assistant Commissioner is satisfied with the current reporting structures, which involves the control room manager reporting to Assistant Commissioner DMR on matters of a strategic nature and to Chief Superintendent DMR South Central for tactical and administrative purposes. These are in line with established organisational structures and work efficiently. The matter was considered by the Commissioner who agreed that the current arrangements should remain.	Implemented		Assistant Commissioner D.M.R
6.18	The Inspectorate recommends that pending control room rationalisation (see recommendations 20 and 21), the Garda Síochána make a computerised record of the particulars of every “999” call received at the twenty-two divisional control rooms outside the DMR, including the time of the call, dispatch time, arrival time at scene and the call clearance time.	A·	The Computer Aided Dispatch (CAD) system in the DMR was upgraded in early 2010 and now has the capacity to support control rooms outside the DMR. Three divisional CAD pilots were subsequently implemented in 2012 in Waterford, Galway and Cork City. Following these successful pilots a decision was taken to implement a centralised regional control room structure in five centres, matching Garda operational regions, supported by CAD. In January and February 2013 Cork North and Cork West Divisions were successfully amalgamated into Cork Central. As part of the control room configuration an automated vehicle and personnel location system (AVPLS) was also implemented in these centres and a standalone alarm activation incident system was integrated into the CAD solution. The project is now on hold with Assistant Commissioner Organisation, Development and Strategic Planning pending a decision on additional civilian call takers for regional control rooms. Given the limited resources available the focus will remain on progressively extending the CAD system as resources permit and in line with the establishment of the regional control room structure rather than investing in alternative interim solutions.	2 nd Quarter, 2011 (For update on the proposed project)	2 nd Quarter, 2014 (for an update on the continued rollout of the Command and Control structure , supporting technology, and business practices project)	Executive Director ICT (now lead) & Assistant Commissioner D.M.R

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6.19	The Inspectorate recommends that the Garda Síochána devise and publish a policy on telecommunications contacts with members of the public.	A	<p>Work has commenced on the development of a policy on telecommunications contact with the public to include all forms of telecommunications. Significant progress has been made in terms of the Garda website:</p> <ol style="list-style-type: none"> 1. Garda station contact details, including postal address provided on home page 2. Provision of Victim Support information, contact details for support groups 3. Provision of on-line reporting of crime on home page 4. Development on crime prevention materials 5. Greater use of News Items on the home page to highlight current crime scams 6. Integration with other social media, images are displayed using Flickr and the Garda Face book and Twitter sites continue to develop and are used in conjunction with the web site 7. A pilot Face book for Meath is ongoing – Meath Crime Prevention page <p>A number of other initiatives are at an advanced stage but have not yet been fully implemented</p> <ul style="list-style-type: none"> • Provision of email address to contact Garda stations • Implementation of the regional control rooms • Provision of one non emergency call service • Review of text alert pilots • Development of call taking scripts <p>Internal communication policies are at present being consolidated as part of the CAD Project.</p>	1 st Quarter, 2011	4th Quarter, 2013 (for completion of the report)	Assistant Commissioner Organisation Development & Strategic Planning
6.20	The Inspectorate recommends the provision of two mirror-image national Garda control rooms unless it can be conclusively shown that there is an overriding case for a third.	A	<p>The CAD system has been successfully extended outside of the DMR to the South Eastern Region (Waterford Division), Western Region (Galway Division) and the Southern Region (Cork City, Cork North and Cork West Divisions).</p> <p>It is planned to consolidate the existing 21 divisional control rooms into 5 regional centres matching Garda operational regions with the DMR and Eastern Regions being combined. Opportunities for combining other regional control centres will be kept under review. The further rollout of the CAD system is contingent on the establishment of this regional control room structure and in this regard the project is now on hold with Assistant Commissioner Organisation Development and Strategic Planning pending a decision on additional civilian call takers for the regional control rooms.</p>		The position will be reviewed 4 th Quarter, 2013.	Executive Director ICT

