

## Status Report as of 31 December, 2012 on the Implementation of the Recommendations of the Third Report of the Garda Inspectorate - “Policing In Ireland, Looking Forward”

	Recommendation	Recommendation: Accepted (A); Accepted with Modification (AM); Rejected (R)	Comment and Current Status	Target Date for Implementation	Revised Target Date for Implementation	Responsibility
<b><u>Chapter 1: Vision and Change</u></b>						
3.1	Effectively articulate strategic and measurable change priorities in clear and unambiguous terms.	A	<p>The 2007-2009 Garda Síochána Corporate Strategy articulated a change and modernisation programme involving forty-one individual projects. The majority of these projects are completed. Completion of the remainder is dependent on an improved budgetary position.</p> <p>The creation of the position of Deputy Commissioner Strategy &amp; Change Management formalised and reinforced the organisation’s strategic policing planning process. The activities of the organisation are guided by corporate strategy statements, normally three years in duration, and related policing plans. The statements and plans are outcome-focused with prescriptive actions and associated key performance indicators. Progress is monitored on a regular basis with performance indicators assessed at the Commissioner’s monthly management meeting. In addition, senior management completes quarterly regional inspections. Yearly performance and outcomes are published in the organisation’s annual report.</p> <p>Change Management Section hosts regular regional information seminars at which management personnel are informed of the various ongoing organisational change initiatives. The internal Garda newsletter ‘Time for Change’ was recently replaced by a monthly staff newsletter, Newsbeat, which is also utilised as a medium to communicate major change initiatives to members of the organisation.</p>	Implemented		<p>D/Commissioner Strategy and Change Management</p> <p>Director of Communications</p>

3.2	Communicate the Garda values so that all employees know them, embrace them and put them into effect in their daily work.	A	<p>Cognisance was taken of the Inspectorate's comments in relation to the values contained in the Corporate Strategy 2007-2009. The number of values was initially reduced from eleven to six in the Annual Policing Plan 2009. During the development process of the Strategy Statement 2010-2012 there was particular emphasis on the development of simple, understandable yet meaningful organisational values. Widespread consultation took place with all Garda Regions and sections. The four core values of honesty, accountability, respect and professionalism were selected by senior management and have been introduced into the Garda Síochána through the Strategy Statement 2010-2012. These values and leaderships behaviours have been integrated into the competency framework across the Garda Síochána. The Annual Policing Plan 2010 includes a commitment to develop and implement a strategy to support these core values. Initial work has commenced in relation to the communication and entrenching the core values throughout the organisation.</p>	Implemented		<p>D/Commissioner Strategy and Change Management</p> <p>D/Commissioner Strategy and Change Management</p>
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**Chapter 2: Organisational Structures**

