



**Statement by Chief Inspector Kathleen O’Toole**  
**Publication of the Sixth Report of the Garda Síochána Inspectorate**

The Garda Síochána Inspectorate today published its sixth report, “Resource Allocation.” The report provides in-depth data analysis and twenty-seven recommendations. In simple terms, it underscores the need to have the right number of police officers in the right places at the right times. It also highlights the importance of modern rosters and standard technologies that will lead to better police service in our communities and healthier working conditions for front-line Gardaí.

Leading police services elsewhere in the world are organising deployments to meet daily and hourly fluctuations in demand for service. The Garda Síochána must do the same. The research undertaken by the Garda Inspectorate reveals there is often a disconnect between the demand for police services and the number of Gardaí on duty. Today, more than ever, public agencies, including the Garda Síochána, must adopt modern approaches to resource allocation.

This report:

- Proposes strategies to increase the availability of Gardaí for front-line policing.
- Demonstrates opportunities to achieve better matching of Garda resources to varying levels of demand.

- Illustrates the scope for a more equitable geographic distribution of Garda resources.
- Sets out measurable, service-level targets for inclusion in a Garda Charter for response times and visibility in the community.
- Recommends more flexible rosters that comply with the European Working Time Directive, are more attuned to needs of the community, and are healthier for front-line Gardaí.
- Recommends an IT-based HR system to manage rosters, overtime and leave to ensure that neither too many nor too few Gardaí are on duty in the community.
- Recommends a national computer aided dispatch (CAD) system as a priority when considering future technology investments. (In the interest of efficiency, the Garda Síochána should partner with the other emergency services on this project.)

The recommendations in this report will enable the Garda Síochána to:

- Provide better and more consistent emergency and non-emergency response.
- Make more time available for community policing.
- Determine appropriate front-line staffing levels.
- Achieve more even workloads for individual officers.
- Develop healthier rosters in compliance with the European Working Time Directive.
- Set measurable performance targets in a Garda Charter.
- Evaluate regional, divisional, district, station and unit performance.
- Ensure value for money.

The Government has made a considerable investment in Irish policing. Efficient resource allocation is essential to realising the maximum return on that investment.