6.21	The Inspectorate recommends that the Government have regard to the potential to achieve economies and efficiencies through co-location and integration of the control room systems of the Garda Síochána and other emergency services.	A·	As outlined in 6.20 above a revised control room structure is being advanced in An Garda Síochána which will consolidate the existing 21 divisional control rooms into 5 centres matching Garda operational regions. An Garda Síochána is also closely monitoring developments in other agencies, in particular the HSE / ambulance service, regarding opportunities for co-location of control centres. At this point no such opportunity for co-location exists.		The position will be reviewed 4 th Quarter, 2013.	Executive Director ICT
6.22	The Inspectorate recommends that the Garda Síochána establish a resource deployment unit in each Garda region, commencing in the DMR at the earliest possible date. The units would determine the numbers of Gardaí required for duty at any given time based on predicted and planned policing requirements. Each regional resource deployment unit should include personnel with operational policing experience and civilian analyst expertise.	A·	The research, establishment and operation of an NRDT, will be heavily dependent on the acquisition of appropriate external skill and technology. This recommendation has synergies and links to 6.13, 6.14, and 6.15 and will be progressed following the programme of research and study outlined at 6.13. See update provided at 6.13	Report and recommendations submitted by 2 nd Quarter, 2011	2 nd Quarter, 2014 (for update on the acquisition of Resource Allocation and Deployment Model)	Assistant Commissioner Organisation Development & Strategic Planning
6.23	The Inspectorate recommends that one of the first tasks of the DMR Resource Deployment Unit should be the development of incident data recording standards and effective data audit procedures to ensure the completeness and accuracy of computer aided dispatch data. The new standards should require immediate updating of dispatch records by all front-line officers as their operational status (“At Scene” etc.) changes. (Updating should be done by means of voiceless transmissions on the new digital radio system.) Officer safety should be paramount when developing these standards.	A·	This is a follow on from recommendation 6.22 and is in part dependant on the capability and scalability of the current CAD system. With regard to the second part of the recommendation the new TETRA radio devices can be programmed to send pre-defined status messages. Integration with the back end Command and Control system is required in order to enable automatic update of the incident record. The suppliers of the Command and Control system have now confirmed that this integration is possible. However, at this point there is no funding available to advance this proposal. The rollout of the current CAD system to support the regional control room approach will be the initial priority from a funding perspective. Linked to 6.13, 6.14, 6.15 and 6.22 and will be completed following the research and study outlined at 6.13. See update provided at 6.13	Report and recommendations submitted by 2 nd Quarter, 2011	2 nd Quarter, 2014 (for an update on the continued rollout of the Command and Control structure , supporting technology, and business practices)	Assistant Commissioner Organisation Development & Strategic Planning

· Full implementation of this recommendation is contingent on the availability of finance to acquire appropriate enabling technology