3.3	Devolve greater autonomy to the six Garda regions, making assistant commissioners fully responsible and accountable for all aspects of policing in their respective regions.	AM	<p>Since the publication of the Inspectorate’s third report, the Garda Síochána has continued to adopt modern management structures and practices that are enhancing the operation of the organisation. Central to this transformation is the operation of Garda Headquarters as a corporate head office and the devolution of operational and administrative responsibilities to regional assistant commissioners.</p> <p>The creation of the position of Deputy Commissioner Strategy &amp; Change Management formalised and reinforced the organisations strategic policing planning process. The activities of the organisation are guided by corporate strategy statements, normally three years in duration, and related policing plans. The statements and plans are outcome-focused with prescriptive actions and associated key performance indicators. Each regional assistant commissioner is responsible for the strategic planning process for their region. The regional plans, while aligned to the organisation’s strategic objectives, also address local policing imperatives and priorities.</p> <p>Regional assistant commissioners are responsible for the operational deployment of their resources to meet policing demands. Progress is monitored on a regular basis with performance indicators assessed at the Commissioner’s monthly management meeting. In addition, senior management completes quarterly regional inspections. Yearly performance and outcomes are published in the organisation’s annual report.</p> <p>In addition, the Commissioner has delegated budgetary functions: constituent parts of human resource management (sick leave, annual leave), budgetary provision to meet local training needs, the upkeep of the fleet, and some procurement functions to regional level.</p> <p>The Garda Síochána accepts that further devolution is required, including significant new approaches relevant to the recommendations in the Inspectorate’s report on Resource Allocation. The scope for this further devolution will be considered against the ongoing financial constraints which are impacting on the introduction of new technologies to support the devolution process. The Garda Inspectorate acknowledges the progress made in addressing this recommendation and will assess full implementation in the context of future reports.</p>	1 <sup>st</sup> Quarter, 2008	Implementation Deferred	Commissioner
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3.4	Operate Garda Headquarters as a corporate head office maintaining strategic direction and control.	AM	<p>Since the publication of the Inspectorate’s third report, the Garda Síochána has continued to adopt modern management structures and practices to enhance the operation of the organisation. Central in this transformation is the operation of Garda Headquarters as a corporate head office overseeing the following functions:</p> <p><b>Setting strategic targets and monitoring compliance</b> – The creation of the position of Deputy Commissioner Strategy and Change Management formalised and reinforced the organisations strategic policing planning process. The activities of the organisation are guided by corporate strategy statements, normally three years in duration, and related policing plans. The statements and plans are outcome-focused, with prescriptive actions, and associated key performance indicators. Progress is monitored on a regular basis with performance indicators assessed at the Commissioner’s monthly management meeting. In addition, senior management completes quarterly regional inspections. Yearly performance and outcomes are published in the organisation’s annual report.</p> <p><b>Allocation of Human Resource &amp; other resources</b> – The Human Resource Section is responsible for the balanced allocation of personnel. The management of the Garda fleet is the responsibility of the Transport Section, Garda Headquarters. Other Headquarters units are responsible for organisation policy and the overall deployment of resources.</p> <p><b>Monitoring Expenditure</b> – Monitoring expenditure is the responsibility of the Finance Directorate which is based at Garda Headquarters. Staff utilise a modern financial management system to monitor and analyse expenditure against budgetary allocations. The Directorate ensures financial guidelines are adhered.</p> <p><b>Ensuring Compliance and adherence to operational and administrative policies</b> – Adherence to operational and administrative policies and procedures is the responsibility of individual members, supervisory and management personnel of the Garda Síochána. In addition, audit and oversight is performed by the Garda Audit Section and the Garda Professional Standards Unit which both operate under a legislative remit.</p> <p><b>Providing Specialist and Technical Support to the Regions</b> - A vast array of specialist and technical support, provided by Headquarters units, is available on request to regions. Such services include – audit advice, specialist serious crime and</p>	Implemented		Commissioner
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			fraud investigators, crime scene examination expertise, collision investigation expertise, policy and planning expertise, discipline and HR services and corporate legal advice.			
3.5	Provide administrative/clerical support for regional assistant commissioners, divisional chief superintendents and district superintendents and assign crime analysts to each Garda region.	A	<p>Twelve administrators at HEO level now provide support at regional level. The administrators are principally involved in the planning function, including policing, event management and roads policing plans.</p> <p>Six HEO posts were allocated to provide HR support at regional level. The HR functions that have been devolved to regional level include monitoring of sick leave and annual leave, identification of training needs, and co-ordination with divisional executive officers on HR matters.</p> <p>Thirty-one analyst posts have been filled including the Head of the Analysis Service and two deputies. All regions now have Analyst coverage. Analysts help to shape strategic direction, provide analysis in serious crime cases and design evidence-based interventions to local crime and policing issues.</p> <p>A total of 300 clerical officers were sanctioned for the DMR and Garda Headquarters. A further 300 clerical officers were sanctioned for stations outside the DMR. All 600 posts have now been filled. These posts provide clerical support, including office administration, filing and telephone answering.</p> <p>Also, finance officers have been appointed to all Garda districts to manage travel and subsistence claims, overtime, and invoices at local level.</p>	Implemented		Chief Administrative Officer

3.6	Collate management, operational and crime statistics at the regional level and monitor comparative performance and the utilisation of resources ( <i>reiteration of 'Hayes' Advisory Group recommendation</i> ).	AM	<p>The Garda Síochána Analysis Service produces monthly reports that provide information on comparative performance based on PULSE incident types. These reports also highlight crime trends and inform operational policing. Information is available at a national, regional and divisional level. Further, although less detailed, information is available at a district and sub-district level.</p> <p>There are also other analytical reports, beyond monthly comparative statistics, that provide detailed analysis of specific issues and problems. These reports have already been used to support the deployment of Gardaí to tackle specified problems.</p> <p>The Garda Analysis Service has also made available a new range of specialised operational reports, generated centrally at Garda Headquarters, which are available to officers. These cover a diverse range of issues such as outstanding missing persons, outstanding warrants, and restorative cautions.</p>	Implemented		Commissioner
3.7	Have regional assistant commissioners publish annual policing plans and report individually on performance as part of the Garda Síochána Annual Report.	A	Policing plans prepared by the regional assistant commissioners are published on the Garda Síochána website, <a href="http://www.garda.ie">www.garda.ie</a> . Regional assistant commissioners will continue to report at the Commissioner's monthly management meetings and will report individually in the Garda Síochána Annual Report.	Implemented		Regional Assistant Commissioners
3.8	Provide clear, updated job descriptions for chief superintendents, superintendents and inspectors within the regions to clarify their respective remits.	A	Job descriptions for the ranks of Chief Superintendent, Superintendent and Inspector are now completed.	Implemented		Chief Administrative Officer

3.9	Develop community policing as the fundamental policing philosophy at the core of the organisation.	A	The National Model of Community Policing was launched by the Commissioner in January, 2009.	Implemented		D/Commissioner Strategy and Change Management
3.10	Implement a consistent rural policing model that enhances visibility and makes best use of Garda resources in serving local communities.	A				
3.11	Channel more Gardaí in urban areas into better organised and properly managed ‘flexi-units.’	A	This will be achieved by way of the further nationwide rollout of community policing in both urban and rural areas. This model will re-energise the community policing culture within the Garda Síochána and enhance the organisational importance and attractiveness of the community policing role amongst Garda staff. It will emphasise the importance of the visible uniform presence of Gardaí in the community.	Implemented		D/Commissioner Strategy and Change Management
3.12	Relieve superintendents assigned outside of the Dublin Metropolitan Region of their court prosecution role.	R	In view of the report of the Public Prosecution System Study Group and the linked responsibilities of the Garda Síochána and the Director of Public Prosecutions in the prosecution of criminal offences, the Commissioner has no plans to change the present arrangements whereby superintendents and inspectors acting for superintendents, prosecute cases in the district court outside the DMR.	Rejected		Commissioner
3.13	Evaluate the “Court Presenter” pilot project without delay and, if deemed successful, extend it to cover all stations in the Dublin Metropolitan Region.	A	On the 29th March, 2010, the D.M.R Court Presenters System was further expanded to all DMR Garda districts with the exception of Balbriggan. The Garda District of Balbriggan is not included in the Court Presenters system because it is not within the Dublin Metropolitan District courts area.	Implemented		D/Commissioner Operations

3.14	Develop timeframes for the contracting out of non-core services under 'Towards 2016' and agree the transfer of responsibility for remand prisoner escorts to the Irish Prison Service.	A	<p>Non-core services have been identified under the modernisation agenda. These issues are at various stages of discussion and implementation.</p> <p>The Commissioner recommended in April 2000 that escorts of prisoners should be discontinued by the Garda Síochána. The provision of transport for prison officers and prisoners ceased in 2006 and further prisoner escorts ceased in 2007. The outstanding issue of remand prisoner escorts is contingent on additional resources for the Irish Prison Service and the possible need for legislative changes.</p> <p>Deputy Commissioner Operations has continued to liaise with the Irish Prison Service with a view to expediting their assuming full responsibility for the escorting of remand prisoners.</p> <p>It is understood that the Irish Prison Service (IPS) made a submission for additional resources to allow it assume responsibility for this function. Following Department of Finance approval significant progress was made in the implementation of the initiative. However, as a result of recent financial constraints the necessary additional staff resources are now no longer available to the IPS. The Garda Síochána has been informed by the IPS that it is not now in a position to take ownership of the escort of remand prisoners.</p> <p>The Garda Síochána will seek to have this recommendation implemented when the budgetary situation improves and resources become available.</p> <p>The Garda Inspectorate acknowledges the financial position and the impact that it has had on the implementation of this recommendation. In the event that finance does become available it is expected that implementation of this recommendation will recommence.</p>	Timeframe subject to agreement with the Irish Prison Service	Implementation Deferred	Deputy Commissioner Operations
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3.15	Develop a more strategic policing model, utilising timely data and emphasising the importance of prevention and intervention.	A	<p>Since the development of <i>An Garda Síochána Policing Plan 2009</i>, there is a more strategic approach to operational policing. The plan provides for:</p> <ul style="list-style-type: none"> <li>• Monthly tactical assessments prepared by the Garda Síochána Analysis Service.</li> <li>• Monthly presentations to senior management on the progress made in implementing the Plan.</li> </ul> <p>Additionally, on request by officers, data analysis is conducted by the Garda Síochána Analysis Service on problem issues to assess/highlight underlying trends and support recommendations for evidence-based interventions.</p> <p>The Performance and Accountability Framework has been revised to ensure that:</p> <ul style="list-style-type: none"> <li>• Performance and Accountability meetings focus on local performance indicators as a means of delivering the 2009 plan at all levels in the organisation</li> <li>• Best use is made of existing information sources.</li> <li>• Resources are deployed appropriately.</li> <li>• Emerging issues are quickly identified and measures put in place to address them.</li> </ul> <p>The National Model of Community Policing adopts a strategic approach and identifies ten key areas involving prevention and intervention: Garda-community partnerships, problem-solving, crime prevention and reduction, accountability, accessibility, collaborative engagement, visibility, improved response, enforcement and empowerment.</p> <p>Accessing and analysing more timely data will be further considered in the context of implementation of the recommendations of the Inspectorate's report on Resource Allocation.</p>	Implemented		D/Commissioner Strategy and Change Management
3.16	Implement structured briefing /tasking of Garda Units at shift changeovers.	AM	A HQ Directive, introducing a unit briefing process, and associated template, was issued in May, 2009.	Implemented		D/Commissioner Strategy and Change Management

3.17	Enhance section sergeants' ability to supervise by making them more mobile.	A	<p>Traffic sergeants at this time perform their supervisory functions by way of mobile patrol.</p> <p>In the development of the National Model of Community Policing (urban/rural), sergeants attached to rural stations, when appropriate, will perform their supervisory duties by means of mobile patrol.</p> <p>A number of sergeants have now undergone mountain bicycle training, aimed at enhancing their ability to supervise personnel under their command and to make them more mobile in responding to incidents.</p>	Implemented		Deputy Commissioner Operations
3.18	Promote multifaceted solutions to local public order issues in conjunction with the joint policing committees.	A	<p>This was taken into account in Strategic Goal No. 4 (Public Order) in the Commissioner's Annual Policing Plan 2008. The Plan states that "In consultation with community and statutory groups and elected representatives, identify and target local public order and anti-social behaviour 'hot-spots' through a weekly review and put in place responsive actions and plans."</p>	Implemented		Each regional assistant commissioner
3.19	Ensure that all police officers, not just specialised traffic units, pay considerable attention to traffic and road safety.	A	<p>Already part of the policing strategy of the Garda Síochána at the time of this report and will continue to be delivered in all training to be provided to Gardaí.</p>	Implemented		Each regional assistant commissioner, Assistant Commissioner Strategy
3.20	Cross-train traffic officers to prevent detect and interdict crime, such as the smuggling of drugs and other contraband.	A	<p>Operational links between traffic and 'regular' units are being strengthened and facilitated by briefings provided to the traffic units by the detective inspectors in each Garda division.</p> <p>Traffic units are deployed by divisional management in support of operations targeting criminal activity.</p> <p>A structured system of daily and weekly accountability meetings provides for the regular briefing and operational interaction of members as per Headquarter Directive 94/2006. Headquarter Directive 66/2009 provides for the briefing of all personnel going on all duties.</p> <p>In-service training courses are delivered in areas such as road transport, drugs interdiction and fuel smuggling.</p> <p>Traffic members are updated through continuing professional development on changes to legislation and Garda policies and procedures.</p>	Implemented		Each regional assistant commissioner, Assistant Commissioner Strategy

**Chapter 4: Police Administration**

3.21	Task the new CAO and HR Director with the development of a comprehensive HR strategy as a top priority and develop a fully integrated HR function for all sworn and non-sworn employees.	A	<p>The Human Resource Management Section continues to pursue initiatives to further integrate Civilian and Garda HR functions. Achievements to date include the transfer of the Garda records and pensions function to Civilian HR.</p> <p>The HR Strategy for 2011 and 2012 has been approved. The strategy is underpinned by the need for further integration, the current economic climate, the requirements from the Public Sector Agreement 2010 to 2014 and the Inspectorate reports 3 and 6. The Garda Síochána HR Strategy is published on <a href="http://www.garda.ie">www.garda.ie</a></p>	Implemented		Assistance Commissioner Human Resource Management
3.22	Develop a recruitment and selection strategy that ensures a talented, multi-cultural, multilingual workforce, both sworn and non-sworn.	A	<p>Selection and recruitment to the Garda Síochána is under pinned by a number of strategies including Diversity Strategy, HR Strategy and the Training and Review Report 2009.</p> <p>The Garda Síochána in conjunction with the Public Appointments Service, which acts as agent in the initial selection of Garda trainees, continually reviews the selection process to give effect to goals and objectives of these strategies.</p> <p>The report on Recruitment and Selection was considered by Garda Management who instructed that its findings and recommendations be considered in the overall context, and in conjunction with, the recommendations of the Garda Report on the Review of Training and Development. Assistant Commissioner, Human Resource Management has established a Working Group to examine the proposals from both reports in relation to a selection process, and entry requirements, for new Garda entrants. The Working Group comprises of representatives from the Garda College, Garda HRM and the Department of Justice.</p> <p>This recommendation is now linked to recommendation 4.11 which reads 'The Inspectorate recommends that all recruit applicants to the Garda Síochána be required to possess a valid driving license prior to employment and successfully complete a comprehensive police driving course during their probationer training'.</p> <p>The final draft report on the recruitment and selection strategy has been completed. Assistant Commissioner HRM has forwarded the report to the Head of Legal Affairs for his views prior to forwarding to Deputy Commissioner SCM for</p>	2 <sup>nd</sup> Quarter, 2008	Implementation on-going	Assistance Commissioner Human Resource Management

			<p>approval. The report will be used as the basis for recruitment and in the organisation's discussions with the Public Appointments Service.</p> <p>The Minister for Justice and Equality announced that recruitment of garda trainees will commence in 4<sup>th</sup> Quarter 2013. The regulations on Recruitment and selection, including new criteria, will be forwarded to the Garda Commissioner for final approval in advance of this recruitment process.</p> <p>The Garda Inspectorate acknowledges the progress made to date in addressing this recommendation and will assess full implementation in the context of future reports.</p>			
3.23	Review the recruit training program to ensure that it is providing new Gardaí with the core policing skills they require to do their jobs.	A	The report of the Training Review Group was presented to the Commissioner on 26 June, 2009 and was launched on the 19 February, 2010 by the Minister for Justice, Equality and Law Reform. A new Student Probationer Programme has been designed and is ready for implementation.	Implemented		Assistant Commissioner Strategy, Training & Professional Standards Commissioner
3.24	Assign the balance of the 600 additional civilian personnel approved by Government such that they will release the maximum number of Gardaí for operations.	A	As reflected at recommendation 3.5 above.	Implemented		Assistant Commissioner HRM and all regional assistant commissioners

3.25	Pursue the commitment in the Programme for Government to further rapid civilianisation in the Garda Síochána by means of a rolling programme and exempt civilian posts from any future staffing restrictions.	AM	<p>The Garda Síochána is committed to continuing with a programme of Civilianisation. Implementation will be subject to the moratorium and the ECF. The task of developing a plan has been taken on by a project team under Public Service Agreement 2010 – 2014. A considerable amount of work has been carried out to date.</p> <p>Progress is being reported to Implementation Body and is on schedule as per the timelines of the Public Service Agreement 2010-2014. (For details see recommendation 6.1 of Report No. 6)</p> <p>The Government introduced a Moratorium on Recruitment and Promotion across the Public Service on 27<sup>th</sup> March 2009. This means that no vacant positions can be filled by recruiting new staff or by promoting existing staff, without obtaining prior derogation from the terms of the Moratorium from the Department of Public Expenditure &amp; Reform.</p> <p>Any further civilianisation can now only be achieved through suitable re-deployment from the wider Public Sector pool and this is being examined by Government.</p> <p>The Garda Inspectorate acknowledges the Government's position and the impact that it has had on the implementation of this recommendation. However it is expected that when finance becomes available implementation of this recommendation will recommence.</p>	3 <sup>rd</sup> Quarter, 2008	Implementation Deferred	Assistant Commissioner HRM
3.26	Build a continuing professional development and training programme for each rank and civilian grade in the organisation.	A	<p>The report of the Training Review Group was presented to the Commissioner on 26 June 2009 and was launched on the 19 February 2010 by the Minister for Justice, Equality and Law Reform.</p> <p>The Training and Development Review Group Report provides a comprehensive lifelong learning programme for all Gardaí and civilian personnel.</p>	Implemented		Commissioner

3.27	Provide necessary training and professional development to enable managers in the regions to perform their roles more effectively and invest in leadership and executive training programmes for the superintendent and inspector ranks.	A	<p>Leadership and executive training was reviewed by the Training Review Group (see recommendation 3.23). The Group's report was presented to the Commissioner on 26 June, 2009 and was launched by the Minister for Justice, Equality and Law Reform on 19 February, 2010.</p> <p>Redesigned development programmes for newly-promoted chief superintendents, superintendents and inspectors have been embedded and delivered. They are modular and theme-based and focus on the key operational, business, financial and strategic requirements of the rank/role. Furthermore in supporting the lifelong learning philosophy in the Garda Training Review, participants undergo self awareness and personality psychometric testing, engage with mentors and direct line managers in completing action plans, learning portfolios and learning logs, complete specific leadership inputs and participate in internal coaching, The programmes are designed around the identified competencies for the ranks</p> <p>A continuous professional development programme has been developed for members of inspector rank and above, including a suite of master classes, seminars and a strategic command exercise.</p> <p>. Discussions are at a final stage with UCD to develop a joint BSc in Police Leadership. Implementation commenced in 1<sup>st</sup> Quarter 2011. The programme is open to superintendents, inspectors, sergeants and higher executive officers.</p> <p>The Garda Executive Leadership Programme (GELP) has been further developed to provide for an Advanced Management Diploma in Police Leadership (GELP1) and an M.Sc. in Police Leadership (GELP2). The course is available to chief superintendents, principal officers and superintendents/assistant principal officers with two years service at that rank/grade.</p>	Implemented		Commissioner
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3.28	Agree a strategy and develop a timeframe for the introduction of a professional performance management system.	A	<p>A Project Team under the Public Service Agreement 2010 – 2014 is now established for the introduction of a professional performance management system into the Garda Síochána. Work on the initiative has commenced and progress is being reported to the Implementation Body and is on schedule as per the timelines of the Public Service Agreement 2010-2014.</p> <p>A review of the PALF pilot has commenced and the report on the review is scheduled for completion in mid-March 2013. The IT system has been refined and is currently in lock-down mode. The training approach for PALF is being finalised. The full implementation of PALF is scheduled to commence in Quarter 2, 2013.</p> <p>The Garda Inspectorate acknowledges the progress made to date in addressing this recommendation and will assess full implementation in the context of future reports.</p>	4 <sup>th</sup> Quarter, 2008	Implementation on-going 4 <sup>th</sup> Quarter, 2013 (for full implementation)	<p>Assistant Commissioner Human Resource Management</p> <p>Assistant Commissioner Organisation Development and Strategic Planning</p>
3.29	Continue the review of promotion processes to ensure relevance and fairness and identify means to accelerate the advancement of highly talented people through the various ranks.	A	<p>Continuous review of the Garda promotions process is now standard practice.</p> <p>Following an initial review by the Promotions Review Board, a number of changes were introduced for promotion competitions in 2008. (New application forms and instruction booklets were introduced for promotion competitions for all ranks from sergeant to chief superintendent. The number of competencies assessed as part of the superintendent and chief superintendent promotion competitions were reduced from ten to seven.)</p> <p>The Promotions Review Board reconvened in April 2009 and agreed to (1) review the 2008 promotion competitions and (2) undertake, given the unique opportunity presented by the moratorium on promotions in the public service, a root and branch review of the Garda Síochána promotion processes.</p> <p>An Interim report was completed and a number of recommended changes were made in the most recent competitions.</p> <p>The promotions review group met again in June 2010. Additional recommendations were put forward for inclusion in the final report. The final report on the “Review of Promotions” has been submitted to Assistant Commissioner HRM. Draft promotion application forms for Sergeant, Inspector, Superintendent and Chief Superintendent rank have been developed to include recommendations from the review of promotions report.</p>	3 <sup>rd</sup> Quarter, 2009  Implemented	Implementation on-going	Assistant Commissioner Human Resource Management

			<p>This issue of the draft promotions application forms was dealt with at a meeting with the Promotion Advisory Council on the 1st December, 2011. Revised assessment forms for Sergeant to Chief Superintendent inclusive were presented to the Advisory Council. Following discussion the Council recommended to the Commissioner that the revised forms be adapted. However, the introduction of a performance, accountability and learning framework, as part of the Croke Park Agreement, will in part integrate and impact on the current promotion process. In this context the review group will now revisit the overall process and supporting documentation.</p> <p>This matter will be submitted for the consideration of the Promotion Advisory Council once the PALF pilot has been completed and evaluated. This recommendation is now linked to 3.28.</p> <p>The Garda Inspectorate acknowledges the progress made to date in addressing this recommendation and will assess full implementation in the context of future reports.</p>		<p>4<sup>th</sup> Quarter, 2012 (For commencement of implementation.)</p> <p>4<sup>th</sup> Quarter, 2013 (for full implementation)</p>	
3.30	Develop a technology vision for the Garda Síochána that directly flows from the organisation's vision and strategic plan, with particular focus on enhancing front-line police service. Involve both commanders and front-line police officers in the development of the technology vision.	A	A new ICT Strategy, for the period 2010-2012, has been developed and published. Extensive consultation was undertaken with internal and external stakeholders in the development of the strategy. The strategy outlines the systems and services which ICT will provide to support the organisation in meeting its strategic objectives.	Implemented		Executive Director ICT
3.31	Include the Director of ICT in senior policy discussions to ensure he/she is fully aware of strategic and operational plans so that the technology agenda is closely aligned with them.	A	The Executive Director of ICT is included in senior management meetings.	Implemented		Executive Director ICT

3.32	Develop a transport policy that is primarily driven by business needs and set out strategies to resource and implement that policy.	A	<p>The Garda Síochána awarded a contract for a profile and optimisation study of the Garda transport fleet. The Commissioner established a Transport Executive Board to review the external consultancy report and develop a transport policy. A first draft of the transport policy was completed in the 3<sup>rd</sup> Quarter 2010.</p> <p>A draft Transport Strategy policy and a Report concerning the review of the current use of Motorcycles in the Garda Síochána have been completed and are under the consideration of the Garda Transport Executive Board.</p> <p>The Garda Transport Executive Board has circulated the report on the use of Motorcycles internally for observations regarding the operational and financial impact.</p> <p>The Garda Transport Executive Board has requested that the Transport Strategy be reviewed expanded and resubmitted for consideration and has established a working group for this purpose.</p> <p>The rapidly deteriorating fiscal situation in 2011 necessitated a revaluation of financial expenditure across the Garda Organisation. The operation and maintenance of the Garda fleet was a particular area of concern and it was agreed, at Commissioner level, that immediate action was required in order to maximise, and prioritise, the operational capacity of the fleet. An Assistant Commissioner was requested to address this issue under the auspices of the Organisation GRACE Programme. The Assistant Commissioner immediately completed a full optimisation of the national fleet which included the geographic reallocation/exchange of vehicles, the withdrawal and redeployment of vehicles from non essential roles and finance permitting the purchase of a limited number of basic uniform vehicles. The current focus of the Assistant Commissioner's work is streamlining the nature and type of vehicles in the fleet, the identification of optimum, economic, and efficient multipurpose operational vehicles which will meet the diverse demands of policing.</p> <p>Devising a long-term transport strategy is deferred until such time as the economic situation stabilises and long term financial planning is achievable. The immediate priority is ensuring mainstream uniform units are equipped with appropriate transport to respond to the demands of the community.</p> <p>The Garda Inspectorate acknowledges the financial position and the impact that it has had on the implementation of this</p>	4 <sup>th</sup> Quarter, 2008	Deferred	Executive Director Finance
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			recommendation. In the event that finance does become available it is expected that implementation of this recommendation will recommence.			
3.33	Increase the size of the transport fleet and the proportion of marked vehicles to ensure that proper transport is available to improve the visibility and productivity.	AM	The size of the Garda fleet has increased from 2,200 vehicles to over 2,800 vehicles since the publication of the Inspectorate's report in September, 2007. Approximately 1,400 of these are marked vehicles, which represents an increase of almost 60% since the publication of the report.	Implemented		Executive Director Finance
3.34	Expedite the process of engaging a professional, external fleet management service and negotiate a contract with specific deliverables, including a provision to develop data to determine the safest, most reliable and fuel efficient vehicles.	AM	<p>A detailed and complex Request for Tender (RFT) document for the provision of an external fleet management service was prepared in conjunction with the Chief State Solicitor's Office. This RFT issued to the five preferred service providers with a closing date for receipt of tender proposals of 3 July, 2008. Evaluation of tenders was completed in late-2008. No suitable tender was received.</p> <p>A number of alternative options to engaging an external fleet management service were considered. This resulted in the commencement of a pilot schedule maintenance program in July 2009. A review of this pilot was completed in September 2009. This scheduled maintenance programme has been extended countrywide covering 55% of the Garda fleet.</p> <p>Sanction was received from the Department of Finance in March 2011 to proceed with a tender for the service, repair and maintenance of the Garda Fleet.</p> <p>A RFT for the service, maintenance and repair of the Garda fleet was published on 19 May, 2011. The tender evaluation was completed in October, 2011. Sanction to award the contract to the preferred tenderer was received from the Department of Public Expenditure &amp; Reform on 16<sup>th</sup> January 2012. The contract for the service, repair and maintenance of the Garda Fleet commenced on 20<sup>th</sup> April 2012.</p>	Implemented.		Executive Director Finance

3.35	Develop, prepare and publish a strategic Garda accommodation plan.	AM	<p>The Commissioner established a Garda Accommodation Programme Board, under the chairmanship of the Chief Administrative Officer, to prepare a long-term accommodation strategy for the organisation.</p> <p>The strategy has four main elements, namely:</p> <ul style="list-style-type: none"> <li>• To establish a set of strategic aims and objectives appropriate for the provision of Garda accommodation over the period.</li> <li>• To establish future accommodation needs.</li> <li>• To objectively, transparently and systematically prioritise investment projects over the period.</li> <li>• To identify appropriate funding sources, propose appropriate implementation arrangements, and set out the anticipated impacts and benefits of the investment for policing goals, effectiveness, efficiency and value for money.</li> </ul> <p>The Garda Síochána ‘Long-Term Accommodation Strategy’ has been completed however its full implementation is subject to sufficient funding being made available.</p> <p>The closure of Garda Stations in 2012 and the potential for further station closures in 2013 and beyond will be factored into the long term accommodation strategy. In addition, the Government Stimulus Package, announced in July 2012 provides additional capital funding for development of a number of Garda Divisional Headquarters. Implementation of the full strategy is still dependent on the availability of finance.</p> <p>This recommendation is linked to recommendations 3.36 and 4.5</p>	Implemented		Executive Director Finance
3.36	Detail how the €260m provided by the Government under the National Development Plan 2007-2013 will be spent, prioritising the replacement of outdated accommodation that no longer provides acceptable working conditions for Gardaí.	AM	<p>The Garda Síochána ‘Long Term Accommodation Strategy’ developed in recommendation 3.35 outlines how resources will be allocated.</p> <p>See recommendation 3.35</p>	Implemented		Executive Director Finance

3.37	Provide central, secure property storage sites at the busiest centres and construct dedicated Garda firearms ranges and facilities for tactical firearms training.	A	<p>Property and Exhibit Management Systems (PEMS) have been established in a number of locations throughout the State. The rollout of these PEMS will continue as an ongoing project.</p> <p>Four FATS (Firearms Automated Training System) have been purchased and are fully operational. Two are at fixed locations and the other two are mobile units.</p> <p>In 2007, a tender competition was held and a contract awarded for the supply of two modular firearms ranges. The two ranges are operational. One at the Garda College and the second at a Garda facility on Airton Road, Tallaght, Dublin 24.</p> <p>Development of new firearms range facilities was considered in the context of a long-term accommodation strategy for the organisation.</p>	Implemented		Executive Director Finance
3.38	Adopt a strategic approach to procurement as recommended in the National Public Procurement Policy Framework.	A	<p>The Garda Síochána is bound by the National Public Procurement Policy Framework and is subject to audit under the Comptroller &amp; Auditor General (Amendment) Act, 1993.</p> <p>The Garda Síochána has developed a procurement strategy and business plans are in place. Procurement staff receives internal and external training on procurement best practice. Divisional procurement committees have been established. Standard procurement guidelines and templates for procurement purposes are followed in all Garda Divisions.</p>	Implemented		Executive Director Finance