6.24	<p>The Inspectorate recommends that Garda management and the Garda representative associations begin discussions on new rosters at the earliest opportunity. The new rosters should:</p> <ul style="list-style-type: none"> • Be consistent with the terms of the European Working Time Directive as clarified in judgements of the European Court of Justice and accord with evidence-based good practice (see recommendation 6). • Provide the flexibility to have the right numbers of Gardaí on operational duty to match predicted levels of demand for police services. • Incorporate recognised health and safety guidelines for shift working. • Provide sensible work-life balance for Gardaí, giving good notice of work rotas and some weekends free. 	A	<p>Please see recommendation 6.6</p> <p>A new roster commenced at 07.00hrs on 30th April 2012, on a National basis for a 12 month pilot. Reviews at two monthly intervals are built in during pilot period. The implementation is being handled by Assistant Commissioner, Organisation Development and Strategic Planning. The Steering committee continues to meet throughout pilot to review progress. Thus far there has been a seamless transition from the old roster to new roster.</p> <p>The roster known as the 'Westmanstown working pattern' applies to all Garda Personnel with exception of those conditioned to work Monday to Friday. There is one main roster comprising of Core, Non-Core and District Detective Unit rosters. There are other rosters for Specialist National Units. Key features of all rosters include 10 hour shifts which are forward rotating and are in compliance with the European Working Time Directive. The roster will match the supply of Garda personnel to peak demand for services, particularly at week-ends. There is flexibility in changing the roster to the police extraordinary or exceptional events, subject to the appropriate notice being given. The roster shall provide time for pre-duty briefing and handover from each working unit(s) to the oncoming unit(s). An interim IT system has been developed and tested to capture details of the hours worked and to support the new roster.</p> <p>All Garda Staff Associations have reported back positively in relation to the introduction of the roster. The Westmanstown Group met throughout the months of May and June to reach agreement on the Working Time Agreement (WTA). The working relationship with the group is excellent and good progress has been achieved to date.'</p> <p>As a result of the Haddington Road Agreement, all Garda Staff Associations have agreed to an extension to the pilot roster and the Working Time Agreement until June 2014, at which time a review of the roster will take place.</p>	4 th Quarter, 2011	4 th Quarter, 2014 (for update on roster pilot and formal review)	Assistant Commissioner Human Resource Management
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6.25	The Inspectorate recommends that the Garda Charter should set response-time targets for emergency and non-emergency calls. The targets should include dispatch-time targets for control room staff.	AM	<p>The Garda Charter has been approved by the Commissioner. The commitments outlined in the Garda Charter are:</p> <p>999 Call Answering – We will aim to maintain our target of 80% of 999 calls answered within 7 seconds and deploy resources giving an estimated time of arrival.</p> <p>Response Times – We will take appropriate steps to deal with all incidents and ensure that emergency and life threatening calls receive priority. We will endeavour to get to you within 15 minutes in urban locations and as soon as possible, given the distance to be travelled, in more rural areas. The Garda Charter was published on the 23 December, 2010.</p>	Implemented		Assistant Commissioner Organisation Development & Strategic Planning
6.26	The Inspectorate recommends that emergency and non-emergency callers be given an estimated time of arrival of a Garda unit.	A	<p>Linked with 6.25.</p> <p>ECAS (Emergency Call Answering Service) went live on 1 September, 2010. To facilitate this, the organisation provided training to personnel of divisional communications rooms. The estimated time of arrival, for emergency and non-emergency callers, was included in the training.</p> <p>Also see Recommendation on 6.10 Resource and Incident Management Working Group on a new Civilian Enquiries Desk in the DMR Communications Centre to handle all non emergency calls that do not require a Garda response.</p> <p>Call answering and incident response times continue to be evaluated in the context of service levels as indicated in the Garda Charter demand profiles and resource levels pertaining to the new rosters. Call takers and dispatchers regularly implement a call-back to callers to offer re-assurance and illicit further information.</p> <p>A regional Computer Aided Dispatch approach is under development which will enable the quantification of times of arrival.</p>	Report and recommendations to be submitted for implementation by the end of 1 st Quarter, 2011.	4th Quarter, 2013 (for Update of the Pilot and planned advancement of the initiative)	Assistant Commissioner Organisation Development & Strategic Planning

6.27	<p>The Inspectorate recommends that call takers be trained to identify calls that do not necessitate dispatch of a Garda unit. In those cases, calls should be routed to a Garda helpdesk (see recommendation 11), which can give callers appropriate advice, assistance and/or information.</p>	A	<p>See Recommendation 6.10 Assistant Commissioner D.M.R. Working Group on a new Civilian Enquiries Desk in the DMR Communications Centre to handle all non emergency calls that do not require a Garda response.</p> <p>Whereas the Garda Communications Centre is primarily an emergency call handling centre non-emergency queries are answered where possible and the caller is provide with the appropriate contact details where more information is required. In the majority of cases these non-emergency enquiries are presented through the emergency 999/112 system and are calls which do not merit an emergency response. The number if such calls is not significant enough to impact on the ability to manage the throughput of emergency calls however there would be a benefit in directing them to a dedicated Enquiries Help Desk.</p> <p>The establishment of this desk has been examined and is dependant on the full civilianisation of the emergency call taking function and technical modifications to the phone system. The initial civilianisation programme only provided partial civilianisation of the call taking function. An internal public sector recruitment competition is currently in progress to fully civilianise call taking which will facilitate the manning of a full time enquiries desk. Call queuing functionality and the ability to redirect callers to the enquiries extension, and relinquish the emergency line, will be required to fully implement this element of the enquiries help desk. An initiative has been implemented in the DMR North Central to centralise the divisional call handling and address as many queries as possible at first point of contact. This initiative is currently being reviewed in the context of its operation and possible extension to other divisions.</p> <p>See recommendation 6.10 pertaining to the full civilianisation of emergency call taking</p>	<p>Provisional date for commencement of Pilot April ,2011 with completion date expected to be December ,2011</p>	<p>4th Quarter, 2013 (for Update of the Pilot and planned advancement of the initiative)</p>	<p>Assistant Commissioner D.M.R. and Assistant Commissioner Organisation Development & Strategic Planning</p>